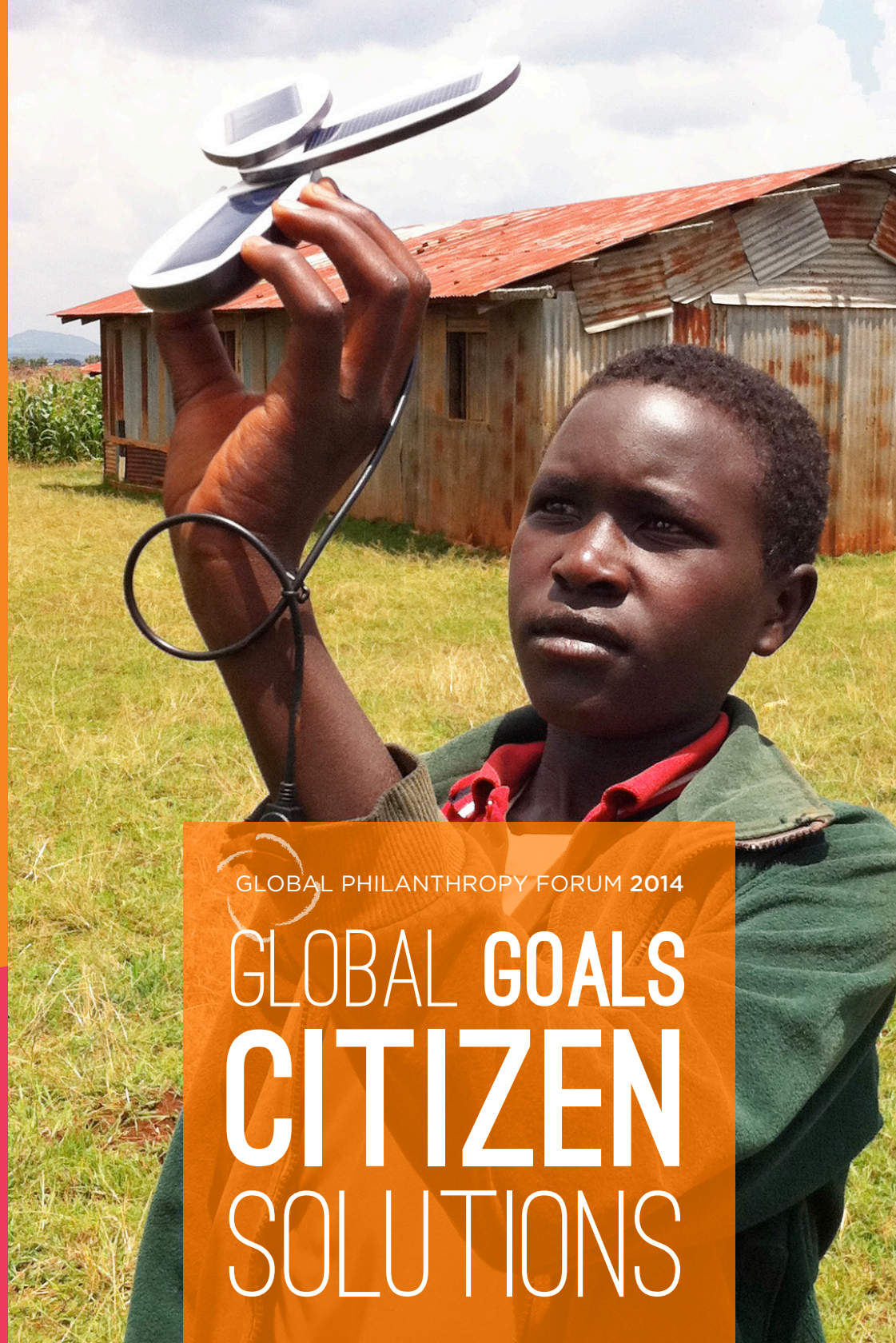


2014 Global Philanthropy Forum Conference



GLOBAL PHILANTHROPY FORUM 2014

GLOBAL GOALS CITIZEN SOLUTIONS



The Global Philanthropy Forum is a project of
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GLOBAL PHILANTHROPY FORUM 2014

GLOBAL GOALS
CITIZEN
SOLUTIONS

April 23-25, 2014
Redwood City, CA

This book includes transcripts from the plenary sessions and keynote conversations of the 2014 Global Philanthropy Forum Conference. The statements made and views expressed are solely those of the authors and do not necessarily reflect the views of GPF, its participants, the World Affairs Council of Northern California or any of its funders. Prior to publication, the authors were given the opportunity to review their remarks. Some have made minor adjustments. In general, we have sought to preserve the tone of these panels to give the reader a sense of the Conference.

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, Britt-Marie Alm, Pearl Darko, Brett Dobbs, Sylvia Hacaj, Ashlee Rea, Sawako Sonoyama, and Nicole Wood — for their work and dedication to the GPF, its community and its mission.

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FOREWORD



How might philanthropic strategy, public policy and business practice change if improved quality of life were the goal, the achievement human dignity the measure and the capture of ingenuity the method?

This was the underlying question at the 2014 Global Philanthropy Forum (GPF) Conference, which explored how citizen innovators are redefining their approach to achieving global goals and in the process redefining philanthropy, development and value. All of the sessions were organized around the premise that governments can set goals, mobilize resources and coordinate action. But to combat poverty in all of its dimensions and meet ambitious new development goals, they must join forces with citizen innovators from the private and social sectors and take into account the role that both human nature and human ingenuity can play.

GPF is a learning community of more than 1,800 private donors and social investors committed to international causes. Through its annual conference and other programming, GPF connects donors to one another, to foundation executives, policymakers, issue experts and leaders of non-governmental organizations and social enterprises. Together they consider pressing global issues and evaluate approaches to challenges at hand.

On the pages that follow, you will find the transcribed words of inspiring leaders from around the world who are redefining the way we think about leadership and citizenship, philanthropy and learning, markets and value, service and society — and development itself.

Throughout the Conference, speakers emphasized the importance of working together to achieve development goals. During the opening plenary, Khalid Malik, director of the Human Development Report Office at the United Nations Development Programme, remarked that new partnerships are essential for greater impact. The following day, World Bank President Jim Yong Kim echoed this sentiment by emphasizing the importance of collaboration and citizen engagement. “We know that for many of the toughest global problems

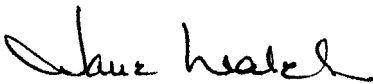
— eradicating poverty, bringing prosperity to the poorest, tackling climate change — none of us can do it alone. We have to work together, and we must have more citizen engagement.”

We also heard from leaders of foundations who are working to redefine the field of philanthropy. Ford Foundation President Darren Walker urged us to rethink what it means to engage in strategic philanthropy — something he argues should be organic and not formulaic.

Many speakers explored the qualities of ethical leadership and effective citizenship and highlighted the significance of nurturing the next generation. For example, Hakeem Belo-Osagie, chairman of Emerging Markets Telecommunications Services Ltd., explained, “All of us have young ones around us; in some cases they may be children, in some cases they may be students and in some cases they may be younger people in the firms that we work in whom we mentor. The education that you impart to them, the example that you give them and the experience that you also give them will determine whether they in later life will be great leaders.” Similarly, Laurene Powell Jobs, founder and chair of the Emerson Collective, and Wendy Kopp, CEO and co-founder of Teach for All, discussed the importance of education in producing capable future leaders.

As we explored the process of redefining development, philanthropy and leadership, we recognized that these new definitions are made real by individuals who choose to serve. And we asked ourselves whether we have fundamentally changed our notion of service and sense of obligation to the larger world. Former Prime Minister of Norway Gro Brundtland, an individual who embodies a lifelong commitment to service, closed the Conference with a reminder that it will take the dedication of all of us — from policymakers to local community members to private sector leaders — to achieve sustainable development.

We hope that reading the messages in this book will encourage you to pick up where they left off, inspire you and your commitment to action and remind you that you are not alone.



Jane Wales

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

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and CEO, Conrad N.
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Chairman, The Heinz
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Goodwill Ambassador,
UNICEF
Founder, The Batonga
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Carol Larson

President and CEO,
The David & Lucille
Packard Foundation

Annie Lennox

Founder,
The SING Campaign

Graça Machel

Chairperson,
Foundation for
Community Development
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Infotech Investment
Group, Ltd.

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Founder and President,
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President and CEO,
Skoll Foundation

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Trustee,
The David & Lucile
Packard Foundation

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Director, Greycroft, LLC

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Jacqueline Strasser Higgins

Laurene Powell Jobs

Penelope Lewis

Michael Madnick

Felipe Medina

Christine Morse

Randy Newcomb

Sally Osberg

Jan Piercy

Joan Platt

Kathy Reich

Reeta Roy

Ginger Sall

Pamela Shiffman

Chuck Slaughter

Jeff Ubois

Jane Wales

Catherine Zennström

2014 CONFERENCE AGENDA



GLOBAL GOALS, CITIZEN SOLUTIONS

WEDNESDAY, APRIL 23

10:00 AM **Speed Networking**
Salons Jump-start the Conference Wednesday morning with timed, 6-minute “speed introductions.” Please bring the Speed-Networking Access Card you received at registration.
1, 2, 3 & 4

10:45 AM **Break**

11:00 AM **Redefining Development: Global Goals, Citizen Solutions**
Ballroom
Development is a data-rich field, and the experience of striving toward the Millennium Development Goals has added greatly to our knowledge, as have experiments with new hybrid models. Related fields, like behavioral economics, also yield important insights. And, if behavior is communication, data are words. More and more inter-governmental agencies, foundations and nonprofits are sharing their findings to contribute to field-wide knowledge. At the same time, national governments and local communities have experimented with and learned from cross-sectoral partnerships aimed at spurring innovation to meet development challenges. Novel methods such as these allow public and private development actors to join forces, set targets, and pursue strategies to achieve them. The most effective development strategies take the beneficiaries and their actions into account, allow for continuous feedback, capture the ingenuity of citizens from all walks of life and affirm the dignity of all.

[REMARKS] JANE WALES CEO, Global Philanthropy Forum and World Affairs Council; Vice President, The Aspen Institute
@janewales

RACHEL GLENNERSTER Executive Director,
Abdul Latif Jameel Poverty Action Lab @RunningREs

KHALID MALIK Director, Human Development Report Office,
United Nations Development Programme @KhalidMalikUNDP

SANJAY PRADHAN Vice President for Change,
Leadership and Innovation, The World Bank @WorldBank

[MODERATOR] MARINA GORBIS Executive Director,
Institute for the Future @mgorbis

12:30 PM **Lunch**

1:15 PM **Ensure Sustainability: Preserve Earth’s Biodiversity & Physiology**
Ballroom
Patterns of economic growth, population migration and human settlement will place new pressures on nature’s resources. Degradation, biodiversity loss and climate change are both a cause and a consequence of change. If unchecked, deforestation, soil and water depletion and fossil fuel emissions can have devastating effects, often disproportionately impacting those least responsible, and least able to adapt or respond. As nations set global goals, few can afford to wait for policy action. This panel will focus on citizen solutions that steward and replenish natural resources, incentivize preventive action and finance remediation.

INGENUITY SPARK: RICHARD LANG & JUDITH SELBY LANG
Artists, One Plastic Beach, A Sustainable Art Collection
@sfelectricworks

[REMARKS] NANCY BIRDSALL President,
Center for Global Development @nancymbirdsall
SANDY ANDELMAN Chief Scientist,
Conservation International @conservationorg
CAROL LARSON President and CEO,
The David and Lucile Packard Foundation @DLPExplore
DAVID WILK Acting Division Chief, Climate Change and
Sustainability, Inter-American Development Bank @the_IDB
[MODERATOR] LARRY BRILLIANT President and CEO,
Skoll Global Threats Fund @larrybrilliant

2:30 PM

Break

2:45 PM

Conferring Dignity While Leveraging Demographic Change

The world's population is projected to rise to more than 9 billion by 2050. While the combination of low fertility and improved long-term health is shifting the burden for financial social services to a dwindling percentage of the workforce in the rich world, the young population is moving to cities at an ever growing rate throughout much of the world. This pattern of migration and settlement is stretching the capacity of governing institutions and nature's resources.

At the same time, this youthful population is tech-savvy, connected, and eager to contribute to a wave of innovation in web-based enterprise, as well as benefit from improved delivery of public sector services. Will demography be destiny? Or can the energies, talents and leadership skills of this youthful population be leveraged for the common good? And will the potential contributions of women and previously marginalized groups be maximized?

INGENUITY SPARK: WESLEY GRUBBS
Founder, Pitch Interactive @pitchinc

TSITSI MASIYIWA Executive Chairperson,
Higher Life Foundation @T_Masiyiwa

KENNEDY ODEDE Founder and CEO,
Shining Hope for Communities @KennedyOdede

TOBY PORTER Chief Executive, HelpAge International
@tobyhporter

[MODERATOR] DAVID BLOOM Clarence James Gamble
Professor of Economics and Demography, Department of Global
Health and Population, Harvard School of Public Health
@DavidEBloom

4:00 PM

Break

4:15 PM WORKING GROUPS: Teach, Learn & Co-Create

Blue Room ENHANCING OPPORTUNITY AND EQUITY FOR ADOLESCENT GIRLS & BOYS

Long-standing cultural and social norms have often stood in the way of the advancement of women and girls, and in large swaths of the world, persistent deprivation or humiliation robs adolescent boys of hope for a better life. Their despair can result in tragedy. When boys are conditioned to believe that a girl's gain in stature is their loss in respect, the tragedy is compounded. Experience demonstrates that an empowered girl becomes an empowered woman, who can contribute to the household, the community and society, improving the quality of life for girls and boys, women and men alike. Moreover, recent experience has yielded many lessons on ways to work with boys to assure that they are able to navigate the difficult and formative years of adolescence, gaining the skills and self-respect needed for success.

MUSIMBI KANYORO President and CEO, Global Fund for Women @MKanyoro

BAFANA KHUMALO Co-founder and Senior Programs Specialist, Sonke @Mashobane61

DANIEL MOLINA Regional Gender Equality and Masculinities Program Coordinator, Plan International @PlanGlobal

[CHAIR] MARK GERZON President, Mediators Foundation

Grand Salon ACCESS TO SANITATION FOR ALL

According to the UN, 2.5 billion people do not have acceptable sanitation facilities, and 1.1 billion people are forced to defecate in the open. Not only is access to proper sanitation a basic requirement of dignity, but it is also a key to solving inter-related issues in health, gender equality and education. This working group will examine progress made to date, challenges ahead and ingenious solutions to the sanitation crisis.

DAVID AUERBACH Co-founder, Sanergy @Sanergy

FAISAL CHOCHAN Co-founder, Cogilent Solutions @faisalchohan

[CHAIR] JOHN KLUGE Co-founder and Chief Disruption Officer, Toilet Hackers @klugesan

Salon 1 COMMUNITY PHILANTHROPY: ADVANCING LOCAL SOLUTIONS, BUILDING TRUST

Local communities are pooling and deploying their own social and financial capital in seeking long-term improvements in the quality of life for their residents. Their involvement as donors is crucial to building civil society and to enhancing the effectiveness of development aid and the prospects of sustainability. Increasing local ownership and accountability strengthens communities and leads to longer-lasting and embedded outcomes. There is great potential to create new, valuable partnerships built on trust and greater local engagement, capacity and control of assets.

BEATRIZ GERDAU JOHANNPETER Vice President, Gerdau Institute @gerdau_eng

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JANET MAWIYOO CEO,
Kenya Community Development Foundation @jmawiyoo
[CHAIR] MIRZA JAHANI CEO, Aga Khan Foundation USA
@AKF_USA

5:30 PM **Break/Individual Meetings**

6:00 PM
Foyer **Citizen Ingenuity Reception**

Meet inventive citizens who have devised creative approaches to some of today's most pressing global issues. By sharing their innovative thinking, they will help us imagine a world in which solutions are found, needs are met, ingenuity is tapped, and dignity is achieved.

Creation Station

[HOSTS] RICHARD LANG and **JUDITH SELBY LANG** Artists,
One Plastic Beach, A Sustainable Art Collection
FAISAL CHOCHAN Co-founder, Cogilent Solutions and Mapper
WESLEY GRUBBS Data Visualization Artist and Provocateur
SHINICHI TAKEMURA Anthropologist and Creator, Tangible Earth

7:00 PM **Dinner**

7:45 PM **Musical Performance: Eliyahu & The Qadim Ensemble**

8:15 PM **Meeting the Universal Yearning for Dignity -
The Case of the MENA Region**

Empowered with new technology and connectivity, more citizens of the MENA region are taking ownership of their individual lives and demanding accountability from governments. But political instability and violent conflict continue to disrupt societies, and progress is difficult to achieve. The desire for political freedom, economic opportunity and gender equity is part of a strong yearning for dignity. This lack of dignity is a crucial challenge in MENA and elsewhere; it is also a moment of great opportunity to drive change. What role do respect and dignity play in inclusive development, particularly in this region?

MYRNA ATALLA Executive Director, Alfanar @missbusy
USAMA FAYYAD Executive Chairman, Oasis500 @usamaf
[MODERATOR] BARBARA IBRAHIM Founding Director, John D. Gerhart Center for Philanthropy and Civic Engagement @biibrahim

THURSDAY, APRIL 24

7:30 AM

Breakfast Buffet & Table Talks

Breakfast Buffet begins at 7:30 am. Table Talks begin at 8:00 am. A conference attendee leads each conversation, facilitates networking and encourages targeted knowledge-sharing. Please refer to the insert or log on to GPF Connect for the list of Table Talks.

7:45 AM

Grand Salon

Powering and Contributing to a Global Conversation on Sustainable Development Goals

Fundamental changes in the world since the Millennium Development Goals were introduced in 2001 have created new opportunities and challenges for promoting human well-being. These changes require a new agenda for universal progress on sustainable development that acknowledges the linkages among social, environmental and economic goals.

Success will come only if it is implemented in broad partnership with all stakeholders. How can we build on the advantages of philanthropy vis-à-vis public donors? What can be done to more closely link philanthropic strategies, investments and reporting to sustainable development goals?

ED CAIN Vice President, Conrad N. Hilton Foundation
@hiltonfound

ANGELA HARICHE Director of International Data Relations, Foundation Center @angela_hariche

MARCOS NETO Cluster Leader, Innovations & Development Alliances Cluster, UNDP @marcosathias

[MODERATOR] HEATHER GRADY Philanthropy Advisor, Conrad N. Hilton Foundation @HeatherGrady1

9:00 AM

In Conversation... World Bank President, Jim Yong Kim

After Dr. Kim became president in July 2012, the World Bank Group established two goals: ending extreme poverty by 2030 and boosting shared prosperity for the bottom 40 percent of the population in developing countries. Join us for a dialogue with President Kim, whose perspective is integral to both setting and meeting global development goals. (via interactive video).

[WELCOME] PETER ROBERTSON Chairman, Board of Trustees, World Affairs Council @World_Affairs

JIM YONG KIM President, World Bank Group @WorldBank

[MODERATOR] TOM KALIL Deputy Director for Technology and Innovation, White House Office of Science and Technology Policy @whitehouseostp

9:30 AM

In Conversation... Laurene Powell Jobs & Wendy Kopp

Wendy Kopp is an example of the rare social entrepreneur who had success in scaling her first model with Teach for America, and is now charting new and important endeavors addressing education inequities on a global stage. We will hear insights on transi-

2014 Global Philanthropy Forum Conference

tioning leadership, how to begin a new enterprise after reaching key milestones and creating effective program models for working on a global scale.

WENDY KOPP CEO and Co-founder, Teach For All @wendykopp
[MODERATOR] **LAURENE POWELL JOBS** Founder and Chair, Emerson Collective; Chair, GPF Advisory Council @EmCollective

10:00 AM **Break/Individual Meetings**

10:45 AM **WORKING GROUPS: Teach, Learn & Co-Create**

Salon 1

ADDRESSING URBANIZATION: BUILDING RESILIENT CITIES

Cities have increasingly become humankind's home — 50% of the world's people now live in cities, 60% will do so in 2030, 75% in 2050, and perhaps 85% in 2100. Absent a shared strategy and coordinated action, there will be a growing number of slum dwellers without basic services such as clean water. Urban populations will face increasing challenges including the effects of hunger, violence and disease. In the face of rapid urbanization, the development of safe, equitable and sustainable urban environments is a critical need, an attainable solution, and a requirement of dignity.

WILLIAM BAZEYO Dean and Associate Professor of Occupational Medicine, Makerere University, School of Public Health @maksph

MARTÍN BEAUMONT Program Director, Fundación Avina @FundacionAVINA

LINDA RAFTREE Senior Advisor, Innovation, Transparency and Strategic Change, Plan International USA @meowtree

[CHAIR] **DANIEL HOMSEY** Director, Neighborhood Resilience, City and County of San Francisco @danielhomsey

Grand Salon **SUSTAINABLE CONSUMPTION**

Three billion consumers are expected to enter the middle class by 2050, the vast majority from developing markets. The planet cannot support projected resource-intensive consumption. In OECD countries, corporations have not only embedded sustainability into their approaches to production, but have even started to urge the recycling and reuse of their goods and services. Consumers are responding. Developing countries, with access to new technologies, can leapfrog straight to more efficient and sustainable production and consumption. The “sharing economy,” which challenges the notion that everyone must own one of everything, and that everything needs to be new, is one path toward sustainable consumption.

RICHARD LANG and **JUDITH SELBY LANG** Artists, One Plastic Beach, A Sustainable Art Collection @sfelectricworks

APRIL RINNE Chief Strategy Officer, Collaborative Lab @aprilrinne

XIAN ZHOU Founder, Buy42.com @Buy42

[CHAIR] **LUCY BERNHOLZ** Senior Fellow, Center on Philanthropy and Civil Society, Stanford University @p2173

Blue Room BUSTING MYTHS OF LOGIC AND SCALE

Large scale problems are complex and interconnected. Whether it is poverty, climate change, or failure to provide for human rights — both the problems and their solutions involve multiple actors and factors. But we still tend to create development interventions that rely on linear and predetermined solutions that may not work under conditions of complexity. And when the details and nuances of the local environment are so critical in a successful implementation, is scaling always the right approach? This session will reveal myths in development and philanthropy that may undermine effectiveness and discuss the systematic change that needs to happen.

CHASE ADAM Co-founder, Watsi @ChaseAdam17

JOHN KANIA Managing Director, FSG @FSGtweets

PAUL NIEHAUS Co-founder and President, GiveDirectly

@PaulFNiehaus

JERI ECKHART QUEENAN Head, Global Development Practice, The Bridgespan Group @BridgespanGroup

[CHAIR] SALLY OSBERG President and CEO, Skoll Foundation

@sallyosberg

12:00 PM

Lunch

1:15 PM

The Tangible Earth

Anthropologist Shinichi Takemura created the Tangible Earth, the world's first multimedia interactive digital globe, to change the way people understand our world and explore new ways of portraying the reality of what's happening to the planet. It dynamically represents various aspects of our planet such as climate variations, global warming progression and biodiversity.

INGENUITY SPARK SHINICHI TAKEMURA

Creator, The Tangible Earth

1:30 PM

Redefining Philanthropy: In Conversation... Darren Walker

In September, Darren Walker became the tenth president of the Ford Foundation. Join us for a conversation about the Foundation's influence on his life, the current environment for social change, his hopes for the Foundation and his thoughts on philanthropy redefined.

DARREN WALKER President, Ford Foundation @FordFoundation

[MODERATOR] JANE WALES @janewales

2:00 PM

Break/Individual Meetings

2:30 PM

Redefining Leadership

Global goals cannot be met if societies are divided, political opinion is polarized, core values are contested, deliberative processes are abandoned, and individual responsibility to the community is shirked. To capture the benefits and mitigate the dangers of fast-paced change, far-sighted and collaborative leadership will be required. Institutions and processes for decision-making will need to be built. Trust in these mechanisms for self-governance will need

to be earned while communities must commit to maintaining the dignity of these institutions. The requirements of leadership will include strategic focus, tactical agility, sure values and a commitment to continuous learning. Panelists will explore the qualities of ethical leadership and effective citizenship in an era characterized by change. And they will point to models for identifying, cultivating and supporting leaders of all ages, from all backgrounds, in all geographies.

[REMARKS] HAKEEM BELO-OSAGIE Chairman,
Emerging Markets Telecommunications Services Ltd.

PETER EIGEN Founder and Chair of the Advisory Council,
Transparency International @p_eigen

FRED SWANIKER Founder and CEO,
African Leadership Academy @ALAcademy

[MODERATOR] SALLY OSBERG President and CEO,
Skoll Foundation @sallyosberg

3:45 PM Break/Individual Meetings

4:15 PM WORKING GROUPS: Teach, Learn & Co-Create

Grand Salon A CHANGING GLOBAL LABOR FORCE — MANAGING PRIVATE SECTOR DEMANDS AND SOCIETAL NEEDS

Demographic trends have an immense effect on the global workforce, and employers are faced with the challenge of meeting their needs in this rapidly changing environment. This working group will examine how various factors — such as urbanization, aging and women’s empowerment — are shaping the labor force in developed and developing countries. Participants will discuss strategies for meeting private sector demands and societal needs while brainstorming ways in which philanthropy and civil society can partner with the private sector. Special attention will be paid to demographic change and the need to provide a ready workforce.

DAVID BLOOM Clarence James Gamble Professor of Economics and Demography, Department of Global Health and Population, Harvard School of Public Health @DavidEBloom

TOBY PORTER Chief Executive, HelpAge International @tobyhporter

JASMINE THOMAS International Program Officer, Citi Foundation @Citi

[CHAIR] DEEPALI KHANNA Director, Youth Learning, The MasterCard Foundation @mcfoundation

Salon 1 ADVOCATING FOR THE ENVIRONMENT

Despite the urgency for a global response to climate change, governments have failed to take collective action. Neither the planet nor the public can afford to wait for policy consensus to emerge. Harnessing ingenuity and applying it to sustainability has already begun to offer promising solutions. But governments, corporations and individuals must make smart choices with regard to the physical environment. Educational and advocacy efforts are essential to any strategy aimed at mitigating the dangers posed by

climate change. This working group will discuss local approaches to advocacy that engage all actors and highlight the links among economic livelihood, health and the environment.

ESTHER AGBARAKWE Founder, Nigerian Youth Climate Coalition
@estherclimate

BOBBY PEEK Director, groundWork @groundWorkSA

[CHAIR] TOM KRUSE Program Director, Democratic Practice-
Global Governance, Rockefeller Brothers Fund @RockBrosFund

Blue Room

SOCIAL FINANCE, FORGING FUNDS

This working group will focus on various ways to leverage markets to achieve social goals. Participants will discuss impact investing and social finance strategies. Examples of innovative investment funds will be noted and creative partnerships among philanthropists and investors will be highlighted.

JULIA FAN LI Director, Lion's Head Global Partners @juliafanli

WILLIAM HAWORTH Chief Strategist, Financial Institutions
Group, International Finance Corporation @IFC_org

MARIO MARCONI Head, Philanthropy and Values-Based Investing,
UBS Wealth Management @UBS

BETH RICHARDSON Director, GIIRS @GIIRSRatings

[CHAIR] PAULA GOLDMAN Senior Director,
Knowledge and Advocacy, Omidyar Network @pdgoldman

Salon 2

NEXT GENERATION NETWORKS OF PHILANTHROPISTS

In fast growing economies in Africa, Latin America and Asia, private actors are employing the tools of philanthropy — grant-making, investing, volunteering and public private partnership — to advance the public goal of inclusive development. Another striking trend revolutionizing philanthropy is the way that relatively young people are in control of great wealth, giving them the resources and time to be large-scale active philanthropists for many years to come. Increasingly, philanthropists are forming peer learning networks to gain from the experiences of others who share their knowledge needs. Some enter into co-funding partnerships that span sectors and borders. This working group will build on the learnings from the previous two discussions on community philanthropy and scaling impact by taking a deeper look at the ways in which networks can stimulate and inform both indigenous philanthropy and global giving.

PEARL DARKO Director, African Philanthropy Forum
@PearlDarko_APF

PAULA FABIANI Executive Director, Instituto para o
Desenvolvimento do Investimento Social @PaulaFabiani

JONAH WITTKAMPER Co-founder and Global Director,
Nexus @jwittkam

[CHAIR] ROBERT DUNN President and CEO, Synergos Institute
@SynergosInst

6:00 PM
Poolside

Find Your Flare Reception

If you haven't already picked up a colorful badge flare declaring your interest, get one (or more) at the poolside patio. Mix and mingle with color as your guide to learn more about your fellow conference participants.

7:00 PM

Dinner

8:00 PM

**Learning About Learning: In Conversation
with Robert Gallucci and Reeta Roy**

Two years ago, The MasterCard Foundation and the John D. and Catherine T. MacArthur Foundation joined forces with several organizations to spur innovation in secondary education in developing countries. Through support for projects that explore critical questions, pilot new approaches and scale proven models, the Partnership to Strengthen Innovation and Practice in Secondary Education demonstrates the power philanthropy can have in bringing together diverse entities to address complex social challenges. In a lively conversation, the presidents of these two foundations will elaborate on their experience and its implications for their philosophies of shared learning, resource leveraging and leadership.

ROBERT GALLUCCI President, John D. and Catherine T. MacArthur Foundation @macfound

REETA ROY President and CEO, The MasterCard Foundation @MCFoundation

[MODERATOR] JANE WALES @janewales

FRIDAY, APRIL 25

7:30 AM

Breakfast Buffet & Table Talks

Breakfast Buffet begins at 7:30 am. Table Talks begin at 8:00 am. A conference attendee leads each conversation, facilitates net working and encourages targeted knowledge-sharing. Please refer to the insert in this program or log on to GPF Connect to view the list of Table Talks.

7:45 AM

Grand Salon

Beyond the Pioneer: Getting Inclusive Industries to Scale

Much has been made of the potential for market-based solutions to the problems of poverty. But whilst there is extensive innovation on the ground throughout Asia, Africa and Latin America, much of this remains small-scale. How do these solutions get to scale? What can all those who are interested in the power of such models do to accelerate their progress?

LESTER COUTINHO Program Officer, The David and Lucile Packard Foundation @lestercf

ASHISH KARAMCHANDANI Executive Director, Monitor Inclusive Markets, Monitor Deloitte

[MODERATOR] PAULA GOLDMAN Senior Director, Knowledge and Advocacy, Omidyar Network @pdgoldman

9:00 AM

Redefining Value

Leveraging markets and private sector ingenuity will be a key component of poverty alleviation strategies going forward. Increasingly, private sector companies have expanded their definition of “value” beyond the creation of shareholder wealth to include the advancement of the interests of stakeholders including suppliers, consumers, employees and society at large. Panelists will discuss this normative shift and the practical implications of “inclusive business” pursuing “shared value” strategies that create jobs and contribute to the fabric of the community. They will also speak about efforts to construct an ecosystem for impact investing, the new focus on creating jobs and building a resilient middle class.

PATRICK DUPUIS CFO, PayPal @PayPal

BRUCE MCNAMER Head of Global Philanthropy and CEO, JPMorgan Chase Foundation @jpmorgan

CLARA MILLER President, The F.B. Heron Foundation @ClaraGMiller

FREDERIC SICRE Managing Director, The Abraaj Group @fsicre
[MODERATOR] ARON CRAMER CEO, BSR @aroncramer

10:15 AM

Break/Individual Meetings

2014 Global Philanthropy Forum Conference

10:30 AM **In Conversation... Egyptian Foreign Minister, Nabil Fahmy**
NABIL FAHMY, Minister of Foreign Affairs, Arab Republic of Egypt
[MODERATOR] **JANE WALES** @janewales

11:15 AM **Redefining Service and Society**
As we explore the process of redefining development, philanthropy and leadership, we recognize that these new definitions are made real by individuals who choose to serve. As technology helps us erase borders and focus on our common humanity, these pioneering individuals serve their neighbors, communities, nations and, increasingly, the world. How do we ensure that as young people grow up, they become caring individuals who are committed to serve society? One answer can come from government leaders who can create or enhance opportunities to serve, and establish the expectation that citizens do so. We will hear from the former heads of state of Ghana and Norway about ways in which they redefined service in their respective nations, and continue to do so. What are their visions for improving collaboration between governments and ingenious citizens to further the goals of inclusive development?

GRO BRUNDTLAND Former Prime Minister of Norway
[MODERATOR] **JANE WALES** @janewales

12:00 PM **Musical Close, Conference Adjourns and Lunch**

SPEAKER BIOGRAPHIES



CHASE ADAM

Co-founder, Watsi

Chase Adam directs the overall vision and mission of Watsi. Prior to Watsi, he worked at Pacific Community Ventures, where he helped build the group's first double bottom line loan fund. Previously, he served as a Peace Corps volunteer in Costa Rica, where he founded three successful microfinance institutions. He also worked with Fonkoze, the largest economic development bank in Haiti, to establish a national health program that resulted in the distribution of multivitamins to more than 13,000 children in the year of its inception and has since grown to ten times the size. Adam was recognized by the White House as a "Champion of Change" and by *Forbes* as a "30 Under 30 Social Entrepreneurs" in 2014.

Forbes named Watsi one of the most disruptive companies of 2013 alongside Tesla, Netflix and Amazon, and *CNN* identified Watsi as one of the top 10 start-ups to watch in 2014. Watsi was the first nonprofit accepted by Y Combinator and notable donors include Paul Graham, Ron Conway, Vinod Khosla and the Draper Richards Kaplan Foundation.

ESTHER AGBARAKWE

Founder, Nigerian Youth Climate Coalition

Esther Agbarakwe is the founder of the Nigerian Youth Climate Coalition and an international climate change campaigner with experience working on environmental sustainability, social and environmental policy analysis, biodiversity conservation, justice and reproductive health and rights.

She currently works as a communication advisor for the Association for Reproductive and Family Health. Agbarakwe is also the youngest chair and convener in the General Assembly of ActionAid Nigeria with the responsibility of driving ActionAid's policies and programs in the country. Previously, she worked as an international advocacy fellow (population, health, environment and climate change) at Population Action International, Washington DC, USA.

She has led several youth representations to major climate change and development conferences including Rio+20, Durban Conference and COP17. She has also worked on other projects with the UN Commission on Sustainable Development, UNICEF and the Society for Family Health.

Agbarakwe is one of the Youngers of the Elders+Youngers initiative involving notable leaders such as Archbishop Desmond Tutu and Gro Harlem Brundtland. She is also a Commonwealth Youth Climate fellow, Atlas Corps international fellow and Dekeyser & Friends Foundation Academy awardee. She holds a graduate certificate in Sustainable Development from the University of Massachusetts Dartmouth, USA and a Bachelor of Science in Chemistry from University of Calabar, Nigeria.

SANDY J. ANDELMAN

Chief Scientist, Conservation International

Sandy J. Andelman is chief scientist and senior vice president for Conservation International. She also is the founding executive director of Vital Signs, a monitoring system that fills a critical need for integrative, diagnostic data and indicators on agriculture, ecosystem health and human well-being. She led

the design and creation of the TEAM Network, a global system to understand how climate change is affecting tropical forests and the people who depend on them worldwide. She is a member of the World Economic Forum's Global Agenda Council on Food Security and previously served as deputy director of the US National Center for Ecological Analysis and Synthesis (NCEAS), one of the world's top ecological research institutes.

Technology and information have been essential to the transformation of every imaginable sector of human endeavor. Yet today, to solve the world's most pressing issues — feeding the global population and sustaining nature — the right data and technology, applied at the right scales, is sorely lacking. Andelman is pioneering the creation of global public data resources and problem-solving tools to give leaders the systems-level understanding they need to manage the planet sustainably and to promote resilient human societies.

She holds a PhD from the University of Washington.

MYRNA ATALLA

Executive Director, ALFANAR

Myrna Atalla is executive director of Alfanar, the first venture philanthropy organization to work exclusively in the Arab region. Alfanar fosters the growth of innovative social purpose organizations that are improving children's education and economically empowering women and youth. Atalla has scaled Alfanar's reach both within Egypt, its primary operating market, and beyond to Lebanon and Libya, nearly doubling its impact on lives. She has also strengthened Alfanar's ability to provide aspiring social enterprises with management guidance around financial sustainability.

Previously, Atalla worked for the National Democratic Institute for International Affairs (NDI) in Beirut, managing its civil society-strengthening program and women's candidate trainings. She has coached numerous advocacy groups and aspiring candidates on strategic/campaign planning and communications. Atalla also helped run regional initiatives, including international election observation missions to Egypt, Morocco and Yemen.

She has conducted workshops on social entrepreneurship and leadership with youth and civil society leaders in Egypt, Lebanon, Libya, the UK and Saudi Arabia.

Atalla holds a dual-degree MPA from Columbia University and the London School of Economics and a BA from Brown University.

DAVID AUERBACH

Co-founder, Sanergy

David Auerbach is a co-founder of Sanergy, a pioneering social enterprise based in Nairobi, Kenya, which builds healthy, prosperous communities in Africa's informal settlements by making hygienic sanitation affordable and accessible for everyone, forever. Sanergy's systems-based approach empowers the local community to own and operate Fresh Life Toilets, which are low-cost, high-quality waterless sanitation facilities. Sanergy provides business and operational support to ensure its operators thrive. Sanergy collects and recycles the waste into organic fertilizer, which is sold to Kenyan farmers to address the region's food security challenges. In just two years, Sanergy has launched 340 Fresh Life facilities run by a network of 175

operators who daily serve 13,000 residents with hygienic sanitation. Sanergy also employs 150 teammates - 93% Kenyan and 60% under 25 - in a region that faces 40% unemployment.

Previously, Auerbach ran Partnerships at Endeavor, a nonprofit that helps high-impact entrepreneurs in the developing world. He served as the deputy chair for Poverty Alleviation at the Clinton Global Initiative from 2005 to 2006 where he helped to build over 50 impact-focused partnerships. Previously, Auerbach taught in central China for two years as a Yale-China Teaching Fellow.

Auerbach is an Ashoka, Echoing Green and Rainer Arnhold Fellow. He holds an MBA from MIT and a BA from Yale University. He lives in Nairobi, Kenya.

WILLIAM BAZEYO

Dean and Associate Professor of Occupational Medicine,
Makerere University School of Public Health

Dr. William Bazeyo is an associate professor of Occupational Medicine at Makerere University College of Health Sciences School of Public Health in Uganda and is currently the dean of the University. He received an MBChB from Makerere University and MMed in Occupational Health from University of Singapore. He has been teaching at the University for more than 20 years and has done research and published in several areas including health care financing, leadership and one health.

Bazeyo also leads the ResilientAfrica Network (RAN), a partnership of 20 African universities in 16 countries that aims to strengthen the resilience of communities by nurturing and scaling innovations from the different universities. It will apply science and technology to strengthen the resilience of African communities against natural and man-made stresses. Funded by USAID, RAN is led by Makerere University with Tulane University's Disaster Resilience Leadership Academy, Stanford University and the Center for Strategic and International Studies (CSIS) as partners. RAN is one of seven development labs under the Higher Education Solutions Network (HESN) in the White House Office of Science and Technology.

Bazeyo is also the principal investigator of various projects such as the Monitoring and Evaluation (M&E) Technical Assistance, a Centers for Disease Control and Prevention (CDC) Program that offers M&E support to CDC supported institutions. Bazeyo is the director of the newly established Centre for Tobacco Control in Africa, which supports governments to build and sustain institutional capacity for tobacco control.

MARTÍN BEAUMONT

Program Director, Fundación Avina

Martín Beaumont is a Peruvian sociologist who studied at Pontificia Universidad Católica del Perú (Lima, 1992) and received a MA in Politics of Alternative Development at the Institute of Social Studies (The Hague, 1997).

He is currently program director of Fundación Avina in Peru and responsible for Avina's Sustainable Cities Program for the region. He has 25 years of experience in social management in Peru and Latin America, first serving in several positions at DESCO, a Peruvian NGO during the 1990s and thereafter serving senior national and regional positions at Oxfam GB during the 2000s.

He is also associate professor at the College of Management of the Universidad Católica in Lima. As such he has combined field work and management with research and teaching throughout his professional career, publishing articles and lecturing at national and international conferences.

HAKEEM BELO-OSAGIE

Chairman, Emerging Markets, Telecommunication Services, LTD

Hakeem Belo-Osagie started his career as a petroleum economist and a lawyer. For over three decades, he has been a key player in the Nigerian economy through his participation in several businesses in the private sector particularly in the energy, finance and telecommunications sectors. He began his career in the service of the Federal Government of Nigeria working in various capacities in the energy sector ranging from Special Assistant to the Presidential Advisor on petroleum and energy, to Secretary of the Oil Policy Review and LNG Committees. He subsequently set up CTIC, which became a leading energy consulting firm.

Belo-Osagie is a past chairman of the board of directors of the United Bank for Africa Plc, one of the largest commercial banks in Nigeria. He is also the founder and former chairman of First Securities Discount House, Nigeria's leading money markets and treasury bill trading financial services firm, in which the International Finance Corporation (IFC) is an equity investor.

He is currently the Chairman of the board of directors of Emerging Markets Telecommunications Services Ltd (EMTS), a mobile telephone operator which operates in Nigeria under the Etisalat brand. He was recently appointed as a member of the global board of advisors for the Council on Foreign Relations (CFR), the preeminent independent, nonpartisan think tank in America.

Belo-Osagie holds an MBA from the Harvard Business School, a law degree from Cambridge University and an MA in Politics, Philosophy and Economics from Oxford University. He is a member of the Nigerian Bar.

LUCY BERNHOLZ

Senior Fellow, Center on Philanthropy and Civil Society, Stanford University

Lucy Bernholz is a philanthropy wonk. She is trying to understand how we create, fund and distribute shared social goods in the digital age - what she calls "The Future of Good." She writes extensively on philanthropy, technology, information and policy on her award winning blog, philanthropy2173.com. This work led The Huffington Post to hail her as a "game changer."

Bernholz is a senior fellow at the Stanford University Center on Philanthropy and Civil Society, a fellow with the Hybrid Reality Institute and former fellow of the New America Foundation.

She has a BA from Yale University, where she played field hockey and captained the lacrosse team, and an MA and PhD from Stanford University.

NANCY BIRDSALL

President, Center for Global Development

Nancy Birdsall is the Center for Global Development's founding president. From 1993 to 1998, she was executive vice president of the Inter-American Development Bank, the largest of the regional development banks, where she

oversaw a \$30 billion public and private loan portfolio. Before that she worked 14 years in research, policy, and management positions at the World Bank, including as director of the Policy Research Department. Prior to launching the Center, she served for three years as senior associate and director of the Economic Reform Project at the Carnegie Endowment for International Peace where her work focused on globalization, inequality and the reform of the international financial institutions.

Birdsall is the author, co-author or editor of more than a dozen books and many scholarly papers. Her recent publications include “Cash on Delivery: A New Approach to Foreign Aid” and “New Ideas on Development after the Financial Crisis,” co-edited with Francis Fukuyama. Shorter pieces of her writing have appeared in dozens of US and Latin American newspapers and periodicals.

She received her PhD in economics from Yale University and an MA from Johns Hopkins School of Advanced International Studies.

DAVID E. BLOOM

Clarence James Gamble Professor of Economics and Demography in the Department of Global Health and Population, Harvard School of Public Health

Dr. David E. Bloom is Clarence James Gamble Professor of Economics and Demography in the Department of Global Health and Population, Harvard School of Public Health. Bloom is an economist whose work focuses on health, demography, education and labor. In recent years, he has written extensively on primary, secondary and tertiary education in developing countries and on the links among health status, population dynamics and economic growth. He has published over 300 articles, book chapters and books.

Bloom has previously been a member of the public policy faculty at Carnegie Mellon University and the economics faculties at Columbia University and Harvard University. He currently serves as a faculty research associate at the National Bureau of Economic Research and is a member of the board of directors of PSI and of the board of trustees of amfAR, the Foundation for AIDS Research. Bloom also serves as director of Harvard’s Program on the Global Demography of Aging. In April 2005, he was elected fellow of the American Academy of Arts and Sciences.

Bloom received a BS in Industrial and Labor Relations from Cornell University in 1976 and a PhD in Economics and Demography from Princeton University in 1981.

LARRY BRILLIANT

President and CEO, Skoll Global Threats Fund

Larry Brilliant is president of the Skoll Global Threats Fund, which works to reduce the threat of pandemics, nuclear proliferation, climate change and water scarcity. A physician and epidemiologist, Brilliant played a key role in the WHO’s successful smallpox-eradication program. He was founding chairman of the National Biosurveillance Advisory Subcommittee created by Presidential Directive, was the first executive director of Google.org and cofounder of the Seva Foundation, whose work has helped restore sight to 3.5 million people.

In 2008, Time magazine named Brilliant one of the world's 100 most influential people. He received a 2006 TED Prize and was named a Public Health Hero by the University of California, Berkeley, A 2012 Public Health Champion by UCLA and received the 2014 UCLA Medal.

Brilliant, a former professor of international health and epidemiology, holds an MPH from the University of Michigan and an MD from the Wayne State University School of Medicine and several honorary degrees. He is on the boards of the Skoll Foundation, Salesforce Foundation and other philanthropies.

GRO BRUNDTLAND

Former Prime Minister, Norway

An energetic blend of stateswoman, physician, manager, politician and international activist, Dr. Gro Harlem Brundtland has always led the world on issues of global significance. For over four decades, she has been dedicated to global interdependence, focusing on promoting sustainable development, increasing environmental awareness and advocating for good health as a basic human right.

Brundtland spent ten years as a physician and scientist, and 20 years in public office, including serving as prime minister of Norway for more than ten years — the first woman, and the youngest person to ever do so. She was chair of the World Commission of Environment and Development, and the first female director-general of the World Health Organization.

Her forward-thinking and global awareness continue to elevate her worldwide profile. She has served as UN special envoy on Climate Change, seeking ways to balance human enterprise and the planet's limits. The guiding force behind the "Brundtland Report" on sustainability over 25 years ago, she maintains her focus on the developmental impact of climate change and global warming.

As deputy chair of The Elders, a group founded in 2007 by Nelson Mandela, chaired by Kofi Annan with fellow members Martti Ahtissari, Ela Bhatt, Lakhdar Brahimi, Fernando Enrique Cardoso, Jimmy Carter, Gracha Machel, Mary Robinson and Archbishop Desmond Tutu, she contributes her wisdom, independent leadership and integrity to tackling the world's toughest problems, aiming to make the world a better place.

ED CAIN

Vice President, Conrad N. Hilton Foundation

Edmund J. Cain has been vice president for Grant Programs at the Conrad N. Hilton Foundation since 2005. For five years prior to joining the Foundation, Cain served as the director of The Carter Center's Global Development Initiative which facilitated the formulation and implementation of national development strategies in Albania, Guyana, Mali and Mozambique. He also advised President Carter on global development issues and participated in election monitoring missions. During 30 years with the United Nations, he served abroad in Malaysia, Myanmar, Afghanistan and as the UN resident coordinator in Turkey and in Egypt. He was the first director of UNDP's Emergency Response Division, where he oversaw the formulation of UNDP's policy for responding to man-made and natural disasters and led UNDP missions to war torn and disaster affected countries including Somalia, Rwanda and Sri Lanka. He also served in the UN Secretariat as the chief of staff to the UN Undersecretary General for General Assembly and Political Affairs.

He has a bachelor's degree in Political Science and International Affairs from the University of Delaware, a master's degree in Public Affairs from the University of Oregon and was a fellow at the Harvard Center for International Affairs.

FAISAL CHOCHAN

Co-founder, Cogilent Solutions

Faisal Chohan is a tech entrepreneur, geek and innovator from Pakistan. He is one of the experts in the area of online recruitment, open data and human computing.

Chohan is a computer science graduate and started his entrepreneurial career in 2002 by becoming one of the founding members of internet start-ups in Pakistan. He spent his initial years writing code and providing customer support, while gradually expanding production in software development, micro-task based job opportunities and initiatives in disaster, open data and sanitation mapping.

Under his leadership, BrightSpyre, an online jobs platform in Pakistan, grew to 1 million users and has provided job opportunities to thousands of people in his country. He aims to build sustainable businesses in job creation and education, through crowd-sourcing projects and human-computing based games.

Chohan was awarded a TED Fellowship in 2009 and the TEDCity2.0 Prize in 2012. He was a finalist in Nokia Growth Economy Venture Challenge and the MIT Business Acceleration Program competitions.

His work has been covered by Wired UK, Christian Science Monitor, DW TV, BBC and many other international news channels.

LESTER COUTINHO

Program Officer, The David and Lucile Packard Foundation

Lester Coutinho joined the David and Lucile Packard Foundation as program officer in November 2010. Previously, for nearly a decade, he worked as country program advisor to the Population and Reproductive Health Program in India. Between 1995 and 2000, he conducted research and taught at the Health Policy Research Centre of the Institute of Economic Growth (Delhi), the Centre for Development Economics, and the Department of Sociology (University of Delhi). In 2000, Coutinho was awarded the Population and Reproductive Health Leadership Development Fellowship by the MacArthur Foundation. He also previously worked as a journalist at The Times of India between 1989 and 1992.

Coutinho holds a bachelor's degree in English Literature (honors) from St. Xavier's College (Ahmedabad, India), a master's degree in Political Science from University of Gujarat (India) and a master's degree in Philosophy from the University of Delhi. During the past two decades, he has partnered in research and training with various national and international universities and public health institutions and has published and presented papers on health issues at numerous international conferences.

ARON CRAMER

President and CEO, BSR

Aron Cramer is recognized globally as a preeminent authority on sustainability, working with leading businesses, NGOs and public sector institutions. Under his leadership, BSR has expanded its global presence, which includes offices in Beijing, Copenhagen, Guangzhou, Hong Kong, Paris, São Paulo, New York and San Francisco.

On a day-to-day basis, Cramer advises senior executives at more than 250 member companies as well as civil society and other organizations to advance sustainable development. He is regularly featured as a speaker at major events and in a range of top-tier media outlets.

He is co-author of the book *“Sustainable Excellence: The Future of Business in a Fast-Changing World,”* which spotlights the importance of business engagement to achieve sustainable development goals.

Cramer joined BSR in 1995 as the founding director of its business and human rights program and opened BSR’s Paris office in 2002, where he worked until assuming his current role as president and CEO in 2004.

Previously Cramer practiced law in San Francisco and worked as a journalist at ABC News in New York.

PEARL DARKO

Director, African Philanthropy Forum

Pearl Darko has over 20 years of experience in both the public and private sectors. Prior to joining African Philanthropy Forum (APF), she worked as the marketing director for an internationally recognized legal firm in her home country of Ghana.

From 2009 until February of this year, Darko worked in a senior position with The Global Fund, an international financing agency focused on combating AIDS, TB and malaria. Among other things, Darko provided strategic marketing, communication direction and implementation of the private sector resource mobilization strategy. She also provided leadership on an innovative marketing campaign “Gift from Africa,” which focused on Africa’s contribution to The Global Fund’s objectives.

Prior to her work with The Global Fund, Darko was senior regional manager and head, public affairs and communication for the Coca-Cola Africa Group (2005-2009) and director, public relations and communication, West and Central Africa, Boeing International Corporation, Ghana (2001 – 2005).

Darko holds a master’s degree in International Negotiation and Policy Making from the Graduate Institute of International and Development Studies, Geneva and a BSc Social Science and Administration, London School of Economics & Political Science. She is currently completing a Masters of Studies in Sustainability Leadership at the University of Cambridge, UK.

ROBERT H. DUNN

President and CEO, Synergos Institute

Robert H. Dunn is president and CEO of the Synergos Institute, a global nonprofit organization that helps solve complex problems of poverty and inequality by promoting and supporting collaborations among business, government, civil society

and marginalized communities. He is also a member of Synergos' board. Among Synergos initiatives is the Global Philanthropists Circle, a network of more than 85 families from more than 25 countries using their resources to fight poverty and social injustice. The Circle increases the impact of members' philanthropy and social investment by offering opportunities for learning and collaboration.

Dunn previously served as chairman, president and CEO of Business for Social Responsibility (BSR) and as a board member or advisor of other groups working on business responsibility. He was vice president for Corporate Affairs at Levi Strauss & Co., with responsibilities including the Levi Strauss Foundation and the company's philanthropic initiatives. He also served in the Carter White House, the US Embassy in Mexico City and as chief of staff and cabinet secretary for the Governor of Wisconsin. He serves on boards of the Culture Project, Spark-Her and Raaka Chocolates.

Dunn has taught at Wesleyan University and the Graduate School of Business at Stanford University.

PATRICK DUPUIS

CFO, PayPal

A passionate global traveler, longtime citizen of the world and proud owner of two valid passports, chief financial officer Patrick Dupuis joined PayPal in 2010 to continue his quest to understand the social and economic imperatives that shape the way people in different cultures shop, save and spend.

Dupuis comes to PayPal after a quarter century spent overseeing financial strategy at leading companies in a broad range of industries, including customer service (he is the former CFO of Sitel, an international call center outsourcing providers), health care (the CFO at both BJC Healthcare, one of the largest nonprofit health care organizations in the United States and GE Healthcare, a \$10 billion division of GE), and business process management (as vice president and general manager of GE Capital International Services). He graduated from the École de Management de Lyon in France.

At PayPal, Dupuis is responsible for overall financial planning and management as well as operational excellence. In this role, he is focused on helping people around the globe discover the power and freedom that comes with the ability to conduct financial transactions seamlessly, safely and simply without the age-old constraints of time, space and location.

PETER EIGEN

Founder and Chairman of the Advisory Council, Transparency International

Dr. Peter Eigen has worked in economic development and governance for several decades and has led initiatives for better global governance and the fight against corruption. He founded Transparency International (TI) in 1993, a non-governmental organization promoting transparency and accountability in international development. Eigen was chair of TI from 1993 to 2005 and is now chair of their Advisory Council.

A lawyer by training, Eigen has worked as a World Bank manager of programs in Africa and Latin America, serving as the director of the Regional Mission for Eastern Africa from 1988 to 1991. Under Ford Foundation sponsorship, he provided legal and technical assistance to the governments of Botswana and Namibia to strengthen the legal framework for mining investments.

Eigen has taught law and political science at the universities of Frankfurt Main, the John F. Kennedy School of Government at Harvard, the Johns Hopkins School of Advanced International Studies (SAIS), University of Washington and Bruges College of Europe. He has been teaching as an honorary professor of Political Science at the Freie Universität, Berlin since 2002. He has received an Honorary Doctor degree from Open University, UK (2000), Readers Digest European of the Year (2004), Gustav Heinemann Award (2007) and the Grand Cross of Merit from the German government for his efforts to combat corruption at the global level (2013).

Eigen has also been a member of Kofi Annan's Africa Progress Panel since 2007.

PAULA JANCZO FABIANI

Executive Director, Instituto para o Desenvolvimento do Investimento Social

Paula Janczo Fabiani has been the executive director of Instituto para o Desenvolvimento do Investimento Social (IDIS) since July 2012. Prior to this position, she was CFO at Fundação Maria Cecília Souto Vidigal and Instituto Akatu. Previously, she worked in private equity at Grupo Votorantim and in one of its invested companies, in asset management and mergers and acquisitions at BankBoston and in trade finance at Lloyds Bank.

Fabiani is an economist and graduated from University of São Paulo and has an MBA from the New York University Stern School of Business. She earned specializations degrees in Endowment Asset Management from London Business School and Yale and in Management of Third Sector Organizations from Fundação Getúlio Vargas. She is also an author of a book about endowments in Brazil. Fabiani is a member of the Third Sector Corporate Governance Committee at IBGC and contributes to the Alliance Magazine blog.

JULIA FAN LI

Director, Lion's Head Global Partners

Dr. Julia Fan Li is a director at Lion's Head with primary responsibility for the Global Health Investment Fund – a new \$108 million pioneer medical fund aimed at commercializing global health vaccines, drugs, diagnostics and devices. She has worked at the intersection of science and business in healthcare innovation across four continents and specializes in innovative finance for global health. She holds a PhD in technology management from the University of Cambridge where she completed research as a Cambridge Gates Scholar on building ecosystem incentives for healthcare innovation for bottom-of-pyramid markets.

Li started her career with KPMG LLP as a chartered accountant in the Canadian biotechnology practice. Her emerging markets experience includes healthcare investment banking in China and leading health systems research in Rwanda. Subsequently, she served as a technical officer and special advisor to the World Health Organization on R&D financing and coordination.

She is co-founder and trustee of the African Innovation Prize, a social enterprise that encourages university entrepreneurship in Rwanda. She also serves as a policy advisor to the UK All-Party Parliamentary Group on Global Health. She holds an MPhil in bioscience enterprise from St John's College, Cambridge and a BCOM (honors) with a dual concentration in finance and immunology from the University of British Columbia.

USAMA FAYYAD

Executive Chairman, Oasis500

Usama Fayyad, PhD was appointed by King Abdullah II of Jordan in 2010 to help create a tech startup ecosystem in MENA. As executive chairman of Oasis500, he manages a technology startup investment fund and operates an accelerator, incubator, entrepreneurship training and angel investor network. It aims to fund and accelerate 500 Internet/tech startups.

Fayyad is also executive chairman of d1g.com in Jordan and chairman and CTO of Blue Kangaroo - a personalized mobile search engine based in Burlingame, CA. Until 2008 he was Yahoo!'s chief data officer and executive vice president where he applied big data techniques to content/advertising targeting and built the world's largest group of data scientists - helping Yahoo! grow its revenues from targeting by 20x in four years. Yahoo! acquired his second startup (DMX Group) in 2004 after he founded his first startup, Audience Science, a US leader in behavioral targeting, in 2000.

He has held leadership positions at Microsoft (1995-2000) and at NASA - JPL (1989-1995) where he pioneered big data in science and earned top research awards including a US Government Medal in 1994. He has published over 100 technical articles, holds over 30 patents and is a fellow of both the Association for Advancement of Artificial Intelligence (AAAI) and the Association of Computing Machinery (ACM).

ROBERT GALLUCCI

President, John D. and Catherine T. MacArthur Foundation

Robert L. Gallucci became president of the John D. and Catherine T. MacArthur Foundation on July 1, 2009. He had served as Dean of the School of Foreign Service at Georgetown University for 13 years. Previously, as Ambassador-at-Large and Special Envoy for the US State Department, he dealt with the threats posed by the proliferation of ballistic missiles and weapons of mass destruction. He was chief US negotiator during the North Korean nuclear crisis of 1994. He was also Assistant Secretary of State for Political Military Affairs, and served as the Deputy Executive Chairman of the UN Special Commission overseeing the disarmament of Iraq after the first Gulf War.

Gallucci earned his bachelor's degree at the State University of New York at Stony Brook and his master's and doctoral degrees at Brandeis University. He has authored a number of publications on political-military issues, including *Neither Peace Nor Honor: The Politics of American Military Policy in Vietnam* (Johns Hopkins University Press 1975) and *Going Critical: The First North Korean Nuclear Crisis* with Joel S. Wit and Daniel Poneman (Brookings Press, April

2004). For *Going Critical*, he is the recipient of the 2005 Douglas Dillon Award given by the American Academy of Diplomacy for a book of distinction in the practice of diplomacy.

MARK GERZON

President, Mediators Foundation

Mark Gerzon, president of Mediators Foundation, designs and facilitates decision-making and conflict-resolution processes for a wide range of organizations and governments. He is currently launching the Center for Transpartisan Leadership, which is designed to mobilize a citizen movement to break through the two-party political paralysis and raise the quality of political discourse in America.

Following the publication of his book “A House Divided: Six Belief Systems Struggling for America’s Soul” (1996), Gerzon designed and facilitated the first two Bipartisan Congressional Retreats of the US House of Representatives. From 2000 to 2005, he co-facilitated dialogue retreats for Chiefs of Staff from the House and Senate and continues to build bridges across political divides. For the last decade, he has also served as leadership expert with United Nations Development Program in Africa, Asia and Latin America, specializing in catalyzing cross-party political dialogue. He is also the author of numerous books, including “Leading through Conflict” (2006) and “Global Citizens” (2010).

Ever since studying with the renowned psychoanalyst Erik Erikson, Gerzon has been a student of the human identity and the life cycle. His book, “A Choice of Heroes: The Changing Faces of American Masculinity,” was one of the earliest books challenging men to transform patriarchy.

RACHEL GLENNERSTER

Executive Director, Abdul Latif Jameel Poverty Action Lab

Rachel Glennerster is executive director of the Abdul Latif Jameel Poverty Action Lab (J-PAL). Her research includes randomized evaluations of community driven development, the adoption of new agricultural technologies and improving the accountability of politicians in Sierra Leone; empowerment of adolescent girls in Bangladesh and health, governance, education and microfinance programs in India. She serves as scientific director for J-PAL Africa, co-chair of J-PAL’s Agriculture Program and is a board member of the Agricultural Technology Adoption Initiative (ATAI). She is lead academic for Sierra Leone for the International Growth Center. Between 2007 and 2010 she served on the UK Department for International Development’s (DFID) Independent Advisory Committee on Development Impact.

Glennerster helped establish Deworm the World, of which she is a board member, which has helped deworm 23 million children worldwide. Before joining J-PAL, she worked at the International Monetary Fund (IMF) and Her Majesty’s Treasury.

She is co-author of “Strong Medicine: Creating Incentives for Pharmaceutical Research on Neglected Diseases, and Running Randomized Evaluations: A Practical Guide.”

She has a PhD in economics from Birkbeck College, University of London.

PAULA GOLDMAN

Senior Director, Knowledge and Advocacy, Omidyar Network

Paula Goldman is an entrepreneur, anthropologist and movement strategist. She leads a team at Omidyar Network that seeks to advance the impact investing industry through a combination of investments, strategic partnerships and thought leadership. She also acts as an advisor on advocacy efforts across Omidyar Network investment initiatives.

Born in Singapore, Goldman has lived in eight countries across four continents. She came to Omidyar Network with extensive background in frontier markets enterprise, managing businesses ranging from an affordable private school in rural India to a micro-enterprise syndicate in post-war Bosnia. She has led innovations that harness the potential of technology, advocacy and entertainment. As founder and director of *Imagining Ourselves*, a project of the International Museum of Women, she led the creation of one of the world's first online museums, alongside a book, traveling exhibits and series of global events with more than a million participants. This work was recognized with the 2007 Social Impact Award from the Anita Borg Institute for Women and Technology and a 2008 Muse Award from the American Association of Museums.

Goldman earned a PhD from Harvard University, where she studied how unorthodox ideas become mainstream. She holds a MPA from Princeton and a BA with highest honors from UC Berkeley. She has been on faculty at both UC Berkeley and Mills College and contributes as an author to outlets such as the *Financial Times*, *HBR.org* and *The Huffington Post*.

MARINA GORBIS

Executive Director, Institute for the Future

Marina Gorbis is a futurist and social scientist who serves as executive director to the Institute for the Future (ITF), a Silicon Valley nonprofit research and consulting organization. In her 14 years with ITF, Gorbis has brought a futures perspective to hundreds of organizations in business, education, government and philanthropy to improve innovation capacity, develop strategies and design new products and services.

Her current research focuses on how social production is changing the face of major industries, a topic explored in detail in her book, *"The Nature of the Future: Dispatches from the Socialstructured World."* She has also blogged and written for *BoingBoing.net*, *FastCompany*, *Harvard Business Review*, and major media outlets. A native of Odessa, Ukraine, yet equally at home in Silicon Valley, Europe, India and Kazakhstan, Gorbis is particularly well suited to see things from a global viewpoint. She has keynoted such international events as the World Economic Forum, The Next Web Conference, NEXT Berlin, the World Business Forum, the National Association of Broadcasters annual convention and the Western Association of Schools and Colleges annual conference.

Gorbis holds a BA in psychology and a master's of public policy from UC Berkeley.

HEATHER GRADY

Philanthropy Advisor, Conrad N. Hilton Foundation

Heather Grady is an advisor to the Conrad N. Hilton Foundation to encourage greater philanthropic engagement in the Post-2015 development agenda. Most recently, she was a vice president at the Rockefeller Foundation (RF), responsible for overseeing initiatives in the US and globally on climate change, health, agriculture, employment, impact investing and transportation, as well as the New York City Opportunities Fund and the PRI portfolio. She helped enable RF to develop a robust programming emphasis on resilience to chronic stresses and acute shocks and a 'refresh' of organizational strategy that sharpened their ability to implement time-bound, impactful initiatives. Prior to that, Grady served as the managing director of Mary Robinson's organization "Realizing Rights: The Ethical Globalization Initiative", and as part of this taught courses at Columbia University and Trinity College Dublin. For almost two decades, she worked with Oxfam and Save the Children on long-term development and humanitarian programs in Asia, Africa and the Middle East.

Grady is on the Board of Trustees of the Business and Human Rights Resource Center and is an advisor to The B-Team and Trickle Up. She has a bachelor's degree from Smith College and an MPA from Harvard University.

WESLEY GRUBBS

Founder, Pitch Interactive

Wesley Grubbs is an artist, data visualizer and provocateur based in Berkeley, CA. In 2007, he founded Pitch Interactive, a studio focused on weaving code with design and statistics to find versatile solutions to communicate complex data for clients such as Google, Facebook, Wired, GE, Esquire, Scientific American, Popular Science and The Dow Jones.

Built upon his life experiences, degrees held in international economics and information systems and his innate interest in the brain and cognition, Grubbs' work focuses on revealing patterns about human behavior and how our actions impact our surroundings.

Pitch Interactive's work spans illustrations, physical installations, console game user interfaces, software applications, websites and textiles. Their work has been showcased at the MoMA's TalkToMe exhibit in New York, La Penacée's "Conversations Électriques" in Montpellier, the McKnight Foundation's 30-year anniversary exhibit, the Foosaner Art Museum's "The Art of Networks" exhibit, The Max Planck Science Express Train, the Data Flow books and many other internationally acclaimed publications.

ANGELA HARICHE

Director, International Data Relations, Foundation Center

Angela Hariche is the newly appointed director of International Data Relations at the Foundation Center, working to build a global network around philanthropic data and knowledge. In 1999, fresh from working at high-tech startups in San Francisco, she started working in the area of sustainable development with the International Energy Agency in Paris, working on energy statistics and innovative knowledge sharing techniques. In 2007, she moved to the United Nations Peacekeeping Mission in Liberia working in the area of key performance indicators

at the mission level as well as capacity development projects in the areas of information technology and gender equality with the Liberian National Action plan for 1325. In 2009, Hariche returned to Paris to join the Global Project for Measuring the Progress of Societies at the OECD, where she was the Head of the Networks Unit bringing together hundreds of organizations and thousands of people for dialogue and analysis of the issues regionally. She has also worked in the areas of social cohesion, the digital divide, social institutions and gender equality and child well-being.

Hariche has attended and has degrees from Syracuse University, La Sorbonne, the Open University and the American University of Paris.

WILLIAM HAWORTH

Chief Strategist, Financial Institutions Group,
International Finance Corporation

William C. Haworth is the chief strategist for IFC's Financial Institutions Group. He is currently based in Washington DC after spending seven years in the field with IFC in Hong Kong, Jakarta and Istanbul. His role involves intensive analysis of the global economy and local financial systems looking for ways to encourage economic growth, development and job creation through the financial system. He has also been intensively involved in the financial sector strategy formulation for many of IFC's largest client countries including China, India, Russia, Brazil and Turkey, as well as all of the economies in East Asia, including Indonesia, Vietnam, Cambodia, Laos and the Philippines. Haworth joined IFC in 2003 as a chief credit officer, Financial Sector and Private Equity Funds, and between August 2005 and 2007, he assumed responsibilities for IFC's financial markets portfolio in Asia. He has been chief strategist since 2008.

Prior to joining IFC, he worked for several major consulting firms dealing with financial sector development, institutional restructuring and privatization. He has worked globally on institutional reform and performance improvement in commercial banking, capital markets and central bank supervision and has extensive performance improvement experience managing large projects that covered comprehensive improvement programs in operations, technology implementation, risk management and pricing, organization change and cost reduction. He has worked in over 40 countries and has personally conducted work on the ground in over 25 banks in over 18 countries with personal experience working on financial crisis resolution.

Haworth received his MBA from the University of California, Berkeley in 1977.

DANIEL HOMSEY

Director, Neighborhood Resilience, City and County of San Francisco

Daniel Homsey is the director of Neighborhood Resilience for the City Administrator's Office of the City and County of San Francisco.

A fourth generation San Franciscan who has a degree in Political Science from San Francisco State University, Homsey has spent the last 25 years as a communications professional in both the private and public sector. After a long stint in the technology field, he was appointed director of The Mayor's Office

of Neighborhood Services in 2004. In January 2008 he became the director of Neighborhood Resilience in the City Administrator's office and he is a member of the Presidio Institute's Inaugural Class of Cross Sector Leadership Fellows.

Homsey is the project manager for the Neighborhood Empowerment Network initiative which is a coalition of residents, community supported organizations, non-profits, academic institutions, and government agencies with the mission to empower residents with the capacity and resources to build, and steward, strong sustainable communities.

BARBARA IBRAHIM

Founding Director, John D Gerhart Center for Philanthropy and Civic Engagement

Barbara Lethem Ibrahim is founding director of the John D. Gerhart Center for Philanthropy and Civic Engagement, established in 2006 at the American University in Cairo. Previously she served as regional director for West Asia and North Africa of the Population Council and as a program officer for Urban Poverty at the Ford Foundation. Ibrahim is a global migrant; she was born and educated in the United States, studied in Beirut and moved to Egypt with her husband where she has lived and worked since 1975.

Her book, *Charity to Social Change: Trends in Arab Philanthropy*, was published in English and Arabic in 2008-2009. Other publications are on youth activism in Egypt, adolescent survey research in multiple countries and the roles of higher education in civic transformations. In 1999 she was inducted into the International Educators' Hall of Fame and she received the Lifetime Achievement Award of the Association of Middle East Women's Studies in 2003. Ibrahim currently serves on the Board of Directors of Worldwide Initiatives for Grantmaker Support (WINGS) and the Ibn Khaldun Center in Cairo.

She has an MA in sociology from the American University of Beirut and a PhD from Indiana University.

MIRZA JAHANI

CEO, Aga Khan Foundation, USA

Dr. Mirza Jahani is the CEO of the Aga Khan Foundation USA (AKF USA). Since joining AKF USA in November 2009, Jahani has focused on widening and deepening partnerships with US-based organizations, strengthening support to the Aga Khan Development Network's (AKDN) civil society development portfolio and promoting impact investments for AKDN projects in Africa and Asia as a way to boost development resources and foster public-private partnerships. Before that he served for 15 years as CEO of the Aga Khan Foundation in the United Kingdom, East Africa and Tajikistan, helping to conceptualize, implement and secure funding for programs in rural development, health, education and civil society, often in post-conflict environments.

Jahani began his career in the early 1980s as an economist with the United Kingdom's Department for International Development (DFID). He served with DFID again from 2004 to 2009 as the senior governance advisor in the Middle East, Central Asia, and the Democratic Republic of Congo. He has also been an economic adviser to an African government.

Jahani was born in Uganda and educated at the universities of London, Harvard and Cambridge, where he earned his doctorate in 2009. He and his wife Nazira have two children, Rabia and Rumi.

BEATRIZ GERDAU JOHANNPETER

Vice President, Gerdau Institute

Beatriz Gerdau Johannpeter belongs to the fifth generation of the Gerdau Johannpeter family, the shareholder controller of the Gerdau company, a leading producer of long steel in the Americas and one of the largest suppliers of special steel in the world. She is also the vice president of the board and member of the Executive Committee of the Gerdau Institute.

In addition, Johannpeter serves as chairman of the Governance Board of the Grupo de Institutos, Fundações e Empresas - GIFE (Group of Institutes, Foundations and Enterprises) in Brazil.

She is also a member on a variety of other boards and committees, including the Board of the Todos Pela Educação (All for Education Movement), the Governance Committee of the Prêmio Gestão Escolar (School Management Award), the Curatorial Board of the Victor Civita Foundation, the Curatorial Board of the Iberê Camargo Foundation, the Board of the Mercosur Biennial Foundation, the Comunitas Committee of New Leaders and founder of the Geração Brasil Melhor (Generation for a Better Brazil Group).

She holds a graduate degree in Architecture and she was also an entrepreneur in this field. Johannpeter has training in social investment from IDIS (Institute for the Development of Social Investment) and in corporate social responsibility from Harvard Business School.

TOM KALIL

Deputy Director for Technology and Innovation, White House Office of Science and Technology Policy

Tom Kalil is the deputy director for Technology and Innovation for the White House Office of Science and Technology Policy and senior advisor for Science, Technology and Innovation for the National Economic Council. In this role, Kalil serves as a senior White House staffer charged with coordinating the government's technology and innovation agenda. Prior to serving in the Obama Administration, he was special assistant to the Chancellor for Science and Technology at the University of California, Berkeley. He was chair of the Global

Health Working Group for the Clinton Global Initiative in 2007 and 2008. Previously, Kalil served for 8 years in the Clinton White House, ultimately as the deputy assistant to the President for Technology and Economic Policy and the deputy director of the National Economic Council.

Kalil received a BA from the University of Wisconsin at Madison and completed graduate work at Tufts University's Fletcher School.

JOHN KANIA

Managing Director, FSG

John Kania is a managing director at FSG, a global nonprofit strategy consulting firm that helps organizations achieve social impact by applying research, strategy and evaluation to better solve social problems. He has over twenty years of experience advising senior management on issues of strategy, organization and change management. At FSG, Kania leads strategic planning efforts for foundations, nonprofits and corporate philanthropy, in issues such as international health, US health care, US education, the environment, community development and nonprofit capacity-building. He has helped develop the applications of FSG's strategy and problem-solving tools for the social sector. Prior to joining FSG, Kania was a partner at both Mercer Management Consulting and Corporate Decisions, Inc.

He has been published in *Stanford Social Innovation Review*, *The Wall Street Journal* and *The Journal of Business Strategy* and is a co-author of "Do More Than Give: The 6 Practices of Donors Who Change the World." He speaks frequently around the US on improving the impact of philanthropy and corporate social responsibility.

Kania obtained his MBA from Kellogg School of Management at Northwestern University and his BA from Dartmouth College.

MUSIMBI KANYORO

President and CEO, Global Fund for Women

Musimbi Kanyoro is the president and CEO of the Global Fund for Women and a passionate advocate for women's and girls' health and human rights, and social change philanthropy. She is an accomplished leader with three decades of experience managing international nongovernmental organizations, global programs and ecumenical agencies in cross-cultural contexts. She is a strategic leader who inspires people and mobilizes action and resources. She is the author of dozens of articles, hundreds of speeches and opinion pieces and has written and co-edited seven books.

Kanyoro also serves on several international boards and working groups including the Aspen Leaders Council, the UN High Level Taskforce for Reproductive Health and the boards of CARE, IntraHealth and CHANGE.

Kanyoro has a PhD in Linguistics from the University of Texas, Austin and a doctorate in Feminist Theology from San Francisco Theological Seminary. She was a visiting scholar of Hebrew and the Old Testament at Harvard University. She has received three honorary doctorates and several recognition awards, including a leadership award from the Kenya Government. Most recently, Kanyoro was named as one of the "21 Women Leaders for the 21st Century" by Women's eNews.

ASHISH KARAMCHANDANI

Executive Director, Monitor Inclusive Markets, Monitor Deloitte

Ashish Karamchandani is an executive director with Monitor Deloitte, based in Mumbai. After seven years of leading Monitor Group's consulting business in India, he founded Monitor Inclusive Markets (MIM) to catalyze market-based solutions to create social change. He has led MIM's extensive efforts to facilitate a new

ownership housing industry to serve low-income households, a potential market worth over \$220 billion, working with entrepreneurs, developers, finance companies and major corporates.

In 2008, Karamchandani co-led a foundational study of inclusive business models in India, looking at over 300 enterprises across sectors including healthcare, water, education and livelihoods, culminating in the groundbreaking “Emerging Markets, Emerging Models” report. He also co-authored “From Blueprint to Scale: The Case for Philanthropy in Impact Investing.”

Karamchandani has a BTech from IIT Bombay, an MS from UC Berkeley and a PhD from Stanford University. He also runs Ummeed with his wife Vibha Krishnamurthy, a nonprofit organization for children with developmental disabilities.

DEEPALI KHANNA

Director, Youth Learning, The Mastercard Foundation

Deepali Khanna is a skilled development practitioner with over 25 years of experience in planning and executing successful youth empowerment and education programs. Khanna joined *The MasterCard* Foundation in June 2010 and currently manages the Scholars Program and Economic Opportunities for Youth Program portfolios. Prior to joining the Foundation, she was a member of Plan International’s senior management team as the regional director for Eastern and Southern Africa. In this position, Khanna managed Plan’s programming in 12 countries and strategically led the process of organizational change in the region, including the establishment of key partnerships with national governments and the development of a gender equality strategy. She has also worked in various leadership positions with child-centered development organizations in South and South-East Asia and Eastern and Southern Africa.

She is a recipient of the President’s Medal of Friendship, which was awarded to her by the Government of Vietnam in recognition of her exemplary efforts to advocate for vulnerable and at-risk youth. Khanna received her master’s degree in social work and bachelor’s degree in sociology from Delhi University.

BAFANA KHUMALO

Co-founder and Senior Programs Specialist, Sonke

Bafana Khumalo is senior programs specialist at Sonke and one of the organizations’ co-founders. He served as co-director of the organization from 2006-2010 and as manager of Sonke’s International Programs Unit and the Policy, Advocacy and Research Unit from 2010-2011.

Khumalo has a long and accomplished track record in the NGO sector. He was senior gender technical advisory for EngenderHealth South Africa. In that capacity, he worked with the South African National AIDS Council, the National Department of Health, provincial and district AIDS Councils, and the Department of Basic Education to integrate gender into all HIV-related public health strategies and activities, incorporate comprehensive HIV prevention strategies and information into all education-related policies and programs for schools and communities, and support the South African government and community organizations in quality assessment

and improvement of HIV prevention services. Active in the anti-apartheid struggle, Khumalo worked with the Soweto Civic Association and subsequently participated in the peace accords.

Khumalo has spoken at many national and international conferences on men, gender and HIV/AIDS, including the UN Commission on the Status of Women in 2007, 2008 and 2010, and at the International AIDS Society conference held in Mexico in 2008. He has both a bachelor's and master's degree in theology from the University of Natal.

JIM YONG KIM

President, World Bank Group

Jim Yong Kim, MD, PhD is the president of the World Bank Group. Soon after he became president in July 2012, the organization established two goals: ending extreme poverty by 2030 and boosting shared prosperity for the bottom 40 percent of the population in developing countries. Kim's career has been focused on health, education and delivering services to the poor.

Before joining the World Bank, he served as president of Dartmouth College and held professorships at Harvard Medical School and the Harvard School of Public Health. From 2003-2005, as Director of the World Health Organization's HIV/AIDS Department, he led the "3 by 5" initiative, the first-ever global goal for AIDS treatment, which helped to expand AIDS treatment in developing countries. In 1987, Kim co-founded Partners In Health, a nonprofit medical organization now working in poor communities on four continents. Trained as a physician and an anthropologist, he has received several awards, including a MacArthur "Genius" fellowship and recognitions such as one of America's "25 Best Leaders" by U.S. News & World Report and in 2006 Time magazine named him as one of its "100 Most Influential People in the World."

JOHN KLUGE

Co-founder and Chief Disruption Officer, Toilet Hackers

John Kluge is co-founder and chief disruption officer of Toilet Hackers, an inclusive, grassroots organization building a movement for sanitation for all. He has spent 10 years working in policy and development. During this time, he founded the Digital Citizenship program as part of the Worldwide Cybersecurity Initiative at the EastWest Institute, an international global security organization. He also spearheaded the drafting and lobbying efforts of the Federal Food Donation Act of 2008 while serving as the legislative liaison for a US based anti-poverty agency, improving the food security of 36 million underserved people in the United States.

Kluge is on the board of the Fonderie 47 Foundation and has served as a director of Pencils of Promise, UNICEF's Next Generation and the Stan Lee Foundation. He is the co-author of "Charity and Philanthropy for Dummies" and is a contributor to Forbes and The Huffington Post.

WENDY KOPP

CEO and Co-founder, Teach For All

Wendy Kopp is CEO and co-founder of Teach For All, a global network of independent social enterprises that promote educational opportunity by enlisting their nations' future leaders to commit two years to teach in their highest-need

communities and become lifelong leaders for expanding opportunity for children. In its seventh year of development, Teach For All has 32 partners in every region of the world, including its founding partners Teach For America and the UK's Teach First.

Kopp founded Teach For America in 1989 to marshal the energy of her generation against educational inequity in the US. Today, 11,000 Teach For America corps members are in the midst of two-year teaching commitments across 48 urban and rural regions and more than 30,000 alumni are exerting long-term leadership for educational change. After leading Teach For America's growth and development for 24 years, she moved into the role of chair of the board in 2013.

Wendy is the author of "A Change to Make History" (2011) and "One Day, All Children" (2000). She holds a bachelor's degree from Princeton University and resides in New York City with her husband Richard Barth and their four children.

TOM KRUSE

Program Director, Democratic Practice - Global Governance, Rockefeller Brothers Fund

Tom Kruse is program director for the global governance portion of the Democratic Practice program of the Rockefeller Brothers Fund. He joined the Fund in June 2008 to manage the development and direction of the global governance grant making, including the formation of the program objectives, strategies and initiatives.

Prior to joining the Fund, Kruse advised the Bolivian government on trade and investment policy, the continuation of trade preference programs and debt relief. In that capacity, Kruse worked closely with Bolivian government diplomatic missions, the Bolivian business community, international financial institutions and RBF grantees that provide technical assistance to developing country governments.

His career in Bolivia began in 1994 when he served as country director of the School for International Training's programs, and as a consultant on geographic information systems for the Center of Population Studies. Kruse later led research teams on labor conditions in apparel industries, and co-founded a labor education project that carried out courses of study linked to union organizing drives.

Subsequently, he served as program director at the Research Center for Labor and Agrarian Development which served as the Bolivia chapter of the Social Watch global network.

Kruse holds a master's degree of Regional Planning from Cornell University and a bachelor's degree of Architecture from the University of Arizona.

JOHN KUFUOR

Former President of Ghana, Founder, The John A. Kufuor Foundation

His Excellency President John Agyekum Kufuor was the president of Ghana from 2001 to 2009. Prior to this, he had twice been elected member of Parliament (1969-72 and 1979-81) and had also served as deputy minister of Foreign Affairs in 1969-1972, representing Ghana's delegation to the United Nations.

Since leaving office as president, he has served as chairman of The John A. Kufuor Foundation which looks at the role of leadership and governance in the development of Africa and beyond. Other high-profile international assignments for

multilateral institutions include Special UN Envoy on Climate Change, Chair of the Governing Council of Interpeace and Special Envoy for the Global Network for Neglected Tropical Disease, among others.

President Kufuor has been instrumental in the peaceful resolution of conflicts around the continent including those in Kenya, Sierra Leone, Ivory Coast and Liberia. He is currently the chairperson for Interpeace.

RICHARD LANG & JUDITH SELBY LANG

Artists, One Plastic Beach, A Sustainable Art Collective

Since 1999 Richard Lang and Judith Selby Lang have visited Kehoe Beach in the Point Reyes National Seashore hundreds of times to gather plastic debris washing out of the Pacific Ocean.

After carefully collecting and “curating” the bits of plastic, the Langs fashion various works of art — art that matter-of-factly shows, with minimal artifice, the material as it is. The viewer is often surprised that this colorful stuff is the thermoplastic junk of our throwaway culture. As they have deepened their practice they’ve found that each bit of plastic opens into a wider story of contemporary consumer life; from the detrimental effects of toxic wastes to the devastation of overfishing, they are called to address the many challenges facing the health of the planet.

As a collaborative team, they combine their love of nature with their interest in material science to shape plastic into art works full of intrigue. They want the viewer to be captivated by the bright colors and enticed by the shapes, and then upon closer inspection, see recognizable items that spark a personal connection. They’ve had over 50 exhibitions of their work ranging from the Artist Windows at SFMOMA to the US Embassy in the Republic of Georgia.

CAROL S. LARSON

President and CEO, David and Lucile Packard Foundation

Carol S. Larson is president and CEO of the David and Lucile Packard Foundation, a position she has held since January 2004. She served as the Foundation’s director of programs from 1995 through 1999 and was appointed a vice president of the organization in 2000. In the role of director of programs, she worked directly with the president to manage the Foundation’s entire grantmaking portfolio. Her duties included supervising senior program directors and working with them to implement current programmatic guidelines and plans for the future in the program areas of Conservation and Science, Population and Reproductive Health and Children, Families and Communities. She joined the Foundation in 1989 as director of Research and Grants, Law and Public Policy, at the Foundation’s Center for the Future of Children.

Prior to joining the Foundation, Larson was a partner in the Los Angeles law firm of O’Donnell and Gordon, specializing in civil litigation. During this time, she served on several national and state commissions, as well as nonprofit boards, focused on issues concerning children and disabled persons. Larson currently serves on the Board of the Council on Foundations and is the immediate past chair of the board. She also serves on the board of the American Leadership Forum — Silicon Valley.

Larson received her undergraduate degree from Stanford University and her law degree from Yale Law School.

KHALID MALIK

Director, UNDP Human Development Report Office

Khalid Malik has been the director of the UNDP Human Development Report Office since June 2011. He has held a variety of senior management and substantive positions in the United Nations. He served as UN resident coordinator in China (2003–2010), director, UNDP Evaluation Office (1997-2003) and chair, UN Evaluation Group and other senior level advisor positions. Earlier he was the UN representative in Uzbekistan. Malik has been active on UN reform and has worked closely with development partners and UN intergovernmental bodies. In 2009, Malik was one of ten “champions” — and the only foreigner — to be honored for their contributions to the protection of the environment in China.

Malik has written widely on a range of topics, including his latest book “Why China has Grown So Fast for So Long” (2012). Earlier, he co-edited “Capacity for Development: New Solutions to Old Problems” (2002), and “Lessons Learned in Crisis and Post Conflict Situations” (2002).

Before joining the UN, Malik taught and conducted research at the Pakistan Institute of Development Economics (1975) and at Pembroke College, Oxford (1974-75). He studied economics and statistics at the universities of Oxford, Cambridge, Essex and Punjab.

MARIO MARCONI

Head, Philanthropy and Values-Based Investing Division of UBS Wealth Management

Mario Marconi has over 20 years of experience in the wealth management and investment banking industries. The Philanthropy and Values-Based Investing division of UBS provides thought leadership, advice, products and solutions to deliver positive change through donations or investments.

Prior to assuming his current role, he was head of Wealth Planning and had responsibility for a number of specialized services for ultra-high net-worth clients.

He has been featured as an expert on philanthropy and values-based investing on various television broadcasts, such as CNBC, and in numerous publications.

Marconi holds a degree in Economics from the University of Geneva and an MBA from the International Institute for Management Development (IMD) in Lausanne, Switzerland.

TSITSI MASIYIWA

Executive Chairperson, Higher Life Foundation

Tsitsi Masiyiwa is the executive chairperson of Higher Life Foundation (HLF), four Trusts running in Zimbabwe, South Africa, Burundi, Rwanda and Lesotho. Founded with her husband Strive Masiyiwa, HLF offers holistic and innovative solutions to poverty. For example, free Learning Hubs provide computer technology to students without prior access, supplying solar lanterns in remote areas to students with lighting challenges affecting academics, and partner-sponsored mobile clinics widen access to health care.

Linking education and technology, Masiyiwa championed the creation of a low-cost, high-quality blended learning model with tailored content in Zimbabwe, scalable across Africa, giving quality education to children. Capernaum Trust, the largest privately-funded scholarship program in Southern Africa, has students in establishments like Waterford Kamhlaba Swaziland, Monash College South Africa, Morehouse College and Spelman College USA.

She serves on the HLF Trusts' boards and is a founder of the African Philanthropy Forum.

JESSICA MATTHEWS

Co-founder and CEO, Uncharted Play, Inc.

As the Co-founder and CEO of Uncharted Play, Inc., Jessica O. Matthews drives the creative vision of an award-winning social enterprise with a mission to foster wellbeing by inspiring people to lead playful lives. She is a recipient of the Millennium Challenge Corporation Next Generation Award (2013), was named as one of Forbes "30 Under 30 Stars in Energy and Industry" (2014), Black Enterprise's "40 Under 40 Next Generation of Women in Power" (2012), Scientist of the Year by the Harvard Foundation (2012) and one of the "10 Most Powerful Women Entrepreneurs" by Fortune (2011).

Matthews was invited by President Barack Obama to the White House to represent small companies for the signing of the America Invents Act in 2012 and currently serves as an ambassador of entrepreneurship for Nigeria. Her research and career centers around disruptive technology, consumer behavior and social psychology.

A dual citizen of Nigeria and the US, she has a degree in Psychology and Economics from Harvard University and is currently working toward her MBA at Harvard Business School.

JANET NAUMI MAWIYOO

CEO, Kenya Community Development Foundation

Janet Naumi Mawiyoo is the CEO of the Kenya Community Development Foundation (KCDF), an organization that promotes sustainable development of communities for social justice, through local institution building, policy influencing, resource mobilization and partnerships and collaborations. She has been in the development and nonprofit sectors for the last 30 years, having spent about 14 years with Action Aid International in both Kenya and Tanzania.

Mawiyoo has been instrumental over the last eight years in making KCDF a leading and recognizable Kenyan local development actor that continues to commit significant resources into a diverse range of community initiatives that cut across issues affecting vulnerable Kenyan communities. Under her leadership, KCDF has also become a leader in pursuing a range of sustainability strategies that will guarantee availability of resources to support community development efforts; these include building an endowment that is currently at about US \$6 million, promoting local giving among people and companies operating in Kenya, exploring real estate as a viable investment in Kenya, and setting up an investment company whose profits (after tax payment) will be ploughed into supporting the work of the foundation.

She is a certified organization development consultant, with a master's degree in development administration and management from the University of Manchester (UK), and a post graduate diploma in organization development consultancy from the Swiss Institute of Applied Psychology, Switzerland.

BRUCE MCNAMER

Head of Global Philanthropy and CEO, JPMorgan Chase Foundation

Bruce McNamer is the head of Global Philanthropy and CEO of the JPMorgan Chase Foundation. McNamer comes to the role with broad experience from the public, private and philanthropic sectors. For the last nine years, he has served as the president and CEO of TechnoServe, a nonprofit organization that works with people in the developing world to build competitive farms, businesses and industries. He grew the organization's annual revenues from \$15 million to \$75 million and drove its expansion to operations in 30 countries in Africa, Latin America and India.

Before joining TechnoServe in 2004, McNamer was a senior executive and founder in technology startups, an investment banker at Morgan Stanley and a management consultant at McKinsey & Company. He was also a White House fellow at the National Economic Council and a Peace Corps volunteer in Paraguay.

He has an AB from Harvard and a JD/MBA from Stanford. He is a member of the Council on Foreign Relations and a Montana native.

CLARA MILLER

President, F. B. Heron Foundation

Clara Miller is president of the F. B. Heron Foundation in New York City, a private foundation dedicated to helping low-income people and communities help themselves. Miller founded and spent 27 years as president and CEO of the Nonprofit Finance Fund, a national CDFI that provides direct financing and financial counsel to social sector organizations. She was appointed by President Clinton to the US Treasury Department's first Community Development Advisory Board for the then newly-created Community Development Financial Institutions Fund in 1996. She also chaired the Opportunity Finance Network board for six years and was a member of the Federal Reserve Bank of New York's Community Advisory Council.

Miller serves on the boards of GuideStar, PopTech and the Robert Sterling Clark Foundation. She is also a member of the Social Investment Committee of the Kresge Foundation and the first Nonprofit Advisory Committee of the Financial Accounting Standards Board.

DANIEL MOLINA

Regional Gender Equality and Masculinities Program Coordinator,
Plan International

Daniel Molina is a violence prevention and masculinities specialist who has worked with Plan International for ten years, beginning with Plan Honduras in 2003. Currently he manages a regional program called "Champions of Change - Engaging Men and Boys in the Promotion of Girls' Rights and Equality in the Americas." Molina has designed programming and conducted seminars on gender-based violence

prevention and masculinities for children, adolescents and adult men in rural communities across El Salvador, Guatemala and Honduras, enhancing their capacity to acknowledge and prevent domestic and gender-based violence.

He has developed strategic alliances and partnerships with local and regional civil society organizations and national authorities in Central America to reduce domestic and gender-based violence by integrating human rights, gender equality and child protection. Molina has spoken and presented in numerous national and international conferences on male engagement for gender equality and has also conducted gender and masculinities workshops in diverse country settings such as Dominican Republic, Cambodia and Ethiopia.

Molina holds a bachelor's degree in international relations and a master's degree in gender studies, planning, development and masculinities from the Social Sciences Faculty at the Universidad de Chile. He and his wife Heidi have two children, Daniel and Diego.

MARCOS ATHIAS NETO

Cluster Leader, Innovations and Development Alliances Cluster in UNDP

Marcos Athias Neto is a cluster leader for the Innovations and Development Alliances Cluster in UNDP. Prior to joining UNDP, Neto was global technical advisor for Emergency Preparedness and Disaster Risk Reduction at ChildFund International, where he has also served as regional development officer for the Northeast US. Before working with ChildFund International, he spent 17 years at CARE International; his last post was as CARE's director of Partnerships and Special Initiatives and Climate Change and Sustainable Livelihoods. In this role, he led CARE's efforts to build climate change partnerships, especially with environmental organizations.

Neto spent six years as regional manager for Asia and Latin America at CARE UK focusing on strategic planning, resource mobilization, program design, monitoring and evaluation. At CARE USA, he was responsible for establishing CARE's presence in Brazil and in 2001, Neto became CARE Brasil's first national director. From 2006 to 2008, he was CARE's program director in Central America, overseeing a portfolio of \$25 million and 250 staff members.

Neto is a lawyer by training, with a LL.M. in law and development from the School of Oriental and African Studies (SOAS) at the University of London. His thesis focused on "Public Participation in the Clean Development Mechanism."

PAUL NIEHAUS

Co-founder and President, GiveDirectly

Paul Niehaus is the co-founder and president of GiveDirectly, a nonprofit that focuses on giving unconditional, electronic donations directly to worthy individuals and families in Kenya and Uganda. The organization uses objective criteria to determine who is eligible for funding, specifically targeting households without permanent structures in their homes (walls, floors or roofs). The recipients can use the funds for their most important priority, which is usually food and medical expenses, home improvement and assets and operations for small businesses.

Niehaus is an assistant professor in the Department of Economics at the University of California, San Diego. He is also a Faculty Research fellow at the National Bureau of Economic Research, a junior affiliate at the Bureau for Research and Economic Analysis of Development (BREAD), an affiliate of the Abdul Latif Jameel Poverty

Action Lab (J-PAL) and an affiliate at the Center for Effective Global Action (CEGA). His research focuses on program implementation in developing countries and also with learning. He was also named as one of Foreign Policy's "Leading Global Thinkers of 2013."

KENNEDY ODEDE

President and CEO, Shining Hope for Communities

Kennedy Odede lived for 23 of his 29 years in the Kibera Slum in Kenya, the largest slum in Africa, where he experienced firsthand the devastating realities of life in extreme poverty. The oldest of eight children, he became a street child at the age of 10. Still, he dreamed about changing his community.

In 2004, he had a job in a factory earning \$1 a day. He saved 20 cents and used this to buy a soccer ball and start Shining Hope for Communities (SHOFCO). Driven by the innovation and entrepreneurial spirits of the people of Kibera, Shining Hope became the largest grassroots organization in the slum. SHOFCO's model connects schools for girls to services focused on health and economic empowerment. SHOFCO currently serves over 50,000 people and is spreading across Kenya's urban slums.

Although he was informally educated, Odede received a full scholarship to Wesleyan University and graduated in 2012 as the commencement speaker. He was chosen as one of Forbes "30 Under 30 Social Entrepreneurs" in 2014. He is an Echoing Green fellow and a member of the Clinton Global Initiative. His work has been featured by President Bill Clinton, Chelsea Clinton on *NBC*, Nicholas Kristof in *The New York Times* and by Newman's Own Foundation, among others. He speaks six languages and his opinion pieces have appeared in *The New York Times*, *CNN* and *Project Syndicate*.

SALLY OSBERG

President and CEO, Skoll Foundation

Sally Osberg is president and CEO of the Skoll Foundation. Named one of the "Millennium 100" for her role shaping Silicon Valley, she is a champion of social entrepreneurs and other innovators working to solve the world's most pressing problems.

With founder and chairman Jeff Skoll, she has headed the Skoll Foundation's team since inception, identifying and supporting innovators pioneering scalable solutions to global challenges. Osberg was formerly founding executive director of Children's Discovery Museum of San Jose. She earned her MA in literature from the Claremont Graduate School and her BA in English from Scripps College.

Osberg received the John Gardner Leadership Award and has been inducted into the Junior Achievement Business Hall of Fame. She serves on the boards of the Skoll Foundation, the Skoll Global Threats Fund, the Oracle Education Foundation and the Palestine-based Partners for Sustainable Development. She also serves on the advisory board of the Elders.

BOBBY PEEK

Director, groundWork

Bobby Peek is director of groundWork, a nonprofit environmental justice and developmental organization working primarily in South Africa, but increasingly in Southern Africa. They seek to improve the quality of life of vulnerable people through assisting civil society to have a greater impact on environmental governance. groundWork helps to empower community groups and connects them with national and international campaigns and processes. They also work to promote the expression of environmental concerns of these communities and to find equitable solutions to pressing issues.

Peek has received international recognition for his campaigning work in South Africa's South Durban basin around toxic industry and waste issues. He has also been active in campaigning locally and internationally against Thor Chemicals, Inc., a British company that has been accused of poisoning workers and putting surrounding communities at risk from mercury exposure. Peek is a recipient of the prestigious Goldman Foundation Award and has been invited to present papers in local, government and international fora.

TOBY PORTER

CEO, HelpAge International

Toby Porter began his career as an emergency relief specialist in 1993 working first with Merlin and then with Oxfam. He worked on many of the major humanitarian crises of the past two decades, such as Rwanda, Sudan, Kosovo, Colombia and the Asian Tsunami. From 2004 to 2008 he was Save the Children's director of Emergencies, from 2008 to 2011 their director of Programs in India and from 2011 to 2013, their director of Partnerships, responsible for programs with key governments, corporations and philanthropists.

In October 2013, Porter became CEO of HelpAge International, a global network of organizations working to help older women and men claim their rights, challenge discrimination and overcome poverty. In his time to date, Porter has visited HelpAge International's work in Ethiopia, Kenya, Tanzania, the Philippines and Haiti, and spoken at the UN in New York. Porter's time with HelpAge has coincided with relief and recovery efforts in the Philippines, as the population recovers from the effects of Typhoon Haiyan. This disaster again highlighted the vulnerability of older people in emergencies, but also the massive contribution they make to recovery efforts within families and communities.

In January 2014, Porter represented HelpAge International at the World Economic Forum meeting in Davos.

LAURENE POWELL JOBS

Founder and Chair, Emerson Collective and Chair, GPF Advisory Council

Laurene Powell Jobs is founder and chair of Emerson Collective, an organization that supports social entrepreneurs and organizations working in the areas of education and immigration reform, social justice and conservation. They advocate for fair and just policies on behalf of underserved students.

Powell Jobs serves as president of the board of College Track, an after-school program she founded in 1997 to prepare underserved high school students for success in college. Started in East Palo Alto, College Track has expanded to serve students in Oakland, San Francisco, New Orleans, Los Angeles and Aurora, Colorado. The program's intensive academic and extracurricular program is designed to ensure admittance to

and graduation from college. All of the program's graduates have completed their secondary education and gone on to college.

In addition to her work with the Emerson Collective and College Track, she serves on the boards of directors of NewSchools Venture Fund, The Foundation for Excellence in Education, Conservation International and Stanford University. She also serves on the chairman's advisory board of the Council on Foreign Relations.

Powell Jobs holds a BA and a BSE from the University of Pennsylvania and an MBA from the Stanford Graduate School of Business. Earlier in her career, she spent several years working in investment banking and later co-founded a natural foods company in California.

SANJAY PRADHAN

Vice President for Change, Leadership and Innovation, The World Bank

Sanjay Pradhan leads the overall coordination of the internal reform process and spearheads the leadership, learning and innovation for development agenda of the World Bank Group. He is also a member of the President's Senior Management Team.

Previously, Pradhan was the vice president leading the World Bank Institute where he championed the open development agenda centered around knowledge and learning, collaboration and innovation. Pradhan is a recognized authority on governance and anticorruption issues. He served as the World Bank's director for Governance, where he led the development of the Bank's Governance and Anticorruption Strategy, and provided strategic directions on improving governance and combating corruption.

Prior to that, Pradhan has a distinguished research record with extensive experience working in developing countries in South Asia, Europe and Central Asia and East and West Africa. He has authored numerous publications and was a principal author of the 1997 World Development Report, "The State in a Changing World." He has addressed major high-level forums including the European Parliament, the British House of Commons, the BBC World Debate and the TED Global Conference.

Pradhan holds a PhD and a bachelor's degree from Harvard University.

JERI ECKHART QUEENAN

Head, Global Development Practice, The Bridgespan Group

Jeri Eckhart Queenan is a partner at The Bridgespan Group, a nonprofit dedicated to creating breakthrough results for disadvantaged populations. She leads Bridgespan's Global Development Practice working with foundations, philanthropists, global NGOs, corporations, multilaterals and social enterprises. Her work includes high impact engagements with Goldman Sachs' 10,000 Women, The Salvation Army, Children's Investment Fund Foundation, United Nations Foundation, Inter-American Development Bank and Women's World Banking.

Queenan has held leadership positions in private, public and social sectors. After beginning her career at The Boston Consulting Group, she served as White House fellow and associate deputy secretary of Labor, overseeing line agencies with a combined annual budget of \$28 billion. She was then chair and CEO of the White House Fellows Foundation in Washington, DC and a four-year member of the President's Commission on White House Fellowships. She has served on numerous corporate and nonprofit boards and is currently serving with Catholic Relief Services.

Queenan co-authored articles on nonprofit overhead and scale, women's entrepreneurship, corporate philanthropy, performance measurement and board governance. Leading articles include "Measurement as Learning," "Stop Starving Scale: Unlocking the Potential of Global NGOs," "Women Inc." and "10,000 Women Strong." She has degrees from UCLA and Harvard Business School.

LINDA RAFTREE

Senior Advisor for Innovation, Transparency and Strategic Change,
Plan International USA

Linda Raftree has worked at the intersection of community development, participatory media and information and communication technologies (ICTs) since 1994.

She advises Plan International USA on innovation, transparency and strategy and The Rockefeller Foundation on the use of ICTs in monitoring and evaluation.

Raftree co-founded Kurante Consulting and has conducted research on adolescent girls and ICTs for UNICEF, the role of ICTs in child/youth migration for Plan and the Oak Foundation, and the use of mobile technologies in youth workforce development for the mEducation Alliance.

She serves on the boards of SIMLab (creators of FrontlineSMS) and the International Center for Advocates Against Discrimination.

Raftree is also co-founder of Regarding Humanity, an initiative working to promote more dignified narratives about the poor in the media and in non-profit marketing and campaigning. She coordinates Technology Salons in New York City and writes "Wait... What?" a blog about new technology and community development.

She was named as one of The Guardian's "Top 20 Global Development Twitterati" and her blog is listed as one of Vodafone's World of Difference Top 10 Development Blogs.

BETH RICHARDSON

Director, Global Impact Investing Rating System

Beth Richardson is a director at GIIRS (Global Impact Investing Rating System), which is a project of the nonprofit B Lab. GIIRS (pronounced "gears") is a comprehensive and transparent system for assessing the social and environmental impact of developed and emerging market companies and funds. It has a unique focus on the impact performance of private companies using cross-industry and cross-geographic methodology. GIIRS publishes data for public use and educates and advocates about impact investing and impact metrics.

Richardson has spent her career working with social enterprises. She has held roles at Self-Help, a leading community development bank, Ashoka: Innovators for the Public, a nonprofit that supports social entrepreneurs in more than 60 countries, and the Amy Biehl Foundation Trust in Cape Town, South Africa.

She currently serves as a board member for Investors' Circle. She earned her bachelor's degree from Duke University and her MBA from the University of North Carolina's Kenan-Flagler Business School.

APRIL RINNE

Chief Strategy Officer, Collaborative Lab

April Rinne is chief strategy officer at Collaborative Lab, where she works with companies, governments and entrepreneurs worldwide interested in understanding collaborative consumption (or the 'sharing economy') and harnessing the opportunities it presents. She leads the Shareable Cities practice, which helps public leaders apply these models for urban planning and resilience. Rinne sets Collaborative Lab's global strategy, which is helped by her travels to 86 countries.

Previously, she was director of WaterCredit at Water.org. She has worked as a private lawyer focusing on international finance, taught for the International Development Law Organization and advised numerous social enterprises. Her ground-breaking work in microfinance focused on the role of reputation and social capital and the importance of developing robust policy and regulatory 'enabling environments' for new business forms to thrive.

She is a young global leader at the World Economic Forum where she leads the Sharing Economy Working Group and is on the Sharing Economy Advisory Board for Seoul, South Korea. She is a director of the World Wide Web Foundation and a member of REX. Rinne holds a JD from Harvard Law School, an MA in International Finance from The Fletcher School, and a BA from Emory University.

PETER ROBERTSON

Chairman, Board of Trustees, World Affairs Council

Peter Robertson was vice chairman of the Board 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, government and public affairs. He is a senior independent advisor at Deloitte LLP, a non-executive director of Jacobs Engineering Group and Sasol Limited 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 UC 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.

REETA ROY

President and CEO, The MasterCard Foundation

Reeta Roy is president and CEO of The MasterCard Foundation, a leading philanthropic organization focused on financial inclusion and youth learning initiatives. Under her leadership, the Foundation has prioritized Africa to make its most substantial commitments. It forges partnerships with a diverse range of visionary organizations and is initiating large-scale projects, such as the Foundation's \$500 million Scholars Program. A passionate advocate, Roy works to ensure that the Foundation is focused on the people it serves and she travels extensively in the communities where it is active.

She is a member of the Aspen Philanthropy Group and the World Economic Forum 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 held a variety of leadership positions at Abbott and the Abbott Fund. She has also worked at the United Nations.

FREDERIC SICRE

Managing Director, The Abraaj Group

Frederic Sicre is managing director at The Abraaj Group and spearheads the Abraaj Strategic and Stakeholder Engagement Track (ASSET) that works with leaders from all fields, including government, private sector, media and culture. In this role, Sicre drives business development at Abraaj, its stakeholder communications, international positioning, government relations and strategic philanthropy.

Prior to joining Abraaj Capital, Sicre spent over 15 years with the World Economic Forum where he also held the position of managing director.

Earlier in his career, Sicre initiated private-sector led dialogue and reconciliation initiatives during South Africa's transition to democracy. He is the editor of "South Africa at Ten," a book celebrating the first ten years of democracy in the country.

Sicre holds an MBA from IMD, Switzerland, a BA and BS from Villanova University, Philadelphia and is a fellow of Stanford University, Palo Alto.

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." He 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.

SHINICHI TAKEMURA

Creator, Tangible Earth Project

Shinichi Takemura is a media producer known for his cutting-edge IT-driven social activities. He is a professor at the Kyoto University of Art and Design, where he teaches anthropology, international relations and information society theory.

After a career as an anthropologist conducting field research in the Amazon, Tibet, India and Africa, Takemura returned to Japan to teach and work as a curator of museums of cultural anthropology. He became interested in changing the way people understand the world, rather than just observing as a researcher. He looked for new ways to communicate the reality of what is happening to the planet. This led him to embrace new technology and adopt a career as a media producer, harnessing the power of the internet to develop social information platforms.

He founded the Earth Literacy Program, a nonprofit organization that he runs as a base for his activities. He produced the Japanese virtual pavilion Sensorium for the first online Internet World Expo held in 1996, for which he won the 1997 Gold Ars Electronica Nica Award. In 2001, he started developing the Tangible Earth project, a multimedia globe that allows people to understand the condition of our planet using interactive technology based on information provided by scientists in various fields.

JASMINE THOMAS

International Program Officer, Citi Foundation

Jasmine Thomas is the international program officer for Financial Capability and Asset Building and Youth Economic and Opportunities at the Citi Foundation. She is responsible for managing global partnerships and overseeing philanthropic investments in some 90 countries where Citi has a presence. Thomas also serves as the Foundation's regional coverage officer for Europe, Middle East and Africa, collaborating with Citi's regional public affairs teams to advance its strategic priorities in promoting increased economic opportunity. She also oversees the Foundation's Asia Pacific community investments.

Previously, she was program officer for Strong Local Economies at the Surdna Foundation in New York City, where she helped design and manage a portfolio aimed to promote economic opportunity through community development, workforce and economic development, and asset building programs. Prior to joining Surdna, Thomas served as the program officer for Community Development and the Environment at The New York Community Trust and managed designated grant programs for Hurricane Katrina Relief Fund, Appalachia and Native American communities and the New York City AIDS Fund with the Council of Fashion Designers of America/Vogue Initiative.

Thomas is a graduate of the University of Maryland College Park, where she was honored with the “University President’s Award.” She holds a Master of Education degree from Columbia University’s Teachers College and a Master of Social Work degree from New York University’s Silver School of Social Work.

JANE WALES

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

Jane Wales is CEO of the Global Philanthropy Forum and the World Affairs Council, vice president of the Aspen Institute, and host of the nationally-syndicated National Public Radio interview show *It’s Your World*.

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 New York and the W. Alton Jones Foundation, and she directed the Project on World Security at the Rockefeller Brothers Fund. From 2007 to 2008, she served as acting CEO of The Elders, chaired by Archbishop Desmond Tutu and founded by Nelson Mandela. In 2008, Wales also chaired the Poverty Alleviation Track for the Clinton Global Initiative.

DARREN WALKER

President, Ford Foundation

Darren Walker is the president of the Ford Foundation, the second-largest philanthropy in the United States, with headquarters in New York City and offices in Asia, Africa, the Middle East and Latin America. Walker, who was appointed president in July 2013, has been a leader in the nonprofit and philanthropic sectors for more than two decades, focusing on global social justice issues, including human rights, urban development and free expression.

As the Ford Foundation’s vice president for Education, Creativity and Free Expression from 2010 to 2013, he oversaw programs in media and journalism, arts and culture, sexuality and reproductive health and rights, educational access and opportunity and religion. He was also a driving force behind JustFilms, one of the largest documentary film funds in the world.

Prior to joining the Ford Foundation, he was vice president for foundation initiatives at The Rockefeller Foundation, where he led both domestic and global programs.

Today, he is a member of the boards of the Arcus Foundation, Rockefeller Philanthropy Advisors, Friends of the High Line and New York City Ballet, as well as a member of the Council on Foreign Relations.

Born in Louisiana and raised in Texas, Walker graduated from The University of Texas at Austin in 1982 and its School of Law in 1986.

DAVID WILK

Lead Climate Change Specialist and Acting Chief in the Climate Change and Sustainability Division, Inter-American Development Bank

Mr. David Wilk is a Lead Climate Change Specialist and Acting Chief in the Climate Change and Sustainability Division (INE/CCS), at the Inter-American Development Bank. Mr. Wilk joined the IDB in 2001 and led the development of the Sustainable Energy and Climate Change Initiative (SECCI) and its Funds (2006-07). Mr. Wilk coordinated the development of the Bank's Climate Change Strategy and its Action Plan, and led multiple regional and country climate change technical co-operations and lending programs throughout Latin America, including a series of climate change programmatic and policy-based loans in Mexico and Peru. He is the Division's focal point of the IDB's Emerging and Sustainable Cities Initiative, and co-leader of new technical assistance programs in support of sub-national climate action plans, including cross-sectoral/ integrated approaches to increase climate resilience in critical watersheds. Mr. Wilk holds a Master's Degree in City and Regional Planning (1985) and Ph.D. in Environmental Planning (2000) from the University of California at Berkeley.

JONAH WITTKAMPER

Co-founder and Global Director, Nexus

Jonah Wittkamper is the co-founder and global director of Nexus. He has organized global networks of young philanthropists for nearly a decade, inspiring new charitable activity from many wealthy families. Prior to co-founding Nexus, he served as the US director of Search for Common Ground and was part of Distributive Networks Inc., where he helped to build the text messaging technology used by the Obama campaign. In 2000, Wittkamper co-founded the Global Youth Action Network (GYAN) to strengthen youth participation in global decision-making. As the organization grew it merged with TakingITGlobal (www.tigweb.org) to form the largest site on the internet dedicated to empowering young leaders. It receives nearly 2 million hits per day.

Earlier in his career, Wittkamper led an award winning student computing organization, founded two internet startups and created a corporate social responsibility initiative in one of the world's largest corporations. He has served as a co-founder, board member or advisor to a number of organizations including Pioneers of Change, the ManyOne Foundation, the L. A. Jonas Foundation, the Shift Foundation, WISE (Wealthy Individuals – Social Entrepreneurs) and many others. He is an alumnus of Williams College and Camp Rising Sun.

XIAN ZHOU

Founder, Buy42.com

Xian Zhou has broad business knowledge from her previous occupations and experience from starting two successful companies. Leveraging these business skills since 2008, Zhou has devoted her heart and soul full time in developing a new field in China. With her team, she founded Buy42.com, China's first online charity shop. Buy42.com combines the concepts of e-commerce and charity into a new and innovative model where each person can donate their unused items for Buy42.com to resell. It is committed to facilitating charity fundraising for NGOs and grass-root volunteer-

organizations across greater China. The revenue generated supports training and employment programs for over 8 billion disabled people in China. Its goal is to become an online destination for charity shopping, volunteer socializing and philanthropy information sharing in China.

Zhou obtained her MBA and MSC in public service policy at the King's College London University. Her experience shopping in charity shops or second-hand shops while studying in the UK is what inspired this project.

REDEFINING DEVELOPMENT: GLOBAL GOALS, CITIZEN SOLUTIONS



(From Left to Right) Rachel Glennerster, Sanjay Pradhan,
Khalid Malik and Marina Gorbis

WEDNESDAY, APRIL 23

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

RACHEL GLENNERSTER, Executive Director, Abdul Latif Jameel Poverty Action Lab

KHALID MALIK, Director, Human Development Report Office, United Nations Development Programme

SANJAY PRADHAN, Vice President for Change, Knowledge and Learning, The World Bank

Moderator: **MARINA GORBIS**, Executive Director, Institute for the Future

JANE WALES

I'm Jane Wales. I want to welcome you to the Global Philanthropy Forum [GPF]. We are a community, and we're really glad you're part of us. This is a wonderful opening. I should note that it was made possible by a GPF supporter and member, Maja Kristin, who is somewhere out there, and the brilliant work of Michael Olmstead. Gary Malkin was on the keyboard, and you'll get to know him throughout your time here.

They agree with us that Global Philanthropy Forum is not just about strategies and impact and outcome. It's also about heart. It's also really about both inspiration and learning and the caring that motivates all the work that you do. So in the couple days we have together — today, tomorrow and Friday — you're going to be deep into your left brain, wrestling with problems, seeking out solutions; but you'll also be drawn back to that right brain, where so much of learning and inspiration and wonderment really occur. At the same time, you'll be meeting lots of remarkable innovators who are doing work around the world, and their ideas are really the spark that ignites social change, so I look forward to your meeting each of them.

We're starting this year with the pre-position that governments can set goals. They can mobilize resources. They can coordinate action. But if they really want to eradicate poverty, which is the shared goal, and if they really want to meet their bold objectives, they'll need to join forces with citizen activists and citizen innovators from just about every sector and every discipline and corner of the world. And they'll need to take into account the role that human ingenuity plays and the role that human nature plays, so you're going to hear a lot about that as well.

We think that that process of cross-sectoral collaboration is already happening; that interaction between institutions and individuals. And in the process, you're seeing a redefinition take place — a redefinition of concepts of markets and

value and service, of learning, of philanthropy, of leadership and of development itself. So as you think of examples of that kind of redefinition going on, we ask you to share those examples with one another — tweet them using the hashtag #GPF14redefine, and that will be a way to share that knowledge among ourselves.

Our first speakers are going to open with the central development challenge of the day, and that's inequality. We're talking about inequality in rich countries and poor countries and middle-income countries because that's where the poor live. Growth may be robust, but it is not always broad based; and while development can be pretty rapid in a lot of societies, that doesn't necessarily mean it's inclusive. So, when we think about development today, we don't just think about GDP [gross domestic product]; we think about well-being as well.

Now, while we'll open with that and the ways in which development has been redefined, we're going to close with the last sea change in the world of poverty alleviation and development. It was 25 years ago that [Dr.] Gro [Harlem] Brundtland, a young political office holder from Norway who had been prime minister and led the World Health Organization, headed up a commission that authored a report that we all refer to as the Brundtland Report. What was so significant about that report is that it introduced for the first time the notion of sustainable development, and it defined sustainable development as a pattern of development in which we meet the needs of today in such a way that we preserve the capacity of future generations to meet their needs. We are going to close the conference with her. In fact, this concept has been guiding us all this time and will inform our conversation for the three days to come.

Our plenaries are going to be shared snapshots of the state of the field and the state of play in the various issue areas where you all work. The heart of the conference is going to be elsewhere — the working groups. Again, this is where you roll up your sleeves, you reason together, you learn together and you try to find real solutions together; and what's important here is that the agenda is set by you, and that will be the heart of the conference.

There will be skilled facilitators who will help you move it along. You won't be all alone; you'll be side by side with folks who work in all parts of the world. Those facilitators are going to put forth a core question, and they're going to ask you: How would philanthropy change? How would policy change? How would business practices change if the real goal were well-being — human well-being and the well-being of our planet — if the real measure were dignity and the real method were the capture of human ingenuity. They will ask you at the beginning and the end of those sessions what your view is.

For those who want to take those ideas or take the opportunities that are unveiled and pursue them, we're going to be setting aside breakfast tables. This

does mean getting up in the morning! And at those breakfast tables, you can get together, forge partnerships and use that as your opportunity to find ways to work together going forward.

I should say that one of the tables has already been claimed by the UN Development Programme and our friends at the Hilton Foundation. Heather Grady is going to help lead it. This is an effort to gain your input on the follow-on to the UN Millennium Development Goals. Their point of view is, if you're going to be part of that solution, if you're executing on those goals, they very much want you to be part of those goals. But for those of you who want to use that time period just to deepen learning, what you'll find is we have tables set aside for that. We've got people who have agreed to host table talks among you. In your program book, you can see those that have been reserved in advance, so see where you'd like to have breakfast if that is what you'd like to do.

The other thing I want to tell you is that we are a community. So here's one way that you get to know each other if you suffer from any kind of shyness — I see no evidence of that — but one way is to take this flair and declare what matters to you most. Is it women and girls? Is it education? Is it health? Is it the environment? And you put that flair or those flairs — many people have multiple flairs — on your nametag, and that way you can find one another and a conversation has begun. Tomorrow night we have a find-your-flair reception, so if you haven't, make sure you get these.

While you're doing that, while you're introducing yourself to one another, I would urge that you seek out the philanthropists who are leading the effort to replicate the Global Philanthropy Forum in regions around the world. I know that Pearl Darko is here; she leads the African Philanthropy Forum. I'm sure she would be eager to introduce you to the African philanthropists who have joined us today. And I know that I've seen Marcos Kisil and Paula Fabiani. I saw them both last night. They lead the Brazilian Philanthropy Forum. They're both at IDIS [Instituto para o Desenvolvimento do Investimento Social], which leads the Brazilian Philanthropy Forum. They've come with a delegation of 20 Brazilian philanthropists, so practice up on your Portuguese. Their next conference will be in early November in São Paulo, so I'm sure they'd be eager to get you to join them.

You can have your friends join our plenaries because we're broadcasting everything live. What we're going to do is put on the screens both the way in which to access those sessions online but also the ways in which you can tweet using the hashtag #GPF14.

If you want to have as close to a paperless conference as possible, we urge you to use GPF Connect. Ginger Sall uses it to share her business card rather than

going around with lots of little cards. You can use it to find one another, introduce yourselves to one another; and you can use it to keep the conversation going, and we hope you will. And then, finally, while I'm talking about paperless opportunities, you'll see on your tables these USB sticks that include a study by the World Bank. It describes a means by which to gain beneficiary feedback from citizens around the world, and after all that's what really matters to all of us. How do you make sure that what you're doing is relevant, that it really serves the needs that you are trying to address? This is a way to use modern technology to achieve that goal.

Now, it's my pleasure to introduce the first panel. What I'm going to do, in fact, is instead of introducing the first panel, I'll introduce the first panel chair and then turn over the introductions to her.

Marina Gorbis is the executive director of Institute for the Future. She's a social scientist and in her day job she brings a futurist's perspective to organizations in the public, private and philanthropic sectors. So, she has that broad view, and we have an opportunity to be led through this first conversation by Marina. Please join me in welcoming Marina and her fellow panelists to the stage.

MARINA GORBIS

Thank you. Good morning every one. It's a beautiful morning, and thank you for that wonderful introduction. It's a real honor to be in the company of this particular group.

We were meeting for breakfast and conversation before the panel, and I confessed to this group so I might as well confess to you that I increasingly think of myself as a "recovering economist" because I spent the first 15 years of my life doing economic development work in various parts of the world and also here in the United States, and we were very proud of all the methodologies that we had. Cluster analysis — we were looking at all the economic foundations, we were looking at the financial systems and we were looking at human resources and regulation and all of that. We were very, very exhaustive in terms of how we thought about development.

And then I came to the institute about 15 years ago, and I started working with a lot of anthropologists who look at things like culture; I figured out that that was what was missing from a lot of economic theory. These people were going into people's homes. They were trying to understand. They were living with people, and they were really trying to understand what it is on the ground. What are these lives of people on the ground? What drives them? What fears, what hopes do they have?

It inspired me to really rethink a lot of development theory and how we practice development. So I've personally been on this path of trying to create a new language where we can bring together people who speak the language of culture, which is kind of anathema to a lot of economists, right? We don't know how to talk about culture. We don't know how to describe what it is. The whole conversation about changing the vocabulary and who participates in the development conversation — how do we bring more voices into this? How do we bring artists and designers and anthropologists and others to really expand how we think about development? Even that word development — what does it mean? And how do we practice it? And what are the tools and the language that we can use? So, I'm hoping that in this panel we can address some of these issues, and you're the perfect group to really be addressing that.

We're going to have each of the panelists give a few remarks from their perspective, their lens of looking at development, and, as I said, it's a pretty amazing panel. We have Khalid Malik, who is the head of the UNDP [United Nations Development Programme] Human Development Report. I have to say that this report is like a bible for a lot of people who are thinking about development and economics and a lot of other things, and in its own right it's a huge innovation expanding the whole notion of what development and economic development are all about. So, we're going to start with Khalid.

And then we have Sanjay Pradhan, who is vice president [for change, knowledge and learning] at the World Bank; he was the head of the World Bank Institute, where he was thinking a lot about open governance and data and all kinds of other things, and he is now leading efforts to really transform the bank and leadership around the world, so welcome to you.

And finally but not least we have Rachel Glennerster, who is the executive director of the [Abdul Latif Jameel] Poverty Action Lab at MIT [Massachusetts Institute of Technology]. She has a lot of on-the-ground knowledge because she's been doing a lot of evaluation work, looking at community-based development in agriculture and in health and in many other areas in many parts of the world, including Sierra Leone.

So, this is a great group to be addressing redefining development issues. We're going to start with you, Khalid.

KHALID MALIK

Good morning, everyone. It's great to be here, and thank you so much for inviting us. I have an old-fashioned slide presentation, but I promise I will not hold to it too carefully.

I wanted to start by acknowledging how important ideas are and how important individuals are. Three in particular I want to just acknowledge: Bill Draper, who was here this morning but had to leave, Mahbub ul Haq and Amartya Sen, three people who came together to launch an idea of development which is fundamentally about people putting people first, about their choices and how important it is to see development from that perspective. I think that has transformed the way we look at development and has transformed, actually, the way we measure development.

In 1990 there was a first report issued. It starts with a very powerful phrase: "People are the real wealth of nations." And, by the way, all the empirical work and all the analysis shows that if you look after people, economies and societies look after themselves, and that is really the fundamental perspective that we have. I'm going to talk a little bit about the 2013 report — which is a very hopeful report; it's about a changing world and rise of the South — and say a few words at the very end about philanthropy and what the implications are of some of those issues.

I'm going to put out a few slides to just give you an idea of how dramatic the change is in the past decade or so, and it's dramatic. Maybe because we are in it we don't fully feel it, but historians will talk about this change in a very large sense. The industrial revolution was a 100-million-people story; this is actually a few-billion-people story. Something like 40-plus countries have done better than expected, and billions of people are doing better than expected. This is a very interesting line about the middle class. You know, by 2030 two-thirds of the middle class will be from Asia and the Pacific. The world is changing and changing quite rapidly. There are all kinds of implications for sustainability — lifestyles, consumption, you name it — but we are in a very rapidly changing environment.

This too is interesting because it shows three countries — Brazil, India and China — and six traditionally important countries from the West and how they have already intersected in terms of collective weight in the world. This is also interesting because it shows that most of the reserves now are in developing countries, something like \$6 trillion worth of reserves; and I'll be sure to make some recommendations about how they can be thought about and talked about. So, that's just to give you a big-picture sense, but I'll also talk about greater connectivity. There are more Internet users in the developing world than there are in the developed world. There are 600 million people in China on the web and, boy, do they put a lot of pressure on government, on interacting with each other. I'll come back to that particular point, but this is the changing world in which we live.

I'll skip a whole bunch of other slides and go directly to the future. Jane talked about how we can come together and see how we can think; and since we have a person dealing with the future, I thought, in the 2013 report we highlighted a couple of big mega-challenges and it's fundamentally about people. In the end people need nurturing, and they will nurture other things, and we tried to understand how that will present itself. We did a lot of data analysis and tried to see from developed and developing countries what role inequality plays — not just income but also health and education — in development progress; and across the board, you can see that any movement toward greater equality improves a huge range of indicators, from female issues — child pregnancy— to economic growth. So, the move toward equality is profoundly important.

We also saw the issue of connectedness. People are getting more educated, and that's a good thing. They are also getting more connected, and this is the core of what happened during the Arab Spring. When that happens, the relationship between citizens and state changes: People expect more. They expect better governance. They expect more transparency. They expect more jobs, and they put a lot of pressure on governments. So, governments have to learn how to manage those complex pressures much better, and jobs are supremely important.

I also thought I'd put in a slide about environmental challenges. The reality is that we are in a very complicated situation, and recently the UN IPCC [Intergovernmental Panel on Climate Change] report came out and said essentially that most countries are not on a sustainable path. This is a diagram that looks at a human development index on one side as a measure of progress and the ecological footprint. Basically, if you look at the carrying capacity of the world, most developed countries are far beyond that. That's on the right-hand side. Most developing countries are generally low, but as they progress that will also become a challenge for the future, so we have to do more on that.

We also look at demography, and what is fascinating is that fertility rates are collapsing almost everywhere except a few countries in Africa, and the key to that is education. Education helps in so many different ways — in terms of fertility rates, in terms of how health is organized and also in terms of jobs, remarkably enough. People talk about the demographic dividend; and those who may have followed economists' debates a few years ago were comparing India and China and saying, "Who will do better in the long term?" And the answer is, it depends how you manage your long term, and fundamental to that is declining population or increasing population; in both cases you have to manage it carefully. In the case of Africa, for instance, there are 1 billion people now in sub-Saharan Africa; by 2050 it will be 2 billion people. And, depending on the policies, you can actually predict whether poverty will go down quite substantially or whether poverty will go up to extreme cases of over 1 billion poor people in sub-Saharan Africa in the future. It depends on what we do.

Now I'll come very quickly to a few thoughts on the philanthropy.

Clearly, we are living in a new world, in a new place. The 2014 report, which will be coming up in July, is on vulnerability; it is maybe a less hopeful message than in the 2013 report, but it gives you a mega-perspective on volumes of resources according to different countries and how important many partners are. So therefore partnership is key: private sector, civil society and the governments. No one can do it on their own.

All the things you see are in rapid transition; therefore new partnerships are the key to bringing many players together because without partnerships you cannot have a good influence. We've also encouraged a new principle called "coherent pluralism" and also "responsible sovereignty," which is not there. Responsible sovereignty is about how the world is so globally connected that it's no longer possible for nation states to easily make policies that can improve citizens' lives. You have to take the world into your policy making. So, responsible sovereignty is about looking globally, and that's very important. It's somewhat controversial at this stage, but we hope that in time, as controversy starts, first you pick up and just build a consensus.

The second point is about public goods. The balance between private markets and publicly provided things is going to define how we can be sustainable in the future. I'll give you the example of public transport. One of our advisory board members was a very eminent senator from Brazil who said that a few years ago salaries of university professors went down. And what happened? There were two immediate things that happened: People started taking their children out of private schools and into public schools, and then they themselves started abandoning their cars and going to public transport, but in both cases they realized that quality wasn't very high. In both cases they got much more engaged in making certain that quality actually worked. The footprint of each one of us will determine our future. A good, quick macro-perspective: I hope you have a chance to look at the Human Development Reports. We are both in the virtual world but also in the real world. We can have copies available to you. Thank you very much.

MARINA GORBIS

Thank you. The Human Development Report is available. Yes, so do read it. It is great reading.

I want to turn it over to Sanjay. Some of the messages from Khalid's talk are about connectivity and institutional rearrangement, which is something that's very familiar to you, something you think about a lot.

SANJAY PRADHAN

Thank you, Marina. Good morning, everyone. It's a real pleasure to be here. I want to begin with what I thought of on the plane coming here. I wanted to begin with a personal story if I could, which in my mind epitomizes both the promise and the imperative of redefining the development paradigm from one that was a very traditional approach to a citizen-centric approach. I want to share with you this story, which dates back about 20 years, to when I joined the World Bank.

One of my first assignments was to work on Uganda, where my job was to provide concessional loans and grants to the government of Uganda. And just before doing this loan, we had done a public expenditure review of Uganda and found that there were very poor educational and health outcomes and very low spending on primary education and health. So, when we were giving this loan in a very traditional development paradigm, we said that this loan would be used to enhance spending on primary education and primary health. And that was applauded. We went to the board. I got promoted as a consequence. But after I got promoted, after some time, I took a field trip to rural Uganda and I encountered that schools had been built, but teachers and textbooks didn't show up. I found that health clinics had been built, but there were no medicines, and the poor who were supposed to benefit from this, the local communities, had no idea what they were expected to receive and they had no voice in articulating their concerns. Shortly after that we did the famous Uganda Public Expenditure Tracking Survey, which traced how much of those enhanced allocations were actually received by the schools, and we found that 90 percent of the funds did not reach the schools. That was quite striking and at that point spurred greater government and donor attention but also a public dissemination campaign, where the information was posted on billboards and community radio on what citizens were supposed to receive. Over a period of time, that leakage came down from 90 percent to 10 percent, which was quite striking.

Rachel [Glennester] informed me this morning that there was a subsequent study, where the school provider or the providers in local communities were brought together to understand the needs of the community; and when that demand and supply side of governance came together, both service delivery and outcomes improved.

This little vignette gives you a glimpse of how we need to change the traditional paradigm. I want to share with you that over a period of the past several years there has been a process of experimentation and innovation, which together amount to a transformation. They're not there yet. These are nascent movements. But together in forums like this, if we can forge partnerships, we can

turn this into a revolution; and for this I want to share with you what I consider to be four frontier elements of this redefinition of development, the topic of this conference, which can together scale up into a transformation.

The first frontier movement I want to suggest is to move from having development assistance and government spending, which is often nontransparent and inaccessible to the citizenry, to open aid and open government. Let me illustrate what I mean. First is open aid. To open up aid in the World Bank, for instance, we decided to take a move, so we have geo-coded 30,000 projects in 144 countries, which basically mean we locate these projects on the map and correlate it with the indicators they were supposed to serve. We have now forged a partnership with 12 donors, seven foundations and international civil society organizations, and a number of countries to geo-code all development assistance in these countries through what we call the Open Aid Partnership.

Of course, making development assistance open is useful, but what's really important is if we can make government spending itself transparent and accessible to the citizenry because the goal is to enhance domestic accountability of the state to the citizens. To do this we are now working to geo-code budgets in about 30 countries. And what does that mean? Let me go back to my reference point, which is Uganda.

Envision a map of Uganda, where you can locate all the districts of Uganda and the education sector, and the districts that are colored green are the districts that have low spending on education but good educational outcomes. The districts that are colored red are those that have high spending on education but poor educational outcomes. This geo-coding of the budget immediately transforms what is an inscrutable budget document of hundreds of pages, which even public finance experts like myself cannot understand, into an understandable visual, which citizens can understand and hold their government to account. So, as I said, we are working with about 30 countries, but the role of this forum, this type of partnership, would be to work together to get those 30 countries to actually publicly disseminate this geo-coded budget. They're not all doing this, and if you can do it in more countries and then build the capacity of civil society, media and parliaments to understand this budget, then we start to get a citizen-centered budget. So, that's the first transformation.

The second frontier element is to not stop there but to ensure that the citizens' voices and feedback are integrated into policy design, into budgeting, into service delivery, really putting citizens at the heart, at the center. So, to go back to budgeting, Brazil has pioneered mobile participatory budgeting. Basically, citizens vote on the budget. And, imagine, we did a South-to-South exchange — the point that Khalid talked about, the rise of the South. We did a South-South exchange between Brazil and the DRC [Democratic Republic of the Congo]. And

DRC, which in a fragile and conflict setting faced the imperative of rebuilding trust in government, decided to allocate in South Kivu Province an item of the budget which was directly voted on by the citizens using mobile phones; and as a consequence, citizens started to see roads being built, bridges being repaired — things that they wanted to see — and amazingly tax collection jumped 15 times in South Kivu Province, demonstrating a rebuilding of trust in government.

This is what we are seeing in DRC, in urban Dar es Salaam in Tanzania. We are seeing platforms like checkmyschool.org in the Philippines. If you type checkmyschool.org, you will see a platform, an Internet site, where parents and students can give real-time feedback using mobile phones and the Internet whether teachers and textbooks are showing up in school, the same problem I encountered when I started my journey in Uganda. Tools like this can be quite transformational. You will talk to President Kim [of the World Bank] tomorrow. He announced a few months ago that 100 percent of World Bank finance projects that have an identified beneficiary will integrate citizen feedback. That's quite powerful if we can make it happen. And the flash drive that Jane talked about, which is on your desk, is a recent study that we did — not as robust as if we can get Rachel to work with us on this — which starts to say that these innovations are promising but local context matters a lot. Some things that work in some contexts don't work in others. And technology cannot be the driver. It can be a great enabler if you have conditions, and one of the conditions which is very powerful takes me to the third frontier.

The third frontier, is to simultaneously build the capacity of civil society organizations to amplify the voice of the poor and simultaneously build the capacity of governments to respond to that feedback. This is really profound if you think about it and we are learning that this is one of the key enabling conditions for a citizen-centered approach. What is happening in this space is that you have foundations like yourselves and others who have been working with civil society organizations to amplify the voice of the citizens, but governments are not necessarily responding to that. We in the World Bank and other institutions work with governments to support them, but they are not necessarily responding to the citizen feedback.

So we built a platform called the Global Partnership for Social Accountability [GPSA], which is a unique bridge. It is a partnership among institutions like the World Bank. We now have three foundations who have become financial partners: Ford [Foundation], Open Society [Foundation] and the Aga Khan Foundation. We have 130 global partners that have joined in. What it's seeking to do is to give grants to civil society organizations so that they can be the voice of the citizens and help governments that we support through our financing

respond to that feedback. The GPSA becomes a link, a bridge, between the demand and the supply side of governance, and I would submit to you that that's a real frontier.

To bring it to life, in the Philippines where there is a massive conditional cash transfer [CCT] program, we are supporting Concerned Citizens of Abra, which is a civil society organization that is monitoring whether the poor are receiving these benefits of CCTs. And at the same time, their report goes to the secretary for social protection in the government, and we are financing the programs that help the secretary and the government respond to that feedback. I would submit to you that if more of us joined platforms like this, we could bridge this demand and supply of governance, which has to be the frontier.

And that takes me to the last frontier, where I'll stop. The real goal here is not just to build capacity of citizens and government but to forge coalitions for action. In many of our countries there are entrenched networks of corruption, and we need to forge multi-stakeholder coalitions. Take contracts, for example. There is so much corruption in contracts; you need to help reformers in government, civil society and the private sector forge coalitions and build their collaborative leadership. That's one of the areas we're working on. Thank you.

MARINA GORBIS

Great! Thank you. This is really interesting, particularly here in Silicon Valley because there's so much excitement about technologies and open government and data and open data. Virtually every day there's a hack-a-thon or something going on, where people work with open data, so it's falling on the right ears here.

Rachel, you are on the ground. You are doing evaluations. I don't know if there's enough data yet on these attempts at open governance and open budget and all of that. What are you seeing on the ground? How do you view this?

RACHEL GLENNERSTER

Thanks, and it's great to be back here at the Global Philanthropy Forum. I want to start by mentioning what I see as one of the big changes in development over the past few years, which is the dramatic rise in the reliance on rigorous evidence to test what approaches work to reduce poverty and what approaches are less successful and where things work and where they don't. This rigorous testing has led us to understand that some conventional wisdoms that we thought we understood aren't actually true, and it's also brought to the fore some really innovative ideas, particularly those that have come from citizens' groups and small local NGOs [non-governmental organizations]. I think there's a reason why citizens' groups, NGOs and social entrepreneurs have been in the forefront of this work. There are a couple of reasons.

One is they're really great at innovating. They're willing to take risks, try new things; and if things don't work, they'll move on to something else. They've also pioneered partnerships, innovative partnerships, with academics. For the past few years, we've seen these partnerships develop, often with small, local NGOs trying something new, brainstorming with top academics at MIT and Harvard and trying new things, learning about what's worked elsewhere. We've had some really interesting South-South brainstorming and then tested these ideas.

I think another reason why these groups have been so important is that they understand that resources are limited. They recognize that they can't do everything. They don't have enough money. And what the academics did was say, "Let's take that constraint and think of it as an opportunity, as an opportunity to rigorously evaluate." What our group does is take the concept of the randomized trial from medicine and apply it to social and economic programs. So, if an NGO can afford to work in only 100 schools, we'll say, "Okay, go and find 200 that meet your needs and then we'll randomly pick 100 of them and you can implement the program there"; and then we can monitor the outcomes in 100 schools that got the program and 100 that didn't. That allows you to very rigorously test the impact of the program.

This kind of research has been happening in economics and social programs for decades, but there have been a bunch of innovations that have made it cheaper, smarter, and more flexible, so that it fits with the needs of people on the ground. And, as you say, you should come back to economics because we spend a lot of time on the ground now in people's homes, trying to understand how they think and what's really going on. I used to work at the IMF [International Monetary Fund] and in government, and it's extraordinary how coming into academia I actually spent more time peering down wells in huts and villages, and really understanding the local context, which I think is absolutely critical.

This work has expanded from that early pioneer work to international agencies. The World Bank has done it, doing a huge amount of this work. It's going into new areas. We're trying to figure out how to measure all sorts of concepts, like women's empowerment and trust in a post-conflict environment. How do we put a number on that? We're actually working a lot with anthropologists and using some of their techniques, and we're learning, not just about whether a particular program works, but what motivates people. What are the underlying problems that are causing, for example, people to underinvest in preventive health, something we see throughout the world from the United States to Sierra Leone, where I work. People will pay a lot to cure disease, but they're very reluctant to invest in preventive health. Why is that, and what can we do? We're using a lot of psychology now to understand that, but also to design smarter programs.

I want to come back to the theme of this panel, which is how citizens can make government work more effectively. We've seen this big rise in democracy throughout the developing world, and I guess people are sometimes a little jaded. We see a lot of corrupt politicians. We see them get reelected even though people know they're corrupt. So, what's going on? We see teachers not showing up, just as Sanjay was talking about. How do we solve that problem? There has been a lot of work of the kind that Sanjay talked about, of trying to get citizens involved locally to apply pressure to improve services. Some of those have worked well, like they did in Uganda, and sometimes it hasn't worked well at all. I think this is an area where we've still got to do a lot of experimentation to understand why things work and why they don't.

In the middle of all the corruption and disfunction, I feel like sometimes we gave up on democracy in that process. You know? We expected the poor to monitor the teachers and make sure they show up. Now, I don't do that with my kid's teachers. I vote and I expect the local government to monitor teachers themselves. So, are there ways that citizens can get involved in making democracy itself work better and get politicians to be more effective?

A number of really interesting recent studies have shown that this is a very effective approach. I want to talk about just a few of these, and they were all tested by randomized trials. In Afghanistan there was a campaign to take pictures of the voting returns at polling stations and record those and send them back and collect them nationally. Where people knew that that was going to happen, where it was announced randomly that this was going to happen, there was less corruption in the polling. In Kenya there was a massive trial of sending out text messages to encourage people to register and to vote, and, again, that increased turnout. In India, where an awful lot of MPs [members of Parliament] have criminal records and there was a lot of corruption in the money that's given to MPs, there was work by a local NGO, SNS [Satark Nagrik Sangathan], to compile report cards on members of Parliament and feed that back to the citizenry so that they understood the different candidates — whether they had a criminal record and how they'd spent the money that they had been given. And even though the illiteracy rates in these communities were extremely high, we see a very sophisticated response of the citizenry to this information and really dramatic changes in who people are voting for.

I've been involved in work in Sierra Leone, where illiteracy is very high. Seventy percent of the people we are working with have zero years of education, and there were very few forms of getting information out to communities about their MPs. What you see in a lot of the developing world is a lot of ethnic-based voting. People in the north, people from the Temne group, will vote for one party, and people from the south will vote for another, and the reaction is, Well, what can you do? You can't change this very deep-seated ethnically

based voting. But the other perspective is maybe people are voting based on ethnicity because they don't know anything else about the candidates. Why not base your vote on ethnicity when you don't know who the candidates are? So, we worked with a local office of Search for Common Ground who hosted and videotaped debates between members of Parliament. Then they screened those in communities around the country, and where that happened we saw a massive increase in understanding about what the issues were in the campaign and who the candidates were, and we saw a sharp change in people's willingness to vote for different candidates.

I was on Good Morning, Sierra Leone recently, and the journalist was saying, "But I don't believe it! In our communities the people just vote ethnically." And I said, "No, we've scientifically looked at that, and people are willing to change their vote if they understand who the candidates are and have seen them debate and know what their issues are."

We also saw, again, people are worried that, "Oh, you know, debates in the US — they'll just end up voting for whom is best looking." Did you know, for example, that you can predict the outcome of a Senate race in the US by just showing people a photograph of the Senate candidates? So, there was a lot of concern that if you show a debate, you are just going to enhance the focus on surface issues and not the fundamental issues. But what we see is that local people, after seeing the debate, are more likely to vote for candidates who have the same priorities as them. "If I care about education I'm going to vote for someone in education." So, I'm really excited about the prospect of bringing citizens' groups in to enhance the formal process of democratic accountability.

MARIANA GORBIS

Thank you. It's interesting. I'm personally involved with an organization called Organized Crime and Corruption Reporting Project, which is an amazing organization of reporters from all over the world, and they're tracking corruption trails through banks and all of that. They're the ones who are uncovering all the [Ukrainian politician Viktor] Yanukovich papers and piecing it all together. You all talked about governance and transformation of institutions, and we're in this interesting period where we do have a lot of data — at least a lot of people have a lot more data — and it looks like people can easily come together and they can change governments: Arab Spring, Ukraine and other places. But have we changed? It's different to take down the government and vote somebody out, but has anything changed in terms of creating governance systems and putting them in place? We're seeing it again in Ukraine and places like that. Can we speed up that process, or what can we do? Is that still a very, very, long, involved process? And is data a piece of that? Does it help? Frankly, some of the examples you were using I would love to use them in the US. It's a typical example of innovation

coming back to the US, and we could use some of that here. Talk about data and building capacity and governance systems and the need for institutional changes and rearrangement.

KHALID MALIK

In listening to all those great presentations, it occurred to me that there is a challenge between macro-issues and very specific programs, which may improve this or that. I think what is challenging is somehow you have got to have some synergy between the two. I'll give a very specific example. If you educate people, you have a very different conversation than if you are not educated. So, who takes the responsibility for education? You have to find a way to somehow have free public compulsory education. So, in countries that have done that, you have a very different conversation than in those that have not done that. States have responsibilities. I mean, that's a very basic relationship. And what is fascinating to me is that in the new report we are highlighting that Scandinavian countries in the late nineteenth century and the early twentieth century had great conversations about health, education and social insurance and at per capita income levels that are lower than what South Asia has now. But in South Asia, the debate is about, Well, government can't do it because government is not very effective; therefore, we must go for private schooling or privately done health assistance. The minute you have these kinds of debates, it highlights that you need some basic investments. That's the first point.

The second point is that there are also debates within all of us who have been through these matters: Do you have good institutions as a result of development? Or do you need good institutions to produce development? And maybe the reality is somewhere in between. Democratic fixes are fine, but they go only so far because in the end national leaders, national institutions, have to do the heavy lifting and find ways to move things forward. I contrast even the democracy between, say, China and Pakistan. In China you have a Communist Party, which knows that for its own longevity it has to produce measurable improvement in people's lives. In Pakistan we have all the trappings of democracy — regular elections — but it's a very different kind of conversation because the poor are not part of that conversation even though they vote regularly.

Life is very complex, and I think partnerships are key, but we also have to understand that you have to link somehow the macro with the micro. It's very difficult working only in the micro or only in the macro. This idea of redefining citizenship, I think that's the core because people are more educated. They know what's happening. Farmers in Africa on their mobiles are very up-to-date on politics in the US for that matter. They know that their rights mean something, and they know that they want to insist on it. Now, whether institutions can respond to it is another question. I think all that is good, even though it's unsettled right

now on the mismatch between what people expect and how people can actually respond. In the end, Amartya Sen — you know his book [Development as Freedom] — is on development as a freedom. Individuals have a huge way of influencing the world in which they live. So, if you empower them, if you free what we call “human agency,” many things are possible — and that comes back to education and health again.

SANJAY PRADHAN

Marina, to answer your question on governance systems, there are three points I want to make. There was a very nice framework that the World Development Report 2003 had put out on three routes of accountability to get better delivery of services, and you can locate all the strands of this conversation in that. The first strand was between citizens and elected officials. How do we get better elections, better accountability, which is what Rachel talked about? So, that’s one route: If you get better elections, a better political system. They called it the “long route of accountability” because it takes time. The second is between elected officials and the bureaucracy, which may be what you were referring to, which is, how do you get the bureaucratic apparatus to be more responsive? And the third, which they called the “short route of accountability,” has some of the examples I gave but not all of them, which is about citizens directly holding providers to account and getting that feedback going.

Ultimately, in terms of a governance system, you need all of this, and the second point therefore is that you need to be opportunistic, where you have the entry points on the long route, the short route, and the bureaucratic accountability side. And they are not either/or — and this is exactly Khalid’s point about the link between the macro and the micro. You need the long route of accountability, but you also need to be opportunistic and deliver services better.

The last point I would make is that data and transparency are crucial to make any of these links work. You need better data for elections. You need better data in terms of whether citizens are receiving services, and you need better data for bureaucratic accountability, the performance of public agencies. So, I would look at it as a system but be pragmatic because we can’t wait for all of these things in different types of bureaucracies.

MARINA GORBIS

Yes, and I think one part of it is with data — that people are now creating their own maps of the terrain. So, it’s not the data that comes from some agency. They can create maps of crime. They can create maps of potholes and all of that. So, that changes the dynamic also: how people look at what’s important to them.

RACHEL GLENNERSTER

Yes, I'd say on that last point on data that we have to be careful in thinking about what we can achieve by just putting out data because people have to be able to understand it and be able to respond to it. I think that's one of the interesting questions about why informing people of the bad services and starting a dialogue in Uganda was extremely effective. We tried the same thing in India on education and saw no impact. We told them that the local schools weren't working and the local village government wasn't spending the money they were meant to. Nothing. We tried another approach, which was, "And this is how you can change things and teach your child to read." This was an evaluation of a program by Pratham, a very big NGO from India, and they tried informing people about the quality of local schools and "These are the ways in which you can get reform in your local school," and people didn't respond. But when they said, "We'll train you to teach your children to read in an after-school camp," there were dramatic improvements in reading.

MARINA GORBIS

That's that local entry point.

RACHEL GLENNERSTER

Then they said, "Well, we don't want to just do this out of school; we want to figure out how to end up changing the public system." I agree with Sanjay that you've got to find the right entry points in a given system. I was talking today about the electoral governance; there's also a lot of work on building these micro-systems at many different levels. We're getting kids in school now, but a lot of them aren't learning to read. We've got to make the quality of education, the quality of healthcare, better. I agree fundamentally that if we improve the quality of services and people get good human capital education and health, they'll figure out how to fix the rest.

MARINA GORBIS

I think what's really exciting about it also is that citizenship then becomes a way of educating the population; we sort of separated the two, and now we're bringing them together.

**ENSURE SUSTAINABILITY: PRESERVING THE EARTH'S
BIODIVERSITY AND PHYSIOLOGY**



Carol Larson

WEDNESDAY, APRIL 23

NANCY BIRDSALL, President, Center for Global Development

SANDY ANDELMAN, Chief Scientist, Conservation International

CAROL LARSON, President and CEO, The David and Lucile Packard Foundation

DAVID WILK, Lead Climate Change Specialist and Acting Chief in the Climate Change and Sustainability Division, Inter-American Development Bank

Moderator: **LARRY BRILLIANT**, President and CEO, Skoll Global Threats Fund

LARRY BRILLIANT

My name is Larry Brilliant. I'm the president and CEO of the Skoll Global Threats Fund. I'll tell you more about that later. I'm going to be moderating this plenary, which introduces the problem-solving working groups of the planet track. I just want to thank Jane [Wales] for inviting me back. It's really nice to be back among family. Thank you.

I get the opportunity to invite Nancy Birdsall to come on up. Nancy is the president of the Center for Global Development. She has extensive experience for such a young woman in development research, policy and management in various organizations like the World Bank and the Inter-American Development Bank. She will begin by providing some context for tackling development changes and the climate dilemma.

NANCY BIRDSALL

I thank you very much, Larry, and thank you to Jane Wales and the community that she has fostered of all of you out there. I think it's really quite extraordinary.

I asked myself when Jane asked if I would give a talk here, Why me? I saw that the context was citizen action, and I saw that the specific session was on the earth's biodiversity and physiology, on which I am no expert; and I saw that I would be talking to people, many of whom are from Silicon Valley, and I come from Washington, DC, which is kind of the other world. So I thought I'd better not give you the typical policy nerd speech and that it would be better to tell you a story. So, I'm going to tell you a story about a colleague of mine named David Wheeler, whom I consider the unsung hero of forest preservation in the developing world. Then I'm going to tell you what David's story has to do with this forum and this session on the earth's biodiversity and physiology, and then I'm going to end with a plea to all of you out there, whom I consider by virtue of your being here global citizens in the best sense of the word.

Let me start with David. He's a former colleague of mine, an academic researcher, economist, econometrician, a quant kind of guy and also however a problem solver. I met David when he came to the World Bank at a time when the World Bank was under a lot of pressure in the mid-1980s to deal with environmental issues and sustainability. He got interested and made himself into an environmental economist. One of the things he did as a researcher was spend a lot of time working on a series of projects in Indonesia that had to do with reducing water pollution. He did research on the impact of polluters' behavior of public information disclosure, which was part of the deal that was made in the context of World Bank financing for reducing water pollution. One of the things he told me years later is that with information to the public about the pollution behavior of the big companies, big industrial firms in Indonesia, it had an impact. For example, the big banks actually started to alter the interest rates that they charged their borrowers, the big firms, as a function of their pollution behavior on the grounds that those who were polluting a lot were presumably badly managed and thus higher-risk borrowers. The project in Indonesia, including this public information disclosure, became a model for water pollution prevention projects all over Asia — in Vietnam, in the Philippines, in China. I think it gave David a sense that public information disclosure matters and — you heard a little bit about this in the earlier session from Sanjay [Pradhan] from the World Bank — the power of people knowing what's going on.

In 2005 I urged David Wheeler to come to the Center for Global Development, the think-and-do tank that I had, because I could see a terrific researcher and a real serious academic guy. And we want to have world-class scholars who have credibility on the issues they work on, and also be a problem solver, a do sort of person. David got interested in forests, and he got frustrated because he's a data guy. What he found is that it was hard to get data on deforestation trends and facts in tropical forest countries like the Congo, Brazil, Indonesia and many others. The problem was that the data were being collected by academics and scientists, where the premium, in academic terms, was on accuracy and detail; and in the community concerned with climate issues, there was a high premium on very specific information about the carbon content of different forest areas and literally different trees. But it was taking up to five years and sometimes more before these data were available to the larger public, to the research community and to citizens, so there was no way to use the kind of interventions that are timely, such as with the case of water pollution in Asia, at the country level. So, even today, the fact is that only Brazil among all developing countries has a really well-developed on-the-ground system of monitoring, reporting and verification of changes in forest cover and thus in rates of deforestation. In Brazil it is becoming something that's kind of crowd sourced, and citizens actually generate alerts, as well as the official system of alerts when, for example, it's clear that there is illegal burning of forests associated with agro-industry.

Well, David got very excited because he realized at some point that NASA [National Aeronautics and Space Administration] has these satellites. They are circling the earth all the time, and these satellites are taking pictures all the time. He got together with a couple of brilliant research assistants at our Center, and they, in effect, wrote the code that links the pictures that the satellites are generating to changes in forest cover at the ground level — the algorithm, the platform, I'm not even sure what to call it myself. Anyway, they did something that resulted in high-resolution, high-frequency monthly data on changes in forest cover across the developing world. They ground-truthed it in Brazil, where, as I said, there was an on-the-ground process for monitoring and reporting. David called the resulting platform FORMA, which stands for Forest Monitoring for Action. That's the problem-solving part — action, including through citizen engagement and involvement. Eventually, we asked the World Resources Institute, another think tank in Washington, to take on FORMA and deepen it, make it more user-accessible. The World Resources Institute with us has entered into a partnership with Google and other sponsors. It's a \$20 million operation now at even higher frequency and lower levels of aggregation on the ground.

I love this story — that's why I told it to you — because it takes David Wheeler, my colleague, from the bowels of policy — public policy, think tank and World Bank in Washington wonkdom — here to Silicon Valley, high tech, big data innovation. So, let me tell you my sense of what David's virtual journey from Washington, DC, to Silicon Valley has to do with what this forum is about.

Research and data are one part of an ecosystem in which we are all participating. It's an ecosystem with respect to forests that's bringing together people and institutions concerned with the devastating risks that climate change poses for the world, for countries and for people and thus the risk to the whole development project that climate change represents. So, research and data are one part of the ecosystem.

A second part is citizen activism, something that's going on here right now — what I think of as “benign lobbying,” right? In a few moments Carol Larson from the [David and Lucile] Packard Foundation is going to tell you about the role of citizen activists in a big victory for forest preservation in Indonesia that she might not say, but I want to tell you, was enabled in part by the ability of citizens and civil society groups to pinpoint the source at the plantation level of the fires that were burning in Indonesia about a year ago and to take steps as a result of that. So, that's two parts of the ecosystem: data and research and what we policy wonk people do and what citizen activists can do.

There's a third part of the ecosystem that you heard a little bit about today in the earlier session and that I want to emphasize, which is, what governments do and what global institutions do, what public policy is and how it matters

whether governments do or don't do certain things, what the World Bank does and what's happening at the United Nations as well. Sometimes the combination of information and citizen activism is enough to make a big difference — and I think many of you out there are engaged in all kinds of activities where it may well be enough — but I do think on some issues it's not enough. There have to be changes and fixes to public policy at the country level and at the global level. That's particularly the case in climate.

It's just not possible to imagine that we are going to tackle the problems that climate change is going to cause and is causing already for the world's poor and for building middle-class societies that are prosperous and stable, without a fix in the public policy arrangements at the global level and at the country level. How do we create incentives in the absence of the big global deal that many of us are frustrated about and isn't happening yet — but let's hope does happen in 2020. How do we create incentives for governments like Indonesia with commercial pressures in the palm oil sector, like Guyana with gold-mining pressure, like Liberia, pulp and paper, timber and logging, iron ore? We need incentives for these governments to deal with the tremendous commercial pressures that are coming from the global market.

Even the most responsible governments at the highest levels in developing countries don't have the institutions and don't have the policing and the court systems to resist the constant pressures to do concessions that generate revenue. In addition, concessions create jobs, and that feels like modernity and progress for people who are poor in the developing world. Even if those jobs cannot be sustained in the long run, even if it's undermining human rights, indigenous people's rights and so on, market pressures in a global economy in which clean air and water and oceans and other renewable resources are simply underpriced and in which, in the absence of a price on carbon, forests are undervalued.

So, there's at least one interim solution, which is that we give governments incentives to resist those pressures and to enforce their own rules and regulations. That takes big money. Norway has been a pioneer. It's very interesting that Gro Brundtland [former Prime Minister of Norway] is here. Norway has been a pioneer in making deals with Brazil, where it's working very well, with Indonesia and Guyana, which pays those governments on the basis of verified performance in reducing their rates of deforestation. And don't forget that verification comes in part from the reality that David Wheeler created with FORMA and now Global Forest Watch. It takes big money though, big public money. In the case of the US, if \$2 billion a year out of the \$30 billion a year that we spend on foreign aid could be used to pay governments, after the fact, on the basis of verifiable performance, that would be a bridge in terms of valuing forests and compensating and creating incentives for countries to do better to the day in 2020 when we hope there will be a carbon market.

Let me end with a plea. If you are here, as I said, you are a global citizen, aware of these global development challenges, interested in developing the right kind of world for all of us in the future. My plea is that whatever your issue is — whether it's forests or water or inclusive finance or educating girls or health or illicit financial flows — that you find ways to inform yourself about the entire ecosystem, that you at least inform yourself about this wonky policy business at the government level, at the level in Washington more than in Silicon Valley, and that you bring your own experience and passion and commitment to whatever part of that ecosystem is the one where you can be most effective but you also keep yourself informed about the big picture, at what I sometimes call the “high altar” at which we worship in Washington DC, of public policy.

Thank you very much.

LARRY BRILLIANT

Thank you, Nancy. That was really terrific. And while our panel is going to be on the planet, I'm really pleased that Nancy kicks it off by underscoring the primacy of the issue that we all face in climate change. Climate change is the great exacerbator for many of us in all the work that we do. At the Skoll Global Threats Fund that I have the privilege of leading, we work on pandemics. We work on water. We work on climate change specifically. We work on bad weapons systems, nuclear weapons, other forms of weapons of mass destruction and regional conflicts, but at the heart of all of them climate change makes our work harder in every way. It's hard to imagine a global problem that is not made more complex by climate change.

Today our panelists are going to talk from various different perspectives, provide us various different anecdotes or vignettes to illustrate the work that they and their organizations do and that they feel passionate about. I think each time, if we think of what the organizing principle for the health of a planet is — the issues of sustainability, stewardship of resources, increasing population, population migration — we'll come back as our organizing principle to the issue that we face in climate change.

So, our wonderful panel includes Sandy Andelman, the chief scientist and senior vice president of Conservation International. She's also the founding executive director of Vital Signs, a monitoring system that fills a critical need for diagnostic indicators on agriculture ecosystem health and human well-being.

To my left is Carol Larson, whom you heard Nancy talk about, who is the president and CEO of one of the largest and most important foundations in the world, the David and Lucile Packard Foundation. Packard is celebrating its fiftieth anniversary. Carol is celebrating her tenth anniversary as president. I should stop now and let you applaud. While they have contributed significantly to the

global collaborations around cap and trade and incenting changes in policy, the work that may be of most relevance and interest to this discussion may be the investments that Packard has made in community-based approaches in their work in deforestation that encourages the involvement of citizens, especially the indigenous community. The involvement of community members is crucial to planning enforcement and the long-term sustainability of the efforts of Packard but also the efforts of almost all of us. I look forward to exploring how this approach is reflected in their work supporting sustainable maritime fisheries and many other things where I hope the conversation will go.

We're really pleased to have David Wilk here, the lead climate change specialist and acting chief in the Climate Change and Sustainability Division at the Inter-American Development Bank. He coordinates the development of the bank's climate change strategy and actions.

So, we're going to have a chance now with these three wonderful people to pursue all the issues of the planet — the health of the planet and climate change — and we're going to kick it off with Carol.

CAROL LARSON

Thanks a lot, Larry. That's a big agenda. I know it's a start of a great three-day conference, and I'm so glad to be back here again and address this group. I do want to say a little bit about the theme that Jane has said and now Nancy has said about the wisdom of combining heart and mind, of logic and creativity, of having the ingenuity moments as well as the discussions about strategy. As Larry mentioned, our foundation is celebrating its fiftieth anniversary, and we are a family foundation. It's the family foundation established by David and Lucile Packard. David of course was co-founder of Hewlett-Packard, and today our board is half family and half general trustees. We really do try to combine in the \$300 million that we give away each year the power of both the heart and the mind. All the issues we work on were issues of interest and passion to David and Lucile and continue to reflect the passions of the family today.

The theme of this conference of course is not just heart and mind but also global goals and citizen solutions. I want to pick up with a story that Nancy started to tell, and I love the way she was talking about an ecosystem because I think one of the best things about philanthropy — one of the best tools or assets or characteristics that we have — is to step back and look at the whole ecosystem and have the flexibility and the agility to fund different pieces of that ecosystem as the context changes. So, let me tell as quickly as I can about two areas of interest that we've had at Packard.

The first one is on climate change mitigation, and I wanted to tell the next chapter of what Nancy started about palm oil. As you know, preventing

deforestation is an important lever — one of the most important levers — in reducing greenhouse gas emissions and slowing climate change. Palm oil is a rapidly growing-in-popularity product — a “miracle product” some people call it — with a thousand different uses, from being used in Girl Scout cookies, to cooking oil, to candy bars, to ice cream, to shampoo, and it’s growing in popularity because it is easy to grow and it has a high yield per acre. It’s been growing about 9 percent a year in terms of sales globally, and great organizations like the Center for Global Development, great bilateral institutions and development institutions like the Norway government that was mentioned, were doing a lot of work in terms of how they can slow the rates of deforestation — forests being cleared to make way for the palm plantations.

As Nancy said, you need a whole ecosystem, and there had been moratoriums passed in Indonesia about palm oil expansion, but it was stalling and it wasn’t moving very quickly. Packard stood back three years ago along with several other foundations and said, “What more can we do to speed up progress in this area?” There were voluntary certification processes, so we started to fund a number of citizen engagements — Greenpeace, Rainforest Action Network. We started to fund Ceres and also the —organization out of the Netherlands that focuses on investment decisions. We started to fund Climate Advisers, which works with companies, and The Forest Trust, which works with companies that want to make a change. So basically, we were looking at the supply chain at all of those places, the consumer activism, the working with companies that want to make a change and also trying to pressure the investment decisions through organizations like Ceres and AidEnvironment.

And just at the end of last year, the largest trader in palm oil around the world, Wilmar International, announced that it would adopt a no-deforestation, no-peat — peat lands is one of the areas that gets converted for growth of palm oil — and no-exploitation policy. Forty percent of the world market is influenced by Wilmar. In addition, Kellogg’s has made a commitment. A number of other companies have made commitments like this; and as Nancy said, we believe that it takes actions like CGD’s [Center for Global Development]. It takes actions from government. It takes actions from the citizens’ groups and you as philanthropists get a chance to step back and learn about those ecosystems and to deploy your money where some others perhaps can’t. And if activism isn’t your bag, there are other things that you can do — like supporting CGD. But that was a huge breakthrough, and of course now we have to deliver on that promise in terms of actually getting those standards in place, and it’s going to take an ecosystem for that as well on all of these fronts.

So, I just wanted to talk about one more area of citizen engagement around global goals. Another area where the Packard Foundation is making long-term investment is around marine reserves. We really do care about biodiversity in

the ocean for both the value of biodiversity but also for the productivity of the oceans for the livelihoods, the economic stability that they provide; and of course the western Pacific is one of the most biodiverse areas in the world. It also has hundreds of millions of people who are dependent on the oceans for their livelihood.

Places like Fiji and Palau have relatively weak governance systems to deal with protecting those near-shore oceans, so a little over a decade ago, working with Wildlife Conservation Society, World Wildlife Fund and also some of the universities and the NGOs in Fiji and Palau, we started to work with local communities who did depend on the near-coast fisheries for their livelihood to set up the locally managed marine reserves. These are small communities with traditional governance systems, but they really care about the health of the oceans outside their homes. After about seven years of work on these locally managed marine areas, there were over 300 of them in these western Pacific islands, a network — for example, in Fiji — started to be formed among the locally managed marine areas. So, there's been huge progress in terms of local communities taking responsibility for monitoring the health of the fisheries that they depend on.

But, of course, the world keeps happening, and there is pressure from tourism from Asia, pressure for development, pressure on the governments, like Nancy was talking about. Those locally managed areas aren't going to be the solution. It's time for us — and we're working on this with other foundations — to connect up even more of those locally managed marine areas to be influential with their regional governments and with their national governments. It's an interplay between both, back and forth. It takes both to make progress on these issues.

So, the final thing I'll say is that as philanthropists you do get a chance to be agile and flexible, and I think one of the most important things is collaboration among philanthropists. In both of these examples, we're involved with major collaborative networks, particularly ClimateWorks and the Climate and Land Use Alliance. And if you would like more information, check out our website or e-mail me. I look forward to the conversation. Thank you.

LARRY BRILLIANT

Thank you, Carol. You identified that sweet spot among physiology and sustainability and stewardship, and you talked about palm oil and fisheries — those are two great exemplars of the issues that we face. You talked about monitoring, which is what Nancy also talked about when she mentioned satellite monitoring as a way to give activists the tools to know where to go and with whom to intervene.

You all know the Skoll Foundation and our wonderful leader there, Sally Osberg, who is going to be speaking here in a little while. That's my sister foundation, and every year we have a meeting at Oxford [Skoll World Forum], and this year

one of the keynote speakers was with a company called Planet Labs. This is not an endorsement of a single company, but they represent a category of satellite-launching companies that instead of launching very large \$1 billion or \$100 million satellites, they're launching constellations of \$100,000 satellites. So, their data acquisition is two orders of magnitude less expensive, and their motivation is different. They're doing this to get information to provide you, and all of the NGOs that you're working with, with daily observational data of the earth; and their ability to see fisheries that have been laid waste to, palm oil groves that have been cut down and deforestation all over is really breathtaking. So, I'm optimistic that here we are in Silicon Valley; it's a convergence of philanthropy and technology that will indeed solve some of the problems that we face. And in that regard, coming right back to climate change, David, you're up.

DAVID WILK

I thank you very much, Larry. And thank you very much for inviting us to present our developments from our perspective, that of a lending institution with 24 borrowing members in the region, including Latin America and the Caribbean, and 24 non-borrowing members. We lend on the order of \$11 billion a year to a range of projects that you probably have heard of and in all sectors — infrastructure, social, education, health, et cetera.

Looking at the first three hours of this conference, I cannot avoid looking at or pointing out our sustainability principles, which are really at the core of our action and have been our flagship. And this is where most of our climate change actions are rooted. This is looking at social policy and equity. Many people here are interested in poverty reduction. We are looking for institutions for the growth strategy we have, which is basically providing the right governance. Regional and global integration, which is looking at trade and South-South integration and private-sector development, is basically an explicit strategy that we have approved lately to boost the performance of our private-sector windows in our activity.

Our story goes back in climate about eight years with the Sustainable Energy and Climate Change Initiative. We decided not to go into carbon markets, and we decided to provide more of a platform for technical assistance managing multi-donor funds. We responded to an interest of many of our donor countries to allocate monies to start building capacity and strengthening our stakeholders. After a few years, we managed to mobilize quite a few resources with quite a few replenishments. Lately, about three or four years ago, we adopted a strategy itself and an action plan, and the action plan has basically established the key priorities for bank activity in climate. One, and foremost, is adaptation, which is an area that has been financially lagging, I think, given the amounts of resources needed for adaptive actions. On the mitigation side, we are very

much addressing and tapping the opportunity that our region has in terms of renewables. We're talking about solar potential, wind, marine and geothermal, which has been largely unattended.

So, let me bring you two examples of how we have materialized some of this engagement in technical assistance and actually trying to create more-sophisticated financial arrangements for action. On the mitigation side, given that land use change and deforestation is one of our biggest challenges, 47 percent of emissions come from that sector, and we are looking at innovative schemes such as creating a bioclimate fund, for instance, to compensate forest growers and communities along transport corridors to protect forests. This is something that requires lots of engagement and special arrangements to basically come up with a scheme that looks like a payment for environmental services but with more-advanced verification methods such as those pointed out earlier by Nancy. This is verified performance. We are looking at private investors as well to complement what countries can provide for forest protection. In this case, we are talking about Colombia and Peru.

On the renewables side, there is a range of opportunities in areas that have huge solar potential. We are talking about north of Chile, for instance, where they can establish a very widespread and forward-looking energy provision through concentrated solar power. Lately, we are now very engaged in creating a geothermal facility that will start from a very low point in terms of developing the capacity for geothermal. This is in the case of Chile and Mexico. So, we have a broad agenda to discuss. We believe that national public resources are not enough to carry out and face the challenges. As an institution, we have been heavily engaged in mobilizing international resources, as well. We have been very active in establishing financing programs under the Climate Investment Fund, specifically through the Clean Technology Fund, and we believe that the joint public- and private-sector engagement is critical given the needs faced by the region.

LARRY BRILLIANT

Thank you, David. Thank you. Sandy, I think you're going to talk about the monitoring so that we are ready to follow the changes as they occur in real time. It's a wonderful tool that you have. Tell us a little bit about that.

SANDY ANDELMAN

Thanks, Larry. Conservation International used to be a traditional biodiversity organization. We worked on creating protected areas around the world, and we were very successful at that; but about four years ago, we took stock and realized that creating protected areas wasn't enough and that if we didn't really engage with development and change the trajectory of development, we simply couldn't

succeed in the world we live in today. As for my own background, I've spent the past 40 years working in some of the most remote places in the world, figuring out how to measure biodiversity and tracking what's happening to ecosystems and the people who depend on them.

I'm also kind of a data geek, so from that perspective about four years ago we started a conversation with the [Bill and Melinda] Gates Foundation. The Gates Foundation's agricultural development program focuses on smallholder farmers and people who farm areas of roughly the size of a football field; they depend on those areas for their food and their incomes. So, at the time we started that conversation the Gates Foundation's agriculture program was focused on three things: delivering better seeds, better technology and better access to markets so that farmers could sell their products. It's a fabulous objective, and no one can really argue with the foundation's logic, but from our perspective there was something fundamentally missing. I mean, no matter how good the seeds a farmer has, no matter what technology they have access to, fundamentally farmers and people everywhere really need nature to thrive. So, without sufficient water, without healthy soils, without pollinators, it doesn't matter what seeds and technology a farmer has: A farmer can't thrive and sustain agricultural productivity without these services from nature.

So, we set about trying to prove that essentially there are set of vital signs, you know, the equivalent of the signs that a doctor uses — temperature and blood pressure — to evaluate whether people are healthy. We set out to prove that there is a small set of vital signs that we essentially can use to manage the health of agriculture systems, the health of ecosystems and the health of human systems in an integrated way. We wanted to change the way we measure success. Traditionally, the measures of success for agriculture have been change in crop yield and change in income. So, it's not surprising that agriculture degrades the environment because there haven't been measures of success for the environment. And similarly, the traditional measures of success for conservation have been the percentage of the earth's land and water that is set aside in protected areas, so it's not surprising that there are conflicts between development and conservation.

Working with a group of about 150 scientists and policymakers from all over the world, and particularly the Earth Institute and CSIR [Council for Scientific and Industrial Research] in South Africa, we have identified a set of measures — that set of vital signs — that essentially enable us to track the health of farming systems, ecosystems and human systems, and we've begun actually measuring these systems. We started in Africa because two-thirds of the world's arable land not currently cultivated is in Africa. Vital Signs is in five countries, so this is Tanzanians, Ghanaians, Rwandans and now Ugandans measuring all of these things on the ground and using high-resolution and moderate-resolution satellite imagery to tie it all together and scale it up. It's real and it's not expensive and it's already

beginning to redefine success. The Gates Foundation's new agriculture strategy actually addresses the need to sustain natural resources for future generations. I was just with the minister of water from Tanzania, and he wants to convene ministers from 10 countries in Africa to share with them how the data from Vital Signs are changing decisions that the government of Tanzania is making.

I'll just end by saying that we have to really start managing the planet as a system. Whether it's a household, a farm plot, a landscape, a nation or the globe, we have to have the information that enables us to manage the planet as a system. And if you think about it, you know when NASA sends astronauts into space they have a life-support system, and the foundation of that system is a set of life-critical measurements that enables managing the astronauts' supply of air, of water and of food. And the situation we're in with our planet of shrinking resources, we need essentially a command-and-control system for monitoring the health of the planet and the health of people.

LARRY BRILLIANT

Thank you. I'd like to now ask a question. It's not a new question, but I think it's at the heart of the problems that we face when we're dealing with increasing populations, pressure on resources, all the resources. In fact, I heard Jared Diamond speak once. He wrote *Collapse* [*Collapse: How Societies Choose to Fail or Succeed*]. He's an anthropologist at UCLA [University of California, Los Angeles], and he said, "We're running out of all our resources. We're running out of water. We're running out of climate to store carbon dioxide and greenhouse gases. We're running out of fish. We're running out of trees. But the most important thing we're running out of — the resource that we're running out of fastest and that's the most important — is time. We're running out of time."

And the loggerheads that we find ourselves at, the developed world, the United States primarily, says, "I don't want to enter into a global compact and agree to restrict my use of fossil fuels while the developing world is accelerating so quickly that anything we do would be drowned out by a resurgent China or India or Brazil." The developing world says, "You guys are pigs. You're the major source of the accumulated problem that we have. It's our turn. How can you stop us our legitimate right?" And David said it perfectly. He said, "This conflict between development and climate, between development and stewardship and sustainability, it's really one of the key issues that we face in climate change."

What observations do you have from your perspective? How do we even think about this? Carol, do you want to take a crack at it. Sandy? David?

CAROL LARSON

You're right. I mean, that's a fundamental conflict. I think an element of hope here is that on some of these big global threats we're realizing our interdependence; and while there are historical and current-day arguments about It's our time to consume or It's our time to have the same development in the same way that the western world has, I think people are realizing that the choice isn't there anymore because of our interdependence. So, the same climate and the same oceans that affect the United States affect Latin America, affect China; and increasingly the efficiencies that any country can get by moving more toward more sustainability are becoming apparent.

So, I think many of us are very interested in what's happening in China, where they really are balancing both the desires of the Chinese people for healthy living with their desire for development. The good news is that there are some tools that the Chinese government is already deploying that can help meet both; but that balance of the water quality and the air quality with how they will develop is so important and is becoming more focused in that country.

We started working in China in 1998 with the China Sustainable Energy Program. At that point in time, our understanding was that the Chinese government had about four people who were knowledgeable about renewable energy. In California we had already had a lot of progress on this, and we had about 400 in the state government; so what Packard did, working with UC Berkeley and Lawrence Livermore Labs [Lawrence Livermore National Laboratory] and others, was to make available to the Chinese government the best experience in terms of renewable energy and appliance efficiency. I think today that expertise is much more there, and obviously there's a lot of momentum on those issues in China, but I do think that interdependence offers us some hope of doing it in a different way.

LARRY BRILLIANT

Dave, did you want to comment?

DAVID WILK

Just briefly, I think that what we bring — our agenda locally to our stakeholder cities or communities — is we always find ourselves in terms of trying to argue about whether we go through the mitigation window or through the adaptation window. Obviously, the adaptation window looks and sounds more relevant locally, but I think that for us a big challenge is to stop that divide and do a marriage of mitigation and adaptation objectives into something that will look like a resilience environment. We are looking closely at convergence and complementarities between mitigation and adaptation, and I think that we have a clause there: "Reducing deforestation provides great services in terms of

biodiversity, hydrologic balance and practices that will ultimately build resilience in local communities.” So, whether you emit or not, whether you are suffering as a consequence of global emissions, that issue becomes less relevant, and the argument about benefiting from both mitigation and adaptation is tangible.

Energy efficiency is something that we should pursue not because we are reducing emissions but because there are clear economic savings in pursuing that objective. Sustainable transporting in cities is something that we try to push for together with better land use planning. Why? Because it will create benefits not just in emissions reduction but in everything else as well. We are very keen to deepen our involvement in territorial approaches, geographic approaches, including watershed management, that will prove both mitigation and adaptation benefits as valuable.

LARRY BRILLIANT

Sandy, to all the people here who are beginning to embark on global climate change, would you recommend that they work globally or that they work on American political advocacy, since we seem to be the anchor that’s holding back the world?

SANDY ANDELMAN

That’s a tough choice. I did want to say just briefly that one of the things that makes me hopeful about the trajectory of development is, maybe surprisingly, private-sector companies; we’re really seeing the shift in the private sector in their attitude toward resources and managing resources more efficiently because they’re worried about their supply chains. But part of it also relates to your second question, Larry, which is with social media, with Twitter, things like that. It’s no longer possible for companies or for governments to really get away with bad behaviors, with managing resources badly, because it’s on the internet; whether it’s Ushahidi or Twitter, you know the responsibility is there, and I think it’s a really powerful force for change.

LARRY BRILLIANT

Thank you.

**CONFERRING DIGNITY WHILE
LEVERAGING DEMOGRAPHIC CHANGE**



Tsitsi Masiyiwa

WEDNESDAY, APRIL 23

TSITSI MASIIWA, Executive Chairperson, Higher Life Foundation

KENNEDY ODEDE, Founder and CEO, Shining Hope for Communities

TOBY PORTER, Chief Executive, HelpAge International

Moderator: **DAVID BLOOM**, Clarence James Gamble Professor of Economics and Demography, Department of Global Health and Population, Harvard School of Public Health

DAVID BLOOM

I'd like to get this plenary session properly started, and to do that let me welcome you all and say good afternoon. I'm David Bloom from the Harvard School of Public Health, and I have the pleasure of moderating this afternoon's plenary, which is a discussion about conferring dignity while leveraging demographic change. For those of you joining us in the audience or via live stream, I encourage everyone to expand this conversation on Twitter using the GPF hashtag #GPF14 and also the GPF handle @gpf.org.

I have three goals in mind for this plenary session. First, I'd like to make sure that everyone learns a few facts they didn't already know about demographic change. Second, I want us to explore some of the challenges that are posed by those facts. And, third, I want this session to provide a strong foundation for the people track at this forum, including the working groups that are going to take place in the coming days and also the informal and serendipitous discussions for which the forum is so rightly famous.

To further the achievement of these goals, I am joined by three knowledgeable and terrifically inspiring panelists. I'll keep the introductions brief because their full bios are all in the conference program book. At the far end of the stage from me, we have Kennedy Odede. Kennedy is the founder and the CEO of Shining Hope for Communities. Shining Hope currently serves more than 50,000 people living in the Kibera slum of Nairobi, which is where Kennedy grew up, as I think we'll hear. Shining Hope delivers services and life guidance to these people and is notably driven by their — that is, the slum dwellers — innovative ideas and entrepreneurial spirit. Sitting next to Kennedy is Tsitsi Masiyiwa. Tsitsi is the executive chairperson of the Higher Life Foundation. The Higher Life Foundation champions the delivery of a holistic approach to the growth and the development of orphaned and vulnerable children in Africa, children whom the foundation refers to as “history makers.” And, finally, sitting to my immediate left is Toby Porter. Toby is the CEO of HelpAge International. HelpAge is a global network of organizations working to help older men and women claim their rights, challenge discrimination and overcome poverty and insecurity.

Before I turn to the panelists, I'd like to give you a very brief two- or three-minute introduction to global demographic change. I know from previous meetings of the Global Philanthropy Forum that every one here is very, very good at filling in empty spaces and connecting the dots, so I'm just going to set out five sets of facts that I think reflect some of the most important demographic changes of our day.

Fact one: World population now stands at 7.2 billion people, and it's projected to surpass 9 billion by the year 2050. Nine billion represents three times the 3 billion figure that the world reached in 1960, so that's a 6 billion increase from three to nine in less than a century. That would be the equivalent, just to jar your imaginations a bit, of adding three populations the combined size of China and India, the world's two population superpowers. I also would note here that the increase is not a uniformly global phenomenon. It has been, and it will continue to be, heavily, disproportionately concentrated in the socially, the politically, the economically and the ecologically most fragile countries and regions of the world.

Fact two: In 1950 the average woman in the world had five children over the course of her childbearing years. Today that figure is sharply lower. It now stands at 2.5 children per woman. And please keep in mind that there is a great deal of heterogeneity out there. There are still some populations in which women are having upward of six and seven children over the course of their childbearing years, and those are offset by the countries in which fertility has dropped to as low as one child per woman, which is well under the long-run replacement rate of 2.1.

Fact three: Since 1950 global life expectancy has increased by two decades, and it's expected to rise perhaps another decade by 2050. To put that in context, please consider that throughout most of human history people lived to somewhere between 25 and 30 years on average, and now in the past six decades alone we've added 20 years to life expectancy. That's basically that life expectancy has increased eight hours per day for the past 60 years on average. That's what I would call a longevity revolution, and I would say that it ranks among the most remarkable achievements in human history.

Fact four has to do with population aging. Today there are on the order of 800 million old people in the world, where old is defined — and I say this with apologies — as age 60 and over. That represents about 11 percent of the global population. That 11 percent figure has been relatively stable in the past few decades, but it's about to increase very sharply. So, between now and the year 2050, that 11 percent is going to turn into 22 percent and the 800 million I just mentioned is going to become 2 billion people age 60 and over. And I can tell you also that every single country in the world will be a participant

in the process. When we talk about population aging, we're talking about an unprecedented change for the world. There are no examples or prior stages of history to which we can look for guidance on the challenges that population aging will pose.

And, finally, I have fact five for you. Fact five has to do with urbanization. As of 2008, just a few years ago, for the first time in history more people were living in urban areas than rural areas in the world, and that growth of urban areas basically involves the growth of cities, of mega-cities, of hyper-cities, of slums. The issues that it raises have to do with anonymity, congestion, loneliness, communicable disease, pollution, crime, infrastructure and social services. These all come to mind as related challenges. Especially notable here is that of the roughly 3.5 billion people who live in urban areas in the world, more than 1 billion are living under extremely squalid conditions that we call "slums."

So, enough facts for now. What I'd like to do is turn to the panel and hear some of their thoughts. I'm going to start, Kennedy, with you. I understand that you grew up in a slum, in Kibera actually, and I was hoping you'd start off by telling us how you got there and describing the experience.

KENNEDY ODEDE

Thank you so much. I want to share a story of urbanization. My parents came from a rural village in Kenya, and they were looking for opportunities, so they went to the city, Nairobi, to look for a job and then ended up in the slum. There's no job. Their life was so hard. That's where I grew up. I remember our house. We were the poorest people in Kibera. It was a really hard life. Kibera can be compared to the size of Central Park; over 1 million people live there. There are no government schools inside. There is no running water, so life is really, really hard. One thing that I still remember was that my mother was very strong. My father gave up in life, so he became abusive and really struggled, but my mother was the one going out to look for food for us. We used to survive on pudding and water. Other kids could come to our house, and I was so mad like, "Why, Mom, are we having these kids here?" And she told me, "Kennedy, it's not about being rich or being poor. It's about sharing." So, that's something I took.

At the age of 10, I was a homeless kid. I ran away from the house where your Mom cannot give you food. Life is so hard. I stayed on the street for two years, using drugs, feeling hopelessness. At the age of 17, I read a book of Martin Luther King Jr. that really gave me dignity and hope. Somebody poor like me wanted to change his life and the level of his community. I was so inspired. That's the time I got a job in a factory earning \$1 for 10 hours. Every time I was going to the factory, I was crying and saying, "How long will I survive here? Will it be five years? Will it be 10 years? The rest of my life?" It was a really dangerous job I was doing. So, one day I'm coming back home and I found my friend has been shot

dead by the police. His name is Boi. The same month my other friend, Calvin, hanged himself in a 10-by-10 shack with a note with him: "I can't live this life anymore." Those weren't enough. What really touched me most was when my sister at the age of 15 was raped and became pregnant. Put in mind that age of 15; my mother had me at the age of 15. My sister now at the age of 15 is also pregnant, and I call this the "cycle of poverty." And I say, "Enough is enough. This too much. I can't bear this."

From my job I bought a soccer ball, which was to be used as a mobilization effort. So, I came back to the community and I told people, "You know what? We have to stand up for ourselves. Nobody is going to help us." And that was dignity. They told me, "Kennedy, do you have any donor or NGO that will help you?" And I say, "No, this is a movement. This is a dignity. We are going to come together in this community. We wear the shoes. We know where it's pinching us." And that gave dignity. It gave hope. And the movement was founded.

Then later on I was lucky — a miracle happened: I got a scholarship. I went to the US to Wesleyan University. Keep in mind I never went to school because of poverty. Being at Wesleyan, I was about to go back home to build a movement, scalability, whereby we could have a school for girls but at the same time create services. So, right now we are serving about 20,000 people in Kibera, and we are also starting another project in Mathare because it has to be ensured by the community itself.

DAVID BLOOM

So, Kennedy, unless I'm missing something very fundamental, you just described the experience of a young boy and man growing up in Kibera. What can you tell us about the experience of girls and young women in that setting?

KENNEDY ODEDE

I learned about feminism when I came to the US. What was happening at home was that people like my mom, strong women in the community, were not respected, so that was what drove me to start an initiative that really will start with women. After what happened to my sister, for me it became personal. And that's what I use in the community to inspire more people; I say, "Look what happened to our moms, our sisters." They really took it personally, and that's why I was allowed to have a school for girls in the slum.

As you know in poverty when there's a hard life, the people who suffer the most are women and girls. At the age of 13, I see children trading their bodies not for money but for food. You can't blame them; it's a really hard life, and the system has pushed them to the wall. That's why we said, "Enough is enough." We are

starting a movement, not an NGO. And a movement comes when people want their dignity, when you feel that you've been pushed in a corner and a change must happen.

DAVID BLOOM

Kennedy, I appreciate your sharing your story because for many of us you're basically allowing us to peer into a world that we don't normally get to see, so thank you for sharing in that way. I want to understand a little bit more of how you got out of Kibera. How did you actually come to apply to Wesleyan? How did you get a scholarship? How many years did you spend there? Can you just tell us a little bit more about that?

KENNEDY ODEDE

Oh, yes. So, after spending five years working in our movement in Kibera, I met my wife, who was here on what is called "study abroad programs," and I told her my story and my dream because I wanted to build something that would not only be in Kibera but in the informal urban settlement. I said for me to achieve this goal, I will need education, so she egged me to apply as a joke. I was unsure. I'm like, "OK, let me try." And I wound up getting a scholarship, which I never believed would happen. And when I got to the US, I was like, "Now I have to think bigger than Kibera." Do you know what I mean? I was really, honestly, looking for opportunity. Where people look in these communities, even though they are poor, they are looking for an opportunity like any other kid. So, when I got that opportunity, I wondered how I could share it back. I went back into Kibera, and it gave a little bit of hope when people saw that I was able to come back. And that's how we were able to build this this organization.

DAVID BLOOM

OK. One more question, Kennedy. As I understand it, Shining Hope works not just in Kibera but in other slums, and it aspires to do even more work in other slum communities in Kenya and elsewhere in Africa in the years to come. How representative is the experience in Kibera of other slum communities that you know about or have read about or have visited or have worked in?

KENNEDY ODEDE

What is happening is that the issue of urbanization is becoming a big issue right now. As I said before, in Nairobi more than 50 percent of people live in the slums, and they share the same struggle. It can be a different demographic, but it is the same hardship. People are passing through education; people want to have a better life, better health care. And that's why I believe that it has to be driven by the people in those communities. That's when you're going to have real change.

DAVID BLOOM

Thank you, Kennedy, for getting us started here. Tsitsi, if I can turn to you now. You head the Higher Life Foundation, and your focus is on a very different demographic than Kennedy's, namely orphans. What can you tell us about the nature of the insecurities and the vulnerabilities faced by orphan children in the settings in which you work?

TSITSI MASIYIWA

Thank you very much, David. Working with orphan children is such an eye-opening experience. I get to really touch their insecurities, their emotional challenges and also the desires that they don't necessarily have an opportunity to express. The majority of the orphan children in the countries that I work in — that is, Zimbabwe, Burundi, Lesotho, South Africa — have never actually had any emotional support, unless they are "single orphaned," which means there's one parent who is alive; some are double orphans, in which case both parents have passed on. So most of the countries really don't have any meaningful support that is given to a child once they have lost their parent. They don't have opportunities to mourn. They don't have opportunities to share what they are feeling, what they are going through.

The majority of the orphaned children are from HIV/AIDS. To this day there is a negative attitude and stigma on being an orphan, especially if your parents died from AIDS-related diseases. So, you find that you are dealing with individuals whom you really need to get the best out of. You need to reach out more than just giving physical assistance; you need to touch the heart of the person to get the best out of them and then create a platform where they can really be able to express themselves and also express their ideals through the kind of interventions we give. I think basically that's the perspective of the kind of children whom we are working with.

DAVID BLOOM

Why do you refer to those children as "history makers"? Where did that term come from? What does it mean?

TSITSI MASIYIWA

When you call somebody an "orphan," there are all sorts of generally negative connotations to the word. I noticed this when I started going into the communities. I went to a remote orphanage and thought, Let me spend a few days there. Let me sit with the children, eat what they eat, sleep in their environment, wake up and have some kind of personal experience so that I can really connect with them. So, from that there were observations I made that if you refer to them as an "orphan," it was a negative way of communicating and describing their situation. When I got back to my office, I thought, What's the best way in which we

can describe what we want to build, what we want to see within this person? And somebody came up with the term history maker, and we all agreed it had a good, positive, powerful, strong message with strong connotations, so we started calling them history makers. And what we found was they liked that because it gave them a positive identity. It empowered them. It also played a key role in our making the interventions for these children tangible, impactful and positive in a way that they could identify with and in a way that we could say to ourselves, There is a positive change from how the child was before to how they see themselves, how they carry themselves, how they communicate and interact with the community.

DAVID BLOOM

I think we all like the term and the thinking behind it, and I think we're all going to adopt it — no pun intended. So, Tsitsi, you spoke a few moments ago about dealing with people's fear, touching people's hearts. Where do faith and spirituality figure in your approach to dealing with orphans and vulnerable children?

TSITSI MASIYIWA

Something that is very interesting about dealing with our history makers, whether they are our history makers or history makers in other countries that we don't have a direct relationship: You find that there is always an aspect in the way, I think, that they see themselves, the way they interact in their communities. If you can just go back to the question again so I can relate it.

There always is an importance to be sensitive to their culture and their religious beliefs. Every African child or family believes in something, and openly confessing your faith is very usual. It's very normal, and it's something that people expect you to do. If you don't have any faith, they feel like there is something missing. So, faith plays part and parcel of how you relate to the child or the individual.

We happen to be in some of the countries where they are generally Christian. Now, when I say "Christian," it can be anything from the traditional Church to different types of churches; all it means is that they believe in God, right? Then in other communities, there are Muslims and Christians, but the fundamental thing that we are conscious about is respecting the fact that people believe in something.

Also, it plays a very important part in nurturing the child, in connecting with the child, because that's where you find you become the parent to the history maker. You become not just a provider of a scholarship or a provider of some of the things we give them — of a lantern or a foot pack — you actually become somebody who to some extent is accountable and responsible for the upbringing of the child. So, the spirituality aspect plays a key role in the healing of the child.

It plays a key role in building confidence. It plays a key role in their having a long-term connection and relationship with you. It is part and parcel of what you believe in. If you don't believe in anything, you will struggle to have that personal connection with the child.

DAVID BLOOM

Yes, I'm glad that you brought up this notion of connection because actually we just heard Kennedy's comments about the importance of role models and mentors and scholarship opportunities that helped him get out of Kibera and ultimately led him back into Kibera although in a different capacity. How do mentors and role models figure in the approach that you take to dealing with history makers?

TSITSI MASIYIWA

Mentors are a critical and important part of the nurturing and helping and interacting with the child. When I talk about mentors, I'm talking teachers. The teachers play a role in building confidence in the child, not only providing education but also looking out for anything that may be abnormal or something that may be of concern. We find that people — community leaders and church members — also play a very important part. We have a program that actually gives allowances to church pastors to encourage them to stay in the rural areas so that they can be on the lookout for the children whom we give assistance to because remember what I said earlier about government support: Psychological support and services like that just don't exist, so the mentor plays an important role.

We actively work and build strong relationships with the mentors to help make sure that we get information on the children, that our data has integrity and also that they have confidence in being honest and open about some of their insecurities or the negative experiences they may have. We are dealing with very vulnerable children. Like the point that Kennedy mentioned: They can be raped. They can be abused. So, you need to have those mentors who are honest, who can really discern if the child has a possibility of being in a place where they are being victimized or abused or there is a possibility of rape. Not only are the mentors important but we need to really have a genuine close and working relationship with the mentors to ensure that that connection with the children is a good and strong relationship.

DAVID BLOOM

Thank you, Tsitsi. OK, Toby, now I think it's time that everyone has a chance to hear from you. You deal with older people. That's a very different demographic than the slum dwellers and the history makers that we've already heard a bit about. What do you see as the most important issues facing aging populations?

TOBY PORTER

I want to start, David, by asking a question to the audience rather than talking to it. I'm from the United Kingdom, and you know we're very polite over there, and so I just want to ask, "Would you put your hand up if you're either over 60 or if you'd like to be over 60 one day?" So, you should all be passionate advocates for the rights and the inclusions of older people. I was looking through these flairs, and I was looking for the silver one, and I couldn't find it anywhere. I was thinking that if I made one myself and I put it on my suit and walked around for the rest of the day saying, "Does anyone want to have breakfast with me tomorrow to talk about older age and older people?" I would wager that I would breakfast alone for the second morning in a row.

But this is one of the great enigmas and paradoxes — the population aging; the reality of longer, healthier lives is a triumph. It's a triumph of global development. It's a triumph of national development. And yet none of us really likes to talk about it, and none of us really likes to think too much about it. And as a result of that, I think we miss opportunities to include older people in our thinking, in our programs and our projects, and that leads to terrible levels of disempowerment and discrimination and really removing people's dignity, which is the theme that we're talking about.

I'll just give some examples. One area recently is that a lot of data simply stops at 49 and over. For many years HIV/AIDS data didn't go beyond the age of 50, so this was something that we took up. And for the first time, this year, it was actually measured, and 3.2 million people living with HIV/AIDS suddenly appeared for the first time. It's extraordinary that when in this reality of very long lives, people would say, "Well, 49 and over..." but that's one of the key underlying reasons.

In humanitarian relief, HelpAge is a very proud laureate of the Hilton Humanitarian Prize, and yet we will be the first to admit that we haven't succeeded in really influencing anywhere to the extent needed the general practice of the humanitarian community in terms of bringing older people into the mainstream of humanitarian relief. And the reality now for many humanitarian operations is it's not just about malaria and reducing the risk of cholera; it's about diabetes treatment, and it's about hypertension.

This is the new reality. There are 70,000 refugees from Syria who are age 65 and older. And the people whom we are working with in the camps of Jordan and the house communities of Lebanon are having urgent medical needs because the systems that we have simply aren't out there responding to elements of non-communicable diseases. It's just not in the lexicon of humanitarian relief at this point in time. Despite ample studies that show that the rates of repayment and success rates in microcredit programs have worked very well with the

older segment of the population, there is still a huge challenge about financial inclusion of older people that is only just beginning to be understood. So it's a huge area.

I would say that though older people aren't a uniform segment, obviously the same variables that impact every other aspect of demography impact age as well. But the fact of older age always seems to be an element that increases vulnerability, that increases the chance of being slightly discriminated against, slightly ignored, slightly not heard, slightly patronized, slightly typecast — all of which in any situation makes a situation worse than it should be, worse than it needs to be.

Incidentally, regarding the Sustainable Development Goals, which everyone assumes will replace the Millennium Development Goals: I'll be a very interested attendee at the session tomorrow morning. We're trying and hoping very hard that the world can come up with a set of indicators and targets and goals that actually work for people of all ages. We're not after a whole separate set of goals and norms for older people. We just don't want older people to be excluded because it doesn't make sense. It's unjust. It's undemocratic. And in light of the trends that David discussed, it's absolutely profoundly idiotic to carry on ignoring a segment of population that really now is 22 percent and higher in many countries.

So, it's an enormous subject, but I suppose I will end by saying that it often boils down to a lot of questions: How long will I live? How long will I live well? How long will I live healthily? Will I retire? When will I retire? What if I don't want to retire? Will I be able to go on working? Not if you work for the UN, unfortunately; you have a mandatory retirement age. Isn't it, Khalid [Malik], 63 or something? And this is the body that we're looking to to lead a bright new dawn of older rights. What are my expectations and entitlements from my state? How should I interact with younger people? How will the older segment and the younger segment not be in competition but be in collaboration over dividing the economic and social pie? How will health and social systems develop that work for me?

DAVID BLOOM

OK. So, you talked about vulnerability. You talked about disempowerment, discrimination. You raised some health issues that have to do with infectious disease as well as non-communicable disease. You talked about the gaps in global protection for older people and maybe the absence of a global champion in the UN system for the rights of older people. Are these mainly problems of the wealthy industrial countries — the Japans and the North Americas and Western Europe — or do the challenges of population aging go further than that?

TOBY PORTER

No, I thought that was very clear from what you said. I mean, at the moment there's about 10 percent of the world's population that is over 60, and that will be 22 percent in 2050. But the reason why is they're aging quickest — in fact the quickest ever in human history — in Southeast Asia, in Latin America, and there are enormous problems. There's a saying that many countries are growing old before they got rich; and in the developed world, we're wrestling with enormous challenges of adaptation. How do we adapt pensions? How do we adapt health care? How do we adapt Social Security, if you like, to deal with longer lives? But what about in countries where there's no real pension or health system architecture or infrastructure in the first place? This has not been done before.

DAVID BLOOM

For example, we've heard a lot about the experience in Africa but not with respect to aging populations. How does Africa differ from Brazil, Latin America and Southeast Asia with respect to the experience of aging, with respect to the institutions, with respect to the challenges that population aging creates?

TOBY PORTER

In Africa the numbers of older people will increase faster over the next hundred years, over this century, than in any other region because obviously that's due to the overall demographic trend in Africa. But at the moment, at the beginning of this century, there are 50 million people in Africa over 50. That's projected to increase to over 760 million by the end of this century. So, it's absolutely right and obvious that Africa should currently focus on the youth bulge because today's youth bulge is tomorrow's age bulge. So, in the development community, philanthropy has to be able to deal with the reality of more than one age group and more than one segment at any one point in time.

These are the realities we all live. The idea of multiple generations sharing a household is the thing. But, one thing I'd like to add, David, because I read this on the plane coming over, is that I think the interesting thing about aging is that no one really has the answer at the moment. The West is tremendously challenged, and in Africa and Asia people are tremendously challenged.

I read yesterday in the paper coming over from Heathrow: The headline said, "Britain Should Learn from Asians about Caring for Elderly." And I remember reading last week that the deputy prime minister of Japan had just been quoted as saying, "Older people should hurry up and die." Four months ago the UK health secretary said, "The UK should adopt the Asian culture of caring for the elderly." And then the Guardian columnist from Seoul in South Korea wrote an op-ed the next day saying, "I've lived in South Korea for five years, and I wish I could say I've been struck by reverence and respect; instead I've been struck by

frightening poverty and neglect among older people whose living conditions are miserable.” The, if you like, stereotyped picture of the Asian family all living in one hamlet is not the reality of Asia. It’s not the reality of Latin America. It won’t be the reality in Africa because ... I just don’t think anyone knows. In China, just to introduce a lighthearted note but it illustrates just how few answers there are, they’ve just implemented in June the Elderly Rights Law, and it’s not a bill of rights like HelpAge would like to see. It’s a law that orders adult children to visit their aging parent twice a year. I mean, no one knows what to do about aging.

DAVID BLOOM

Thank you for that. Let me try to connect up our discussion a little bit. So, Kennedy, let’s go back to Kibera for a moment. What’s the experience of an older person living in Kibera?

KENNEDY ODEDE

To be honest you rarely find them, but if you find them they are the wise people. You feel privileged to sit down with them, to get their wisdom, how they saw life before. So they are really respected, although the environment doesn’t really favor old people. There are ditches, you know? You have to jump. So, life is hard in the slum. I don’t really know any people that I grew up with; most of them are dead. In Kibera, for example, the population is about 15 years old, the majority.

DAVID BLOOM

So is it fair to say that you think of older people as a resource in slum communities.

KENNEDY ODEDE

Yes. And we call them anytime you reach — I won’t say which age; this is America; but when you reach there, you are becoming the elder, whether you’re a woman or you’re a man.

DAVID BLOOM

And what about with respect to dealing with the history makers? I mean, do you regard older people as an asset when it comes to the work that your foundation does, Tsitsi?

TSITSI MASIYIWA

Definitely. Older people not just with regard to the history makers but culturally there’s a lot of respect and honor in being elderly. Also, I don’t know what HelpAge research will show, but our president is 90, I think. Irrespective of what you may have regarding what you think of political position and what have you for that age, there’s a lot of respect in how people communicate and deal with elderly people. Also, for orphaned children, old people have found themselves

being their mothers and the ones taking care of the orphaned children, which is very unfortunate because it's extremely difficult for them. My colleague from Zimbabwe mentioned the importance of playing and the kind of things that a child needs, and it's such a burden on the elderly because now they have that extra responsibility to be parents to young children. There is a generation gap. Not only are the energy levels low but most of them are sickly and are not on any type of medication, so there are challenges in that regard; but we take our hats off and we respect and really honor elderly people.

DAVID BLOOM

Toby, I presume that it makes you feel good to hear how older people are revered and viewed as an asset in these communities. What's your vision for intergenerational relations and the contribution that older people can make? And what do we need to do to manage and maximize the return on that asset?

TOBY PORTER

I think we need a level playing field that just treats every human life as equally important and celebrated. I worked until October for Save the Children for 10 years, and I absolutely celebrate all the interest and philanthropy and passion for education. And by 2050, which is the time frame that most of us talk about in terms of illustrating this demographic change, the critical thing is that it's not going to be focusing on today's older people who will lead societies to have adapted successfully; it's about educating the young people today on living healthy lives, having health care systems that work for prevention not just for curative, that deal with NCDs [non-communicable diseases], not just infectious disease. So, I think what's needed, David, is a holistic view and a sophistication in the development and philanthropic community that actually allows us to see society and families and contributions as it is.

DAVID BLOOM

Thank you.

**MEETING THE UNIVERSAL YEARNING FOR
DIGNITY – THE CASE OF THE MENA REGION**



Usama Fayyad

WEDNESDAY, APRIL 23

MYRNA ATALLA, Executive Director, Alfanar

USAMA FAYYAD, Chairman, Oasis500

Moderator: **BARBARA IBRAHIM**, Founding Director, John D. Gerhart Center for Philanthropy and Civic Engagement

BARBARA IBRAHIM

It's wonderful to be back at the Global Philanthropy Forum. My husband and I joined you two years ago for a panel on Egypt. It was, in fact, a much more hopeful time. We brought with us Bassem Youssef, who is known as "Egypt's Jon Stewart." As a result of meeting with some of you and going to New York and seeing Jon Stewart and Steven Colbert, he moved his program from being a taped show to being a live weekly program. He's now had the dubious honor of being closed down by three different satellite channels. He is currently unable to perform until Egypt passes through its next presidential election.

Tonight we come back to broaden out the discussion and to look at the MENA [Middle East and North Africa] region more broadly. I think that the headlines would lead you to believe that the entire region is embroiled in violent conflict or contested and messy transitions. But the fact of the matter is that beyond a handful of countries that are facing the kind of strife and difficulties that we all know are part of transitions everywhere in the world, the broader MENA region countries like Morocco, Jordan, Lebanon and many of the gulf countries are engaged in a very fertile process of innovation and change. Much of this is driven by its younger generation, who have a vision of a better Middle East that they are determined to see in their lifetimes. So, I think our panel is here tonight to talk to you about some of the opportunities to participate with those innovators, those young visionaries, to make sure that this opening and this opportunity in the region is not lost.

Because dignity is the theme of tonight's session, I did a little bit of internet research, and the origin of the word is interesting. It comes from the Latin root, which means "worth." And if you think about what happened in Tunisia and Egypt and elsewhere in the region, it was about a tipping point being reached, when governments became so smug and so insular and so concerned with their own benefit that they forgot to acknowledge the worth of their citizens. They closed the doors of opportunity, and so some of our countries are struggling to rebuild states and institutions that reestablish dignity for their people.

Tonight we're going to hear from two such innovators and thought leaders in the region. There's an incredible opportunity. Young Arabs are returning from

Europe and from North America to be part of the change that's taking place in the region. It's not a transition that the region can undertake by itself. And, unlike in eastern Europe or South Africa, where there was very eager and intense participation from international partners, for a variety of reasons that have to do with the economic recession from which the world was just returning or from the political messiness of some of what happens in the region, there has not, to date, been that kind of international partnering, which we feel is essential if we're going to achieve the goals of human dignity that so many people have struggled for and some have died for in this region over the past three years.

I am really delighted to have with me this evening two spokespersons. Myrna Atalla is the executive director of Alfanar, the region's first venture philanthropy foundation. Alfanar means "lighthouse," and it really has been that kind of leader and pioneer in the region. Before that she worked at the National Democratic Institute, working on programs on citizenship and related issues in Lebanon. Our other speaker is Usama Fayyad. We just learned over dinner that we share many friends and acquaintances in common, but I'm meeting him for the first time. However, I know very well about his exciting initiative, Oasis500, which is a regional initiative that aims, initially, to jumpstart 500 technology and internet startups that will change the face, we are sure, of the region. And both of them will speak tonight about the role that the concept of dignity plays in generating change in the region.

Having grown up in the US and then spent my career entirely in the Middle East, I know that cultures have constituent themes or values that really guide how they think about themselves and how they think about what they aspire to for their children and for their futures. If Americans think of those values around individual freedom and around democracy; if Brits, perhaps, think of theirs around a kind of stoic resilience and fortitude in the face of difficulty; in the Middle East, concepts of honor and of dignity — these are the kinds of mobilizing ideas that people are willing to fight and to die for. And these were expressed, I think, in the kind of longing that we heard in the music tonight, a longing to be appreciated, to be allotted that sort of human dignity; and that, unfortunately, has not always been given to them.

I'd like to start this evening with Usama. He's currently based in Jordan after a very interesting career that included this part of the world — at Microsoft and Yahoo!. He has a son currently studying in Michigan and just came from a speaking engagement there. Usama, I'd like for you to make those connections between human dignity, technology and the potential that it holds for our region.

USAMA FAYYAD

Thank you for the introduction, Barbara. Great to be here. I'm going to get to Barbara's point, but first I wanted to give you a quick summary of what I would

consider a very strange journey that I've been privileged to be part of in Jordan. It started out right when I was exiting Yahoo!, trying to make my way back to the Middle East for a second time, going there actually to invest as a private investor. I wanted to invest in a bunch of startups, and I was very, very bullish — still am — on the region. I got invited to this very strange meeting, very unusual, with the king of Jordan and a few people from the private sector. The king asked a couple of very interesting questions, saying, "You know, we have a lot of graduates in information technology, probably the highest per capita in the world, but we're not seeing big companies like Yahoo! and Google emerge out of this region. Why? And what can we do to change that?"

That actually started me on the journey to try to answer these questions, and it woke me up to a few things. When I started this journey, I really believed that philanthropy didn't have much to say about this. We didn't need it. It's really about investment funds. It's really about building companies. You don't need help. It's self-help. It's sustainable, et cetera. And I quickly was humbled. Because I started thinking, Why don't we have a Silicon Valley? Well, we have a sort of Silicon Valley because there are a lot of great universities here. There's a lot of great industry here. People get to learn from experience. They learn what they need to do so when they have the opportunity, when they get the funding, they naturally know what to do. They have examples. They have peers. They have mentors. So, I started asking questions: "How do you transform a region while preserving dignity?" That's a big deal. But, "How do you transform an economy?" and "How do you change a culture?"

I'm a believer that you change a culture through examples. So, how do you start this engine? And this is where, in my own problem solving, I landed again to the point where I realized, We actually do need philanthropy in a few key areas. Not in giving grants to people. Not in getting them used to being on the dole, which is something I've seen throughout the Middle East, especially in places like Palestine, where direct aid is actually more harmful than helpful in many, many cases, even though it's well intended, because it gets the population used to really being lazy.

I found that what you need here is to trigger or to spark the system: You need to educate. You need to teach people what they need to do. If we're going to give them money so that it's possible to raise the funding, how do we make sure they know what to do with that money? Otherwise, if you give money to people who don't know what to do with it, it's like a hormonal injection. They get big for a few minutes, and then they collapse. So, it really bothered me that I couldn't find a business model because I'm a businessman by nature. I could find a business model for raising the funding. I could find a business model for the investments,

the acceleration, all the pieces that we needed to do from scratch. But I couldn't find a business model for the education piece, and that's where we turned to get financial aid from, you know, initially from the local companies.

Then the UK government, of all places, stepped up and said, "We actually have funding to help Arab countries do the right thing, and we think this entrepreneurship training is right on, so we're going to fund your training." Then came the US, saying, "You're a US citizen. Why are you taking money from the Brits? Let's give you more," which is all good. The World Bank stepped in and did a little bit; I'm also very grateful for them. But now we're at a stage where we need scale. So, our program is based on training people: putting them through our boot camp and using that training period, where we give them long-lasting life skills on how to build a business, how to build a business model, how to manage a business, et cetera. It's very intensive. We use it also to select whom we fund.

And right after the training, the charitable side ends, right? We fund the training, but after that it's a business. There's a fund. There are investors who invest because they expect to make money. And then we have an accelerator that actually helps these companies grow fast, attract further funding. We have networks of angel investors that help invest in them and then later-stage investors. We have mentors.

I must say, you probably hear a lot of bad news about the region. I have seen nothing but what I would consider miraculous developments there. The minute we set up something that was set up right and was done as a meritocracy, lots of amazing things happened. The demand from the entrepreneurs was way higher than we ever imagined. It was about five times higher than we thought it would be. The demand from the investors was way higher than we thought. They were actually paying huge increases in valuation for these companies once they had been through the initial program. The mentors, which I thought would never work out in the Middle East — I'm a cynic — boy, was I wrong. They actually signed up in droves. Each of our companies has at least four, and some of them up to 14, mentors working with them, helping them avoid mistakes and so forth — and these are all business owners, local leaders.

So, it's all been one pleasant surprise after the other. And to me the two big categories that have been miraculous are, one, unlocking the capital, meaning a lot of capital that people used to invest conservatively, meaning, "I'll buy a piece of land and I'll sell it after two years and nothing good happens out of it other than the value goes up." This evolved into saying, "You know what? I'll invest in technology companies and make more money and while I'm doing that I'm creating jobs. I'm creating a whole new economy."

The second one is unlocking the human resources, and the big, big surprise was women. We didn't necessarily target women. It was truly set up as a meritocracy, so anybody who qualified was in. And what I've seen there in terms of women stepping up was perhaps because they don't have as many opportunities as they would have in a Western society. This was one of the few outlets, so we got overrepresentation of women in our boot camps. But the big lesson to me was once they were in the boot camp and they were going through the program and we were selecting whom we were going to invest in, women were twice as successful as their male peers in actually getting the funding and then subsequently in actually growing the company and managing it and attracting follow-on funding and so forth. This has been really amazing to me. It's not a surprise because essentially those are societies where half the workforce is really marginalized, and as soon as you gave them a real outlet, they really shined.

So, those have been really positive stories I wanted to share with you, and I'm sure we'll get into some of the details of this. But, my belief, my theme, is entrepreneurship, a great new frontier, especially in the emerging markets and the developing world, for philanthropy. That's how you make those funds work much harder, much more effectively, probably much more sustainably — I'm sure Myrna is going to elaborate on that part of it — and, most importantly, by preserving and creating dignity for these people who are used to just being either government employees or employees of very, very large companies that are fairly oppressive. They can actually go out on their own, start creating their own businesses, become bosses, hire other people and really walk with pride and feel like they're catching up with the rest of the world with the technology revolution.

BARBARA IBRAHIM

Usama, thank you very much. It is very exciting to see this new generation of young entrepreneurs taking their own initiative and not just solving business problems but also addressing social problems at the same time. One of the concerns about the entrepreneurship model, or path, is that it may neglect some of the most marginalized in societies, who just haven't had the opportunity to get to that level. I know that Myrna through Alfanar thinks about these marginalized groups a lot, and I think it would be really interesting as a complement to what we've just heard to hear about your model and how you think Alfanar's work is addressing dignity in the region.

MYRNA ATALLA

Thank you. Thank you, Barbara. Thank you, Usama. Thank you, Jane and the Global Philanthropy Forum, for having us this evening to share our insights from the Arab region.

The topic is vast and highly apropos, and I'll just return to the issue of dignity and how it plays a role in inclusive sustainable development. The yearning for al-karama, or "dignity" in Arabic, was the rallying cry that brought millions of people into the street to protest corruption, nepotism, marginalization and lack of economic opportunity; and in 2011 it overtook Tunisia, Egypt, Libya, Syria and others and was probably the word of the year. But karama has a wider import than just a call to revolution. It is a way of living, an aspiration for people in the Arab region, and it is central to Alfanar's investment approach and I would argue should be central to philanthropic strategy in general.

In preparing my notes for tonight, I asked our teams in Egypt, Lebanon and Libya as well as our nine incredibly courageous investees — the civil societies and aspiring social enterprises that we at Alfanar support to become financially sustainable — for their thoughts on karama and dignity. To note, the organizations we invest in are working to improve education for children and economic opportunity for women living in slums, marginalized rural areas and refugee camps. What does dignity mean to them? It means not relying on charity. It means being able to set their own agendas as organizations rather than implementing donor agendas. For the children learning to read through the support of our Lebanese investee, the Agraa Association, meaning "read" in Arabic, they find dignity in learning to read after having been passed over by a broken public school system and nearly dropping out. And for the women in Burj Barajneh, the Palestinian camp in Lebanon where we've just invested in the women's organization that is training women in cooking and catering — and they've just put out their first line of food products that is for sale — we know that developing their skills and showing their families that they can be economically productive gives them dignity in an environment where they have been purposely stripped of it.

Alfanar is the Arab world's first venture philanthropy organization, and we work with innovative social purpose organizations that exhibit a thirst to scale their social impact while working toward financial independence, and we try to help them achieve both.

I'd like to share five lessons (this is not exhaustive) that we've learned over the past 10 years of working to improve lives, achieve human dignity and harness human ingenuity in the region.

First, be relevant and sensitive within your context. We work in Arabic. This may seem very obvious, but there are so many organizations that expect you to write your proposal in English, to discuss your aspirations in English, to discuss your revenue model in another language. It is critical, not only from a dignity perspective but also for finding the unusual suspects — the grassroots organizations that are highly relevant in their communities — to operate in their language.

Second, provide a package to support investees — and you've already alluded to that, Usama. Grant funding is often necessary to seed new ideas, in imperfect markets especially, but it isn't sufficient for growth or success. We provide management guidance, which we find is the glue for venture philanthropy — the sort of unsexy work about theory of change and business planning and financial management that helps these organizations clearly set goals. And then we try to facilitate support for them through networks of pro bono, typically, experts from the private sector who can help them along their journey with issues in which we are not necessarily experts.

Third, I would say, take your time. We are invested for three to five years and sometimes longer because it takes time to build capacity. Training does not equate with building capacity; but rather working on the ground to solve problems and face challenges in real time is when we see that organizations have actually gained maturity and grown.

Fourth, sustainability, financial sustainability in particular, must be central to the grant-making or investment process. As we see it, the goal of helping social purpose organizations across the Arab region achieve financial independence is directly linked to dignity because once an organization is able to recover 40, 60, hopefully 100 percent of its costs over time, it is that much more confident and able to stay focused on its mission. It is that much freer to set the course most suitable for the communities it serves. It is that much more able to scale and be innovative. And eventually our hope is that sustainable, scalable organizations will be able to hold their governments to account, hold the private sector to account and the media, and this is really critical to the development of a vibrant civil society across the Arab world.

Finally, exit, please, should not be an event from one day to the next. It's a process that should be managed together and with clear expected targets and milestones.

So, very quickly, to give you a story of hope from the ground, I'd like to discuss a small grassroots organization called the Future Lights for Development Organization in Cairo. They approached us in 2007 with a crazy idea to set up the first Montessori-style daycare center in the slums of Cairo. Well, we found them because they don't speak English — they speak Arabic; and they came to us, and they could relay their passion in an unfiltered way. As a venture philanthropy organization knowing the returns on investment in early childhood education, we took a risk and seeded the investment. Today enrollment in the first school has grown by 125 percent, and last year they broke even. We are preparing to exit this part of the investment because they've achieved sustainability in it. It took a grant to seed that innovation and many years of working together, but now we can celebrate exit together because it represents a shared success.

That's only the beginning, of course, because Future Lights doesn't want to stop at one school. What they've developed is a holistic training program, where they go into the slums of Cairo and they work with existing daycare centers, usually attached to the mosque or the church. It's essentially a garage for children. There's no curriculum. And they work with the principals, the teachers, the assistants and the parents to educate them and train them, not only on the Montessori curriculum but also on hygiene, on health, on nutrition, on how to manage a daycare center. At this point in time, they've trained 29 schools, and over 3,500 children in the slums have access to high-quality preschool education. What we're looking toward next is how to scale this to other governorates, hopefully to even other countries, in the region.

I know my time is up, and I'd love to give you examples from the women's economic empowerment investments, but instead I'll leave you with a question or a thought to spur further discussion. What seems to me is the missing puzzle piece, and not one that we at Alfanar deal with directly, but when an organization like Future Lights achieves large-scale financial independence and is radically, insha'Allah, hopefully, transforming education for millions of Egyptian children, is that enough? Is our job finished there, or is there an imperative to find a way to ensure that these grassroots innovators impact policy in Egypt and beyond, that they revolutionize educational policy and the opportunities for generations to come? I would argue that we should figure out ways to do that together.

BARBARA IBRAHIM

Thank you. We've touched a little bit throughout this discussion on international models, on the desire of the international community to be more engaged in the Middle East, but we all know that it faces challenges, and sometimes there is a fear of getting involved because the contexts are difficult and politically fraught. There have been situations in Egypt, in fact, in which it's been criminalized for international agencies to be involved in the transitions that are happening right now. So, I'd love to hear from both of you, just very briefly, about advice that you would have to international philanthropy partners and others who would really like to engage in social transformation in the region. Either of you.

MYRNA ATALLA

I think that there's a great need for us to partner together to build on the successes and the lessons learned and the challenges of local organizations, and I think that there is a fair amount of us operating, but there certainly aren't enough. If we can see one another as part of a value-creating ecosystem, we can attract more philanthropists — not just big donor agencies, because that does exist in the Arab region, but philanthropists from across the globe — to piggyback on or help support the next stage. I mean, essentially, what I was

discussing was maybe taking an organization to a catalytic level of impact, and that takes a level of investment, for example, that we don't have, but we could certainly partner together to get other organizations there. I think that would help revolutionize the region and also the impressions people have about the region and what's possible, and it would take us beyond just the headlines, which are always negative, and toward the truly heroic stories that make up the daily life of people.

USAMA FAYYAD

I think what Myrna said originally is key. This point about the Arabic — reaching out to the people in their own language, in their own context — is key. So, going local, meaning finding a strong local partner who will actually execute on the ground, is absolutely essential. It will also help you recover when unexpected change happens.

But more importantly to me, the big lesson learned, is I came back to Jordan from Silicon Valley. I did several startups in the US, which used the methodologies; and when we did our first training boot camps, I did what I knew to do, right? I begged, borrowed and stole material from Stanford, Columbia, Berkeley, and put it together in a training course and started experimenting. And my big lesson learned was probably by the second boot camp: A couple of guys were coming through, visiting Jordan from Palestine. One of them had very, very poor English. They were trainers, right? They trained entrepreneurship in Palestine. There's an incubator there. So, I invited them. I said, "I'd like you to give a session here, but we're using this material, and most of it is in English." One of them was OK in English. The second guy was a disaster in English, so he spoke in Arabic, and his examples — the same concepts that I'm used to in the West and so forth — localized, spoken in the local language with local examples, were probably 10 to 100 times more powerful. They stuck with the people and me. All it took was my sitting through that session and watching the faces of the trainees to quickly realize, Wow, this guy in two, three hours reached them more than I could reach them. And that led me immediately to embark on another program, to localize everything, change the terms.

When you're building companies, I believe in the methodology that's advocated by Geoffrey Moore. It's called Crossing the Chasm. It's his methodology for how technology companies grow and what you should watch out for. And just to give you an idea, one of the key concepts in that whole thing is that he uses the beachhead strategy. The beachhead comes from Normandy Beach. World War II, the Allies going against the Nazis in France. That means nothing to the Arabs, right? Zero! I had to actually dig deeper into the history to figure out the right analogies. We happen to use Tariq ibn Ziyad, who did a similar thing: crossed the Straits of Gibraltar. Gibraltar comes from Jabal Tariq, Mountain of Tariq,

but the British can't say that, so they called it Gibraltar. But the guy when he crossed, he burned his ships and he told the troops, "Either you go forth or you die." And that actually fits very much the whole strategy that's being taught in the beachhead. So, when you teach it in those terms, they can relate to it. They can understand it. You can refer back to it and say, "This is it — your whole company. You're betting on one thing." So, those examples kept hitting again and again, and that's the importance of having the strong local partners who really understand the culture, the nuances, the weirdnesses, all that stuff.

BARBARA IBRAHIM

As you two were speaking, it struck me that both the founder of Alfanar and also, Usama, your work with Oasis500 are global Arabs — people who have spent some time in diaspora but are very committed to the region; and I think it suggests to us that diaspora Arabs who want to get more involved and are looking for a way to do so would be another channel by which we could make some of this good energy and investment happen. The other that occurs to me is indigenous philanthropy because if as an international agency you're not quite ready to jump in and do work directly on children or women or whatever the field is, finding your counterparts in the Arab world who are getting their feet on the ground, trying to figure out what to do, sharing experience, perhaps co-funding could be another way that we make sure that this is a sustained effort going forward.

A friend of mine who writes about transitions just finished a study of about 90 democratic transitions around the world. He wrote a book called Understanding Tahrir [Understanding Tahrir Square: What Transitions Elsewhere Can Teach Us About the Prospects for Arab Democracy by Stephen R. Grand], which is a very hopeful message, I think, for those of us in the midst of the Arab transitions. He noted that it really takes about a decade to know what the destinations of some of these transitions are going to be, but along the way you can shorten that learning curve. You can move forward the transition if there are these kinds of partnerships and reaching out across borders and boundaries and genders and disciplines, as both of you so well represent.

IN CONVERSATION...
WORLD BANK PRESIDENT JIM YONG KIM



(From Left to Right) Jim Yong Kim and Tom Kalil

THURSDAY, APRIL 24

Welcome: **PETER ROBERTSON**, Chairman, Board of Trustees,
World Affairs Council

JIM YONG KIM, President, World Bank Group

Moderator: **TOM KALIL**, Deputy Director for Technology and Innovation,
White House Office of Science and Technology Policy

PETER ROBERTSON

Good morning. I have the privilege of welcoming all of you to the second day of the Global Philanthropy Forum. I'd also like to welcome back our web audience. If you're live-tweeting this event, the hash tag is #GPF14. As you probably know by now, the Global Philanthropy Forum is a project of the World Affairs Council. I'm Peter Robertson, and I'm chairman of the Board of Trustees of the World Affairs Council. Actually, I've got the best, albeit unpaid, job in the world because as chairman I get to take credit every day for the amazing work that Jane Wales and her remarkable team do. It's a real privilege to work with these folks, and I think Jane and her team deserve a round of applause.

Yesterday we were introduced to two tracks of the conference: the planet — the earth's changing physiology — and people, changing demography. As we learned about planetary and demographic change and the various challenges that these are bringing, we also worked in working group sessions to turn these challenges into opportunities.

We're able to continue this dialogue about smart, sustainable development this morning with a very special guest. Dr. Jim Yong Kim, president of the World Bank, will be joining us by video today. Soon after Dr. Kim became president in July 2012, he announced a set of sweeping changes to align the staff, the finances and the priorities of the global institution to meet the twin goals of ending extreme poverty by 2030 and boosting shared prosperity for the bottom 40 percent of the population in developing countries. He said at the outset, "No more business as usual." Trained as a physician and an anthropologist, Dr. Kim has received several awards, including a MacArthur "Genius" Fellowship, and was named one of the 100 most influential people in the world by Time magazine. Dr. Kim will deliver some short remarks and then be interviewed by Tom Kalil, deputy director for technology and innovation for the White House Office of Science and Technology Policy. So, please join me in welcoming Tom to the stage.

TOM KALIL

Thank you.

PETER ROBERTSON

Hi, Tom. And on the screen we're going to see Dr. Kim, who is joining us from Washington, DC. Dr. Kim, welcome to the GPF. We look forward to hearing from you.

JIM YONG KIM

Thank you very much. It's really a great pleasure to be with you today. The theme of this year's forum, "Global Goals, Citizen Solutions," really gets to the heart of the approach we're taking here at the World Bank Group. Last year we announced two ambitious goals that are now the central purpose of everything we do here: to first end extreme poverty by 2030 and to boost shared prosperity for the poorest 40 percent in every developing country. Our goals are fundamentally about making change in the world.

Fundamental change, we believe, is possible. I know because I've participated in some really remarkable changes myself. On a personal level, I was born in Korea in 1959, and back in those days there were really only a few thousand Koreans who dreamed of being — or even knew what it was like to be — part of a global middle class. Today the vast majority of Koreans have joined the club, and Korea's GDP [gross domestic product] now ranks twenty-fifth in the world, at \$31,000 per capita, ahead of Spain, Italy and New Zealand. In the year that I was born, the GDP per capita of Korea was lower than that of Ghana.

Today poor people around the world have very high expectations for their futures and especially for their children's futures. Everyone can see how everyone else lives on their smart phones, on their village TVs, at the movies, and they want to be part of it. In Uttar Pradesh in India, I visited the largest and also the poorest state in India, and I watched as villagers in Uttar Pradesh were watching Korean soap operas on their smartphones. The poor want to join the middle class they see in Korea and the rest of the developed world. They want their children to grow up healthy, to get a good education, to get a job and live lives of dignity.

Lifting people out of poverty is critical, but we also know it's not enough. Countries must address the poor's aspirations to join the global middle class, and countries have to address inequality. We've already seen what happens when they don't: People go to the streets to express their frustrated ambitions. How are we going to address the aspirations of the poor that are rising every day? I think this forum has it absolutely right: citizen solutions; or, to put it another way, citizens are the solutions. Citizens have to be involved in everything from project design, to implementation and the evaluation of effectiveness.

As my World Bank colleague, Sanjay Pradhan, told you yesterday, we've committed to mainstream citizen feedback in 100 percent of World Bank Group

operations whenever we can possibly do it. It won't be possible without strong participation of civil society, especially from many of you represented at this forum. Listening to the aspirations of the poor, though, isn't enough. We have to invest in their futures, in things like health care, education and social protection. Investments in people not only help the individuals we serve but also help economies grow and countries prosper.

The Lancet Commission in a recent study found that between 2000 and 2011, 24 percent of economic growth in low- and middle-income countries resulted from improvements in health. And a 2010 study found that even small improvements in countries' academic achievement represented in the PISA scores — the so-called Programme for International Student Assessment — result in substantial long-term economic gains. One very participatory way to get the poor involved in their own development is through conditional cash transfer programs. These programs provide monthly payments to poor families based on certain conditions, for example sending children to school or to the doctor for checkups.

Investing in people also means providing good jobs, which provide an income and a stable future for their families. The private sector is responsible for 90 percent of all jobs in developing countries, and our research shows that good jobs are the primary way that the poor lift themselves from poverty.

Finally, our investments in the future of the poor have to be sustainable. We know that climate change could reverse hard-won development gains and push millions of people into extreme poverty. Creating a sustainable economic future for the poor is an investment that benefits all of us, including our children and grandchildren.

Philanthropy plays a crucial role in development, and we need your knowledge, experience, networks and resources to address the aspirations of poor people around the world. We're already working with you on things like early childhood development; financial inclusion; health care, from increasing access to immunizations to strengthening health systems; women's and girl's empowerment; urban sustainability; food security and a host of other challenges. We'd like to expand our partnership with you so that we can better leverage each other's strengths.

For the World Bank Group, that means learning from the philanthropic community's broad global, regional and local knowledge and expertise, from your capacity for long-term and flexible financing and willingness to take risks and from your ability to reach very different audiences than we can reach through the World Bank. We have a lot to offer you, too: global reach, strong research teams producing world-class data and statistics, the potential to scale up pilot projects and the ability to influence policy by bringing governments to the table. We hope that by working with you, we can achieve more effective and lasting

development solutions. We know that for many of the toughest global problems — eradicating poverty, bringing prosperity to the poorest, tackling climate change — none of us can do it alone. We have to work together, and we must have more citizen engagement. That's an area where foundations have vast experience. One seventh of the world's people now live on \$1.25 a day or less. If we work together, we can help a billion people lift themselves out of extreme poverty and create a more sustainable future for all of us.

Thank you very much. I look forward to a conversation with everyone.

TOM KALIL

Thank you, Dr. Kim, for those inspiring remarks. I want to pick up on one of the issues that you've talked about in your speeches, which is the need to have a social movement if we're going to achieve the World Bank's goal of eliminating extreme poverty by 2030. One doesn't usually associate the World Bank with promoting and encouraging social movements, so what role do you think the philanthropic and foundation community can play in making that happen?

JIM YONG KIM

Well, you know, Tom, we've known each other for a while, and you know my background and that I've participated a lot in social movements. And I have had the great good fortune of participating in some of the most successful ones in recent memory.

I was very involved in the movement, first of all, to tackle the problem of HIV/AIDS, but then also in a movement to bring HIV treatment to everyone. I remember when we started just how impossible everyone thought the movements' goals were. A few short decades ago people were still saying that it would be impossible to treat anybody in Africa with HIV, and now more than 8 million people are on treatment. It's hard to imagine that Africa would be in the situation that it is today, with growing economies and a lot of hope and optimism, if we hadn't tackled what was thought to be an impossible problem. So, I really believe in social movements, and the key for any social movement is that you have to have participation and engagement with everyone — there's a role for everybody in a social movement to end poverty.

I had the great opportunity to have an audience with Pope Francis, and I'd been working in Catholic-based communities in Latin America, where he lived and grew up. We had a great conversation, and I asked Pope Francis whether he would join us in this movement to end poverty, and he repeated a very simple phrase. He just kept saying, "Cuenta conmigo. Cuenta conmigo." Count on me. Count on me. So, if we have the pope and the World Bank working together on a movement to end poverty, everyone can participate and we count on you.

TOM KALIL

Great! Your other major goal is shared prosperity and growing the global middle class. What role do you see for impact investing? What role can IFC [International Finance Corporation] play in supporting more inclusive capitalism? Do you think you have the incentive structure right for the senior IFC management to focus on growing the global middle class?

JIM YONG KIM

Well, you know, Tom, one of the big things that I've taken on as part of our change process, one of the highest priorities, has been to bring the public and the private sector to work together. We've been working in the private sector — not many people know this — since 1955. And the private sector part of our work has grown from a very small percentage to now almost half of what we do. Last year the IFC's overall lending and investments were over \$23 billion, so it's getting almost to half.

When I came here to the World Bank, I had some sense of how important the private sector was, but that has just exploded for me in terms of understanding just what we're facing. If you take all official development assistance and put it together, it's around \$125 billion a year. Now that sounds like a lot to some, but compared with the needs in Africa alone we have \$100 billion a year in infrastructure needs. If you take just the BRICS countries — Brazil, Russia, India, China and South Africa — they have about \$1 trillion a year in infrastructure needs, so the official development assistance won't even begin to touch the infrastructure needs of the most important countries in terms of our development goals. So, there's no question that we need the private sector. The question really is, How do you grow the private sector in a way that creates good jobs for people, that creates a kind of growth that's more inclusive?

We have seen what happens when you have GDP growth without inclusion. I mean, this is a huge part of what made the Arab Spring happen. I think that the interesting thing is now there's a lot of data that suggest that the higher the inequality you have in a country, the slower and less sustainable economic growth is. This is one of the things that's been coming out of the IMF [International Monetary Fund]. Olivier Blanchard is the chief economist [and Economic Counsellor and Director, Research Department] of the IMF, and the IMF has been known for years as being quite skeptical of programs aimed at reducing inequality. They have been absolutely clear, especially in the past year, that we have got to address this question of inequality, so for us the good news is that there are things that governments can do in terms of structuring public policy and improving the business environment.

And then there is a lot of opportunity for what you called "impact investing," Tom. When other organizations have openly questioned me about why I'm

focusing so much in the private sector, for me it's really quite simple: It's not a question of whether you embrace the private sector or you don't embrace the private sector; for me and for the World Bank Group, it's a question of what our aspirations are for poor people. If our aspirations for poor people stop at ODA [official development assistance], our aspirations are very, very low. If all we're doing is dividing up foreign assistance, our aspirations are very low. But, if we say to ourselves that we need to make sure that every dollar of assistance that we provide directly is going to translate into a growing private sector that creates good jobs for everyone, the impact is much greater. So, if you have high aspirations for the poor, you've got to start thinking about how public and private can work together to create the future that we all want.

Now, having said all that, we've got to face the specter of climate change, and we've got to get serious about finding ways of growing inclusively that at the same time help us stay below 2 degrees Celsius warming which, you know, could happen, from some estimates, as soon as 2030.

TOM KALIL

Great. I wanted to ask you one question about the role of science, technology and innovation in promoting global development, and a lot of the major opportunities are global public goods. So, I'm thinking of things like agricultural research and the development of vaccines for AIDS, TB [tuberculosis] and malaria. Is there a role for the World Bank in supporting the development of those, given its tradition of country-based lending? How can the World Bank play a role in defining, prioritizing and mobilizing the finance needed for these global and regional public goods?

JIM YONG KIM

Well, we are involved. We've been involved through the CGIAR [Consultative Group on International Agricultural Research] — the greatest institution that provides funding in support of agricultural research. Our Development Research Group has been providing some of the best data on poverty and looking at economic trends. We continue to have a very robust research agenda. But the part, Tom, that we want to be even more involved in is both producing and consuming data and evidence about how to take existing technologies and actually make them work in the countries. I think this is our greatest area of relative strength.

At the World Bank, we now talk about a "science of delivery." In other words, if you just look at health care — I mean, there's no question we need new drugs for tuberculosis and malaria. We need better vaccines. There's no question that that upstream work — a lot of it being done by the NIH [National Institutes of Health], but a huge amount of it being done by the Gates Foundation — is all

really critical. But one of the things in recent conversations that I've had with Bill Gates — a big issue — is that once these new technologies come on the scene, how are we going to actually get them to the people? In other words, no matter how good a new technology is, it's worthless if it doesn't get to the people and the problem; delivering it is the most important and the most difficult part. For me delivery is the real rocket science of global development work, so we're especially going to focus on bringing our expertise together to come up with innovative ways of actually solving problems.

So much of development is This is what you should do, and what we want to get really, really good at is This is what you should do, and these are the innovative ways that that particular goal has been reached in all of these different settings. And prior to this new change process that we've gone through, what was happening in one region of the world was actually not spreading to another. So, we want to really be your partners, and we want to also capture the innovation that the philanthropic world is in the middle of and be in a position to spread these all over the world. You see, Tom, I think the upstream research is critical. I think we don't have enough of it and we're going to contribute as much as we can. I think in the area of looking at better ways of doing agriculture and climate — “smart” agriculture; better ways of providing alternative sources of energy; better ways of building cleaner, more livable cities — these kinds of upstream research are still necessary, but the part of that research that almost never gets done is that in-between stuff that says, “Here's a technology. Here's what to do. And here's how to actually make it work in all of these settings.”

TOM KALIL

Right.

JIM YONG KIM

Being a practitioner myself, having put together programs to tackle tuberculosis and HIV, for me it's just all that experiential, how-to knowledge that doesn't get captured well. We want to be the best in the world at capturing it and linking that to the upstream research; and that, I think, is the way we're going to get really transformative results at the end of the day. We've got a little more than 15 years to end extreme poverty. It's going to be tough.

TOM KALIL

We have some fantastic questions from the audience. The first one is from Mirza Jahani of the Aga Khan Foundation, and he asks, “Under your leadership we're seeing greater attention on citizen engagement. This is welcome, and we're pleased at the Aga Khan Foundation to be working with the World Bank on the Global Partnership for Social Accountability. What is your vision for the bank's role in supporting

citizen engagement, which you mentioned in your remarks, and what are your limitations given that governments are really central partners to your work?"

JIM YONG KIM

We're thrilled and we're very grateful to the Aga Khan Foundation; others as well — Rockefeller, Ford, Soros Foundation — have also supported this. It's critical. We are absolutely committed to continuing to have greater citizen engagement. It's something we haven't been known for at the World Bank Group, so to declare that, whenever possible, 100 percent of our projects are going to have citizen feedback — that's a big step for us. We see that partnership growing, and we're going to do everything we can to bring citizens into the discussion. I think what we're going to find is that the earlier we bring citizens into the discussion, the quicker and more effectively we're going to be able to deliver at the end of the day.

TOM KALIL

The next question is from Chet Tchozewski with RTC Impact Fund. He notes that in a recent interview with Alliance magazine, you said that in the nineties you were on the street protesting against the World Bank. Now you lead the organization. Do you think you have more potential to create meaningful social change for poor communities in the developing world as a protestor or as the president of the World Bank Group? And how has your history as an activist informed what you're doing now?"

JIM YONG KIM

Just look at the results, right? I was part of a movement called 50 Years Is Enough. Twenty years ago we thought that on the fiftieth anniversary of the World Bank and the IMF, as a big birthday present to the world, we should just close the two institutions. Now I'm actually very glad we lost that argument. Part of the reason why I'm so glad we lost the argument is I actually think we have an impact. Jim Wolfensohn was the president a few years after I started in that movement, and he told me that it's had a big impact; they started doing things like listening to the poor more — citizen engagement — and it's evolved. Our big argument back then was that it seemed that the Bank and the Fund were focused only on GDP growth and not focused on investing in people — and it was true — but now the evidence is overwhelming. The evidence I gave you from The Lancet: The evidence is overwhelming that investing in people is actually one of the most critical parts of spurring sustainable long-term economic growth. So, we won. There's no question.

Tom, Jim Wolfensohn told me that this is the best job in the world and that Robert McNamara, one of our long-ago predecessors, said that this job is so good that even if you had to pay to do it, you'd do it. I have to say, every day I walk to

the front door of the World Bank and I look up to my left and it's inscribed on the wall: "Our dream is a world free of poverty." It's hard to have a better job than to wake up every morning and go to work fighting poverty.

TOM KALIL

Great. Our next question is from Ed Cain with the Hilton Foundation, and he asks, "In your recent speech at the Council on Foreign Relations, in which you spoke about the World Bank's twin goals of ending poverty and helping the poorest people share in the wealth, I was struck by the fact that there was no mention of the post-2015 Development Goals. Given that you've spoken about the urgent need for partnership, how do your goals fit in with the wider development agenda, and what role should foundations play?"

JIM YONG KIM

I think the foundations have to have a critical role to play. I work very closely with the UN secretary-general [Ban Ki-moon]. I'm involved in lots of different activities. There's Sustainable Energy for All. We work on Learning for All. There are many things we do. And the secretary-general and I travel together. I mean, we went for the first time to the Great Lakes region. We went to the Democratic Republic of the Congo. We went to Rwanda and Uganda together, and when we landed the secretary-general said to me that they looked in the history books and that the trip we made together was actually the first time in history that the UN secretary-general and the World Bank president had ever traveled together. So, our relationship couldn't be closer and, of course, we're following very carefully.

Our role and the role that the secretary-general just asked us — me and other heads of the multilevel development banks — to lead is to begin a conversation about how we're going to fund the Sustainable Development Goals. The first goals were more or less a conversation around how we're going to divide up the official development assistance. And, again, that's \$125 billion a year. So, if that's all we are trying to do, the next time around I think our aspirations will be way too low. We're now starting off in a process where we're looking at the right combination of official development assistance, foundation support and private sector involvement to come up with a much more complete picture of what we might be able to accomplish — what our aspirations might be if we took into account all the potential for funding.

And at the end of the day, the magnitude of our aspirations will in many ways be determined by the closeness with which we cooperate, but it's also going to be determined by how much we can make it clear that investing in the development of Africa, of South Asia, is going to be a good investment for the private sector. We've got to find ways to make it a good investment. You look at the infrastructure opportunities in Africa, and there are tremendous opportunities

in which you can reduce the cost of energy for poor people. In Burkina Faso they're paying 75 cents per kilowatt-hour for energy, which is about seven times what we pay in Washington, DC. And we can give them more power. We can reduce the price, and we can also provide a return to investors. That's the kind of win-win situation we've got to be looking for, and I think that's what's going to make our Sustainable Development Goals even more impactful than the Millennium Development Goals.

TOM KALIL

Great. Our next question is from Saad Ibrahim of the Ibn Khaldun Center for Development Studies in Cairo, Egypt, and he asks, "When will the World Bank open a third window for lending to civil society organizations in developing countries?"

JIM YONG KIM

All of the people who are in that room, working in philanthropic organizations, all of you have a board. Now imagine this: Imagine that your board consisted of 188 member countries, and imagine that that board lived with you every day. I have over 200 people representing the 188 member countries, who live and work inside this building, meet three times a week. Now, if we want to do something like create a new loan window, I'm going to have to discuss this with my board. It is an issue that has been raised; but as you can imagine, there are some countries that are very open to the notion of developing a stronger relationship with civil society and there are some countries that are skeptical of the notion of civil society to begin with. So, I think it's an interesting idea, and it's one of many that we very well could consider, but changing something like that will be just about as complex as the makeup and the functioning of my board.

TOM KALIL

So, given your track record, it should be a piece of cake.

One last question: You've been working on this notion of the science of delivery for a while with your work when you were at Partners in Health and at Harvard. Do you see some early success stories that show us that we really can create a science or at least a craft around delivery?

JIM YONG KIM

Absolutely, you know I mentioned conditional cash transfers, and that's probably the one biggest success. Mexico and Brazil had such great success with the two programs — Oportunidades and Bolsa Família — and now we've taken it to 18 countries in Latin America. We've taken it to dozens of countries all over the world. And even when there were no conditions attached in the poorest countries that just didn't have the administrative infrastructure, we've seen really positive effects. That's one example.

I just had a meeting with our newly formed water team, and there are three basic things that you need to do to be able to use less water and get higher crop yields. I asked my team, “So, how many countries are actually doing those three things?” And they said, “You could count them on one hand.” So, it’s not so much that we’re telling them what to do; what we now need to do is say, “If the goal is that every country in the world needs to use less water and have higher yields, if we want them to do this, what would we as an organization have to look like to be able to help every single country implement these great innovations that have been proven elsewhere?” It’s taken time, and I’ve been saying it every day, almost, for two years here, and I think people are beginning to catch on.

The great news is that here at the World Bank Group we have 1,000 economists, 2,000 PhDs overall, in a context of about 12,000 to 14,000 employees on any given day. And these folks are people with PhDs who know the literature, who have the analytic skills but who’ve also been doing things in the field for 10, 15, 20, 30 years sometimes. So, that combination of brilliant people with analytic skills with a lot of experiential knowledge, I think, is going to form a foundation for this science of delivery. But this science of delivery is going to be entirely open. I know there are many people in that room who have precisely the same kind of experience — both analytic capacity, you know, a great depth of knowledge in the field, and hands-on experience. We just haven’t been serious enough about turning that into an organized field. It’s not a discipline in the classic academic sense. It’s a field. It’s a set of problems that we can solve much more effectively if we tackle it together. So, it’s an open invitation to everyone in the room to be in touch with us and to work with us to develop this field so that we can rapidly scale up the innovations that we already know are effective.

One very good friend of mine from WHO, who had been working in the field of tuberculosis for years, said, “Jim, I’m so tired of pilot-projectology. When are we ever going to get to scale-upology?” So, that’s what it is. We’re going to be focused on spread and scale of great innovations. We’re focused on trying to develop new innovations ourselves in areas where we can be helpful. We’ll support basic research, but together, if we take much more seriously this part of actually delivering value to people on the ground, I think we can make rapid progress.

TOM KALIL

Great. Dr. Kim, thank you for your vision and your leadership and your willingness to engage this audience and the great team that you sent out to engage the philanthropic community. Please join me in thanking Dr. Kim.

JIM YONG KIM

Thank you! Thank you very much.

IN CONVERSATION...
LAURENE POWELL JOBS & WENDY KOPP



Laurene Powell Jobs

THURSDAY, APRIL 24

WENDY KOPP, CEO and Co-founder, Teach For All

Moderator: **LAURENE POWELL JOBS**, Founder and Chair, Emerson Collective; Chair, GPF Advisory Council

PETER ROBERTSON

It's my distinct pleasure to introduce our next [Moderator], Laurene Powell Jobs. Laurene is founder and chair of Emerson Collective, an organization that supports social entrepreneurs and organizations working in the areas of education and immigration reform, social justice and conservation. She's an advocate for fair and just policies on behalf of underserved students. And, very importantly, she's the chair of the Advisory Council of the Global Philanthropy Forum. Laurene will be interviewing Wendy Kopp, who is CEO and co-founder of Teach For All. So, please join me in welcoming Laurene and Wendy to the stage. Thanks for being here.

LAURENE POWELL JOBS

Thank you. Good morning. It's a pleasure to be back here at the Global Philanthropy Forum, and it's my distinct honor to be in conversation today with Wendy Kopp, one of my heroes on the planet and one of the great entrepreneurs in any sector. The social sector is lucky to have her. I've known Wendy for at least a decade, when she was running Teach For America [TFA] and then as she transitioned to Teach For All.

I'd love to start the conversation off with Teach For America, if you don't mind. When you look back over 25 years, how do you evaluate the impact of Teach For America?

WENDY KOPP

I think some people hear "Teach For America" and they think two years of teaching — and two years are really crucial — but, as you well know, it's really about every year thereafter. The big idea is really to channel the energy of our countries' most promising future leaders against one of our most fundamental issues, which is that in this country, where kids are born determines their educational prospects and, in turn, their life prospects. We know this is a deeply systemic, complicated issue. There is no one answer. So much has to be done to solve that problem, and the big question in our minds is *Who is going to do all this? Who is going to figure out how to structure schools and structure systems and take the pressure off schools in the first place by improving social services*

and health services? How do we get at all of that? And that's really what Teach For America is trying to do — to cultivate over time the leadership capacity necessary to take on all the various dimensions of the issue.

Now in the United States, we can actually look at communities where we've been placing a steady stream of folks — in some cases for 23 or 24 years — and ask ourselves, Is it making any difference? Is there anything different going on in these communities as a function of our work? Yesterday I was in Los Angeles and was just reflecting about where things were 24 years ago when we placed the first corps, and where they are now; and honestly, despite how many people feel very embattled in Los Angeles, as we pushed the boulder up the hill to address this issue, we've made dramatic progress. And if you took all the Teach For America alumni out of the picture, you would take away a lot of the energy and the leadership that's driven the change.

But now we're in the [San Francisco] Bay Area and this is a picture of Oakland.

LAURENE POWELL JOBS

So, was Oakland one of your original communities?

WENDY KOPP

We started there in our second year, so we've been placing teachers in Oakland for 22 years.

LAURENE POWELL JOBS

How many teachers per year do you place, and what percentage do they represent, more or less?

WENDY KOPP

It varies so much from year to year, but I'm guessing between 30 and 50 people. So it's not been a huge placement site, but we've had a steady stream of 30 to 50 incoming teachers. For those of you who are familiar with the California way of ranking schools, this is a map of what Oakland looked like in 1999. As you can see, almost all of the schools on this map are red, which means they're in the lowest category of...

LAUREN POWELL JOBS

Academic performance.

WENDY KOPP

Yes, based on California's API [Academic Performance Index]. So, just to fast-forward, this is the map today. So, we're moving from red to yellow to blue to green. This is not to say, of course, that this is because of Teach For America.?

Many, many things happened to contribute to the progress that took us from 1999 to 2012. We've had many committed educators going at it as well as political leaders and philanthropists and many people doing many, many things to try to move the needle. But, as you get to Oakland and you spend time there, you realize that if you took all the Teach For America alumni out of the picture, you would take away a lot of the energy and the leadership that has driven the change.

LAURENE POWELL JOBS

Do you have a sense of what teachers ended up doing? Some obviously stay in the teaching profession. Some become school leaders. Do they generally stay in the community and have their experience inform the rest of their career within the community?

WENDY KOPP

Yes. So, overall there are 33,000 Teach For America alumni across the country; two-thirds of them are working full-time in education, and of the other third, who leave, half of them have jobs that relate in some way to schools or low-income communities. So, if you go back to Oakland, you realize that if you pull together the TFA alums in Oakland, some of them have been teaching in Oakland for 20 years. You realize that 20 percent of the schools in Oakland have either a principal or an assistant principal who is a Teach For America alum. And if you trace the history, you know that the progress of the last decade took the alumni of Teach For America who went out and started the first lighthouse schools that really showed what was possible, showed that we could provide kids in low-income communities with a truly transformational education: schools like Think College Now or the schools called Lighthouse [Lighthouse Community Charter High School].

Then it took a Teach For America alum named Hae-Sin Kim [Thomas] saying, "I'm going to go inside the system and create the conditions that made it possible for folks to start these charter schools, but within the system, through creating an autonomous zone of small schools." It took other alumni bringing The New Teacher Project to Oakland and saying, "We're going to use the kind of strategies Teach For America uses to recruit and select and support teachers, but we're going to do it by recruiting local folks in Oakland and selecting them through high standards." It took another alum to say, "We're going to bring New Leaders to Oakland so that we can transform the recruitment and selection and development of the school principals there." It took a collection of TFA alums saying, "We're going to create an advocacy organization called Great Oakland Public Schools that brings together the educators, the more privileged folks in this

community and the constituents of our work — the parents of the kids we're working with — to advocate for the policy changes necessary to get where we're trying to go.”

LAURENE POWELL JOBS

Overall...

WENDY KOPP

They're doing so many things. They're teaching. They're running schools. They're working to get at the systemic aspects of the issue.

LAURENE POWELL JOBS

And the power of the ripple effect to build out the ecosystem for change is really that that alumni pool, no matter what they end up doing, starts transforming the community because of their grounding as teachers in the classroom.

WENDY KOPP

Exactly, despite the fact that they come in unsuspecting. They're thinking they're going to do this for two years.

LAURENE POWELL JOBS

Right.

WENDY KOPP

And they pour their hearts and souls into it.

LAURENE POWELL JOBS

And it changes their lives.

WENDY KOPP

They fall in love with their kids, and they realize the potential their kids have; but they become outraged by the fact that they really don't have the chance to fulfill that potential. You can't leave it once you've experienced that.

LAURENE POWELL JOBS

Yes, it's rather like the veil lifting; and once you see that, you have to devote your life to it.

WENDY KOPP

Yes, so they come out of it believing a couple things. They're a very diverse group. They have diverse political views, but they share a couple of perspectives at the end of this. One is that they realize, We can solve this problem because they've seen in the microcosm of their classroom that when you meet kids who face all these extra challenges with high expectations and provide extra support for them, they excel. So they realize, We can do this. And, secondly, they gain a really grounded understanding of what it's going to take. So, while it seems many people in the world are still lurching after one silver bullet solution after another, they come out of it thinking, You know what? There's no one thing. It's going to take doing so much so well. And they have a real insight into what it's going to take. We need more and more and more leaders, and hopefully many of them will come from Teach For America and many of them will come from many other sources. But we need as many leaders as we can get who are on fire about the fact that we can reach the point where all kids have the opportunity to fulfill their true potential and who have a very grounded understanding of what it's going to take to get there.

LAURENE POWELL JOBS

Fantastic. And just so everybody knows, today, Teach For America places generally 5,000 teachers a year in the classroom. Talk about the recruitment process.

WENDY KOPP

Each year between 50,000 and 60,000 people apply to Teach For America.

LAURENE POWELL JOBS

Wait, 50,000 to 60,000!

WENDY KOPP

Yes, and between 5,000 and 6,000 come in to the corps. There are 11,000 teachers right now across the 49 urban and rural communities.

LAURENE POWELL JOBS

That's pretty amazing. Teach For America used to be the largest employer of recent college grads in the country. Is that still the truth?

WENDY KOPP

In terms of bringing in the largest number of our most accomplished recent graduates, I think that's still accurate. These are folks who are turning down incredible grad schools and incredible corporate offers and various other offers and saying, "I want to do this for two years." And to think that every year we're

channeling about 6,000 of our country's most promising folks into the Oaklands and the Newark, New Jerseys, and the Mississippi Deltas of the world and that the experience is so transformative for them.

The last thing I'll say is in our entire first decade we brought in 5,000 people, so the fact that we're now bringing in 6,000 people every year means, where will we be five years from now, 10 years from now? We are nowhere near where we need to be in Oakland, but I really believe we're going to get there, and we'll get there because of many people and many things. If you start talking with these TFA alums, you realize that they are working from every level. We can't solve this problem from within classrooms alone. That's the problem, right? Many of them are still teaching, and that's amazing, and it's also great that some of them are saying, "Okay, fine, I'm going to run for school board," or "I'm going to pursue union leadership," because people are everything. We can bring this entire problem within our control if we have enough people working at it from inside and outside the classroom.

LAURENE POWELL JOBS

That's really optimistic. Just the notion of 60,000 highly educated recent college grads wanting to become teachers is really exciting for our country. Even though there is a lot of work that still needs to be done in the United States, you decided to transition out of Teach For America, so talk to us a little bit about that. Succession is always tricky, especially when a founder transitions out; so how did you navigate your transition? How did you decide it was time to go, and then how did you navigate through Teach For America into Teach For All?

WENDY KOPP

I may have to back up just a bit because, actually, I was just fully focused on the US. There's so much more to be done here. You can see every day juxtaposed against each other how much more needs to be done and the real evidence of the possibility of winning this if we stay the course. So, I was thinking about nothing but this country. The issue was that there was something in the water about eight or nine years ago: Within one year I met 13 incredibly compelling people from 13 different countries, from India to Lebanon to Chile to the next place, who made their way to my office and said, "We have to start Teach For India and we're hoping you can help us." So, it felt like the responsible thing to do to help these folks, and one thing led to another.

LAURENE POWELL JOBS

So just ad hoc you started mentoring?

WENDY KOPP

Well, it became clear that this was going to become really overwhelming, which led us to realize, Let's approach this more strategically. It ultimately led to the launch of a separate organization, about seven years ago now, called Teach For All, whose mission is to accelerate the impact of this model around the world, but it's really a network of independent, locally led and funded organizations in all these different countries.

What I realized, though, is that the initial idea that we were going to help them was a really limited conception of what the potential was here. I very quickly realized that there are brilliant people all over the world who are innovating and doing incredible things with this model, and it just became clear that if we could create a global network where we're all learning from each other, all of us will move forward more quickly. So, in terms of what led to my transition, it was that in the previous five years we had doubled Teach For America's scale while at the same time going from nothing to now 34 countries across the Teach For All network. It just became clear that something had to be done.

LAURENE POWELL JOBS

And somebody needed to run it.

WENDY KOPP

I was not going to be able to give Teach For America all that it needed and Teach For All all that it needed. So, that led me to step back with some of the folks on the Teach For America board and some of the folks on the Teach For All board to reflect on what needed to happen here. I came to believe that, given how much strength and capacity we'd built up at Teach For America over time, it would be great to unleash some of that energy and appoint new leadership at Teach For America and at the same time free myself up to spend all the more energy to ensure that we really fulfilled the potential of the global work.

LAURENE POWELL JOBS

I should mention that not only were you running arguably the most important nonprofit organization in the education sector in the United States but you're also mother to four kids and now you're taking on a global organization. So, how did you decide to do that? Do you still think you're crazy for doing it?

And, by the way, her husband is the leader of KIPP [Knowledge Is Power Program] Foundation, so they both have incredible schedules.

WENDY KOPP

Well, honestly, I was really angsting about this question, and someone sent this man to me, Fazle [Hasan] Abed. He is probably known to many of you, but I had

never met him. I had a three-hour dinner with him one night, and at one point at the end of the dinner I said, “Can I just ask you one more question? You’re saying you’re a grandfather, so you have kids. Do you think I can do this? I’ve got four small kids.” And he was just immediate in his response: “Of course!” He said: “You need to do this, but that doesn’t mean you have to travel every day.” Of course, I am now traveling every day, but, as he said, it would all work out. So, sometimes you just need those people to come into your life and instead of saying, “Oh, no. Be careful,” they say, “Yes! Go for it.”

LAURENE POWELL JOBS

Everybody in this room knows who he is. Did he remain a mentor for you through this process?

WENDY KOPP

He’s incredible! Yes, he absolutely has been. And beyond that, he understands this model. I think there’s something kind of counterintuitive about what we’re doing. You know, you can’t understand this as a way to address the issue around quality of teaching. Most people think that’s what we’re doing. That’s not what we’re doing. What we’re doing, again, is trying to build leadership capacity in all these countries around the world; and from his own work, in Bangladesh initially and now around the world, he’s just come to believe that leadership development is so crucial, which is one of the reasons why he was saying, “You must go do this.”

LAURENE POWELL JOBS

It was because he was seeing it firsthand. Maybe you can set the stage for everyone and talk a little bit about global education issues and the migration, again, of high-capacity and IQ [intelligence quotient] into the sector and how Teach For All has been built over the past couple of years.

WENDY KOPP

There are two big things that I feel we’ve learned over the past couple — or seven — years now: There were huge questions at the front end about whether this model that has played out in the way it has here in the US and also in the UK.

LAURENE POWELL JOBS

In the UK?

WENDY KOPP

There’s an organization called Teach First, which co-founded Teach For All and has had just incredible success — the largest graduate recruiter, incredible results during the two years and similar alumni impacts beyond.

But would this work in very different places? I have to say, it's been a very affirming seven years. First of all, there's something magnetic about this model in terms of its ability to attract talent: 1,000 people applied for Teach For Pakistan's first 40 spots; 2,400 people applied last year for Enseña por Colombia's 60 spots; this year 13,000 people applied for Teach For India's 500 spots. And when you start meeting the folks they're selecting, you realize that these are just incredible hearts and minds and souls all over the world — just incredible people drawn to this. We've seen very similar impacts during the two years; the initial studies that IDB [Inter-American Development Bank] has done on Enseña por Chile, or that Columbia University is doing for Teach For India, show significant positive impacts for kids. But maybe the most affirming thing is to see the same alumni effects. We're seeing 50 percent to 70 percent of the teachers across the network deciding — and they come in as equally unsuspecting as the Teach For America people...

LAURENE POWELL JOBS

That their lives are about to change.

WENDY KOPP

They're thinking they're going to do this for just two years, but 50 to 70 percent of them decide to stay in education long-term at the end of their two-year commitment. And if you spend time with them, you realize that they are on fire. Some of the early TFA alumni launched the KIPP Academies and launched The New Teacher Project [now called TNTP]. We saw the signs early on, and we see similar signs all over the world. They're starting social enterprises. They're becoming school principals at ridiculously young ages. They're getting employed by big governments. I was just in Peru, and 20 percent of the first cohort are now working in the Ministry of Education.

LAURENE POWELL JOBS

Oh, wow!

WENDY KOPP

So, we're seeing that this model really resonates everywhere. I believe that in almost every country of the world we will one day have programs that are channeling their top talent against this problem in a way that ultimately generates and fuels broader movements to ensure educational opportunity for all. So, that's one thing we learned.

I started out in this thinking, I need to be so aware that all these countries are so different. There are going to be huge limitations in what's applicable from place to place.

LAURENE POWELL JOBS

Well, there are lots of learned cultural differences so you would think that perhaps the American model shouldn't necessarily be applied in every other country around the world. So, how have you tweaked the models? Or haven't you?

WENDY KOPP

We set this up in a way that relies on these local social entrepreneurs developing a vision for adapting this model and its core unifying principles to their context. So, there's a lot of adaptation going on. And yet I think what becomes clear every time we bring them together and every time I go out to their countries is that this problem that we're addressing here in the US looks very similar all around the world. All around the world, socio-economic background predicts educational outcomes and, in turn, life outcomes; and when you get into it, you realize that there are remarkable similarities in the nature of that problem, meaning the mindsets, the policies and the practices that fuel the whole thing.

LAURENE POWELL JOBS

Yes.

WENDY KOPP

And that means the solutions are shareable, and that is the core insight that has us so fired up about the potential of this because I think we're going to ultimately have a global learning platform — a network of organizations channeling top talent against this problem. They're going to be innovating because of the diversity of context and culture but as part of a global network where they're sharing solutions. And that's what I think will really accelerate progress.

LAURENE POWELL JOBS

So, in the network of Teach For All, how is the learning happening across countries? And what are some of the learnings that you've brought back to Teach For America because you were talking about that another time, that actually Teach For America has been enhanced through the learnings across the world.

WENDY KOPP

It's really true. The role of Teach For All itself is to foster that learning — to essentially create a learning platform. We have these regional hubs of specialists who are capturing the best practices and working with the local folks to ensure that they understand the lessons learned and at the same time help them think about how to adapt those lessons in smart ways. But maybe most importantly, we're bringing people together virtually and in person to share these experiences together.

Let me bring this to life through a couple of real-world stories. This is a picture of a classic Teach For India classroom. The founder of Teach For India, Shaheen Mistri had for 17 years run these incredible after-school programs in Mumbai and Pune and had become frustrated with the limitations of after-school programs to make up for what happens in a school day, so she ultimately launched Teach For India.

She brought this rich history of experience working with India's marginalized children. She read the Teach For America training curriculum — and Teach For All doesn't say you must use this by any means. It just says, "Here is what Teach For America has developed," so you need to figure out what makes sense in India. She read it and her initial reaction was, Wow! Teach For America figured out what it takes to work with low-income kids. This resonates so much! So, she took a lot of that, but then she added to it and evolved it based on what she'd learned.

While Teach For America had gone down a path of training its teachers with heavy skill and knowledge development, she decided, You know what? We're going to have 30 percent of the training be all about mindsets. For example, she took all the first Teach For India fellows and had them spend a day doing the jobs of their students' parents, whether sorting trash or whatever, and then reflecting on the experience. The fellows naturally came out of this thinking, Okay I've got to figure out how to put my kids on a path to greater professional options. We saw incredible results. We saw that a greater percentage of their people were what we would call "transformational teachers," who were on a mission to put their kids on a different trajectory. Teach For America sent 50 of their training staff over to India, and they came back [with new ideas]. If you look at Teach For America's teacher training today, you would see that it looks very different, in part because of what they learned in India.

LAURENE POWELL JOBS

So, how did they change it here?

WENDY KOPP

Among other things, they created experiential activities within communities, as well as reflective experiences, to develop mindsets.

Another quick thing here. The teacher in this picture was a student in one of Shaheen's after-school programs, but she went to college, graduated, joined Teach For India and is now an alum of Teach For India. She's teaching in the first KIPP-inspired school in the slums of Mumbai, which was started by another Teach For India alum from the first cohort, who had come to one of the conferences where Teach For All brings together cohorts of the leaders among the teachers from all these different programs to really immerse them in what's

possible. There are 250 kids in this school. It's in its second year. They were recruited from the streets of Mumbai, and they're reading, writing and speaking English by the time they're in first grade.

LAURENE POWELL JOBS

Wow!

WENDY KOPP

It's pretty incredible. Here's a picture of some of the team members of the Teach For India team. The reason I included it here is because I was with this group a few weeks ago, and because they're at their fifth year they've gone through a strategic-planning process to reflect on the lessons learned and the path forward. I was just blown away by where they are. And while there's much to be improved — you know, we're constantly trying to get better at Teach For All — I have to say it was very reflective of the fact that I feel like we're walking a strong line between helping them understand lessons from other contexts and fostering innovation and building local capacity. I mean, they own this; they are brilliant, and they have charted a path forward that is so compelling. And at the same time, it's deeply informed by what has been learned not only from Teach For America and Teach First but from Enseña Peru and others all over the world. If you really know this stuff, you look at their plan forward and realize, Wow! It's reflective of deep learnings from India and deep learnings from around the world; and this has been developed by a team that truly has full ownership and a powerful vision for building an unstoppable movement in India.

LAURENE POWELL JOBS

That's so exciting. What are some of the other assistance and technical assistance and capacity-building strengths that the network brings? I wonder if people are curious about the adjunct that the Teach For All network gives to each one of these leaders while they're learning and deepening their practice within the country but also sharing it across their peer group.

WENDY KOPP

Right now we're working with more than 20 early-stage social entrepreneurs who are pursuing this in their countries and haven't yet launched a program as part of Teach For All. They're out there, and we're trying to help them deeply understand the model, so we'll bring them together in one of these partner countries and help them become really immersed in how this actually works — and you can imagine that that takes more than one sitting. It's very complex, but we work to deeply orient them to this, and then we help them figure out how to build the support of their governments and their private sectors and how to build the capacity to launch an aligned program.

Once they're ready to launch, and if they've truly built the capacity and the support to launch a program that is aligned to our unifying principles, we bring them into the network. At that point we basically do four things to support them: One is direct support from regionally based specialists in all the major areas — how to recruit and select teachers, how to train and develop them, how to foster alumni leadership, how to build strong organizations and how to build public- and private-sector support. The second is around fostering direct connections at the staff level, the teacher level and the alumni level, virtually and in person. The third is around contributing to their leadership development — like this morning at 4:00 AM (because I thought I was going to be on the East Coast when this was scheduled) I was on a phone call with CEOs from all across the network and an incredible woman who is an expert in building strong leadership teams, doing a one-hour session on how we tackle the biggest challenges we face across the network in building strong leadership teams. So, contributing to the leadership development of the staff, the teachers and the alums across the network. And, fourth, accessing global resources for the benefit of the partners. Everyone shouldn't be reinventing the wheel on how to structure a Salesforce.com database that makes sense for this model, so we've got multiple partnerships in this sort of area.

LAURENE POWELL JOBS

Other than India, what are some of the bright spots across the network that surprised you? And which countries are far more challenging than you expected — and have you exited any countries?

WENDY KOPP

I have to say, I can never pick because there is strength all across the network and there is challenge all across the network, but just to bring to light...

LAURENE POWELL JOBS

Maybe a better question is, what are some of the particular challenges that aren't universally shared in particular countries?

WENDY KOPP

There are different challenges, clearly, between very developed contexts and very underdeveloped contexts. You think about the challenges of launching this model and expanding it in Germany, where there is a very deeply established regulatory environment governing how people become teachers and such, versus in, say, Nepal. This is the founder of Teach For Nepal, this is a view outside the classrooms, this is one of the first fellows in Nepal. It's a much more open regulatory environment — so much easier to get these teachers into

classrooms — but at the same time it's really hard to figure out how to access the financial support to truly scale this model. So, there is a range of challenges that have to do with the diversity across contexts.

LAURENE POWELL JOBS

As you build out the network, how do you balance breadth across the network, adding in more countries, and depth within each of the countries? Because I imagine that the ambition to scale within a country is ripe within each one of these entrepreneurs because that's what they do is create and build.

WENDY KOPP

We have taken the approach of wanting to be inclusive of every social entrepreneur who has a vision and has built the local support to launch a program that is truly aligned to this model because we want to be contributing to those entrepreneurs' impact and we want to be learning from them. So that's our hope: to be able to continue to steadily grow at the pace that people are ready to launch these programs. Once they come in, the whole challenge is how we help them get much bigger and much better. I do think we've built a model with many economies of scale, so we have a regional hub; and more programs come into that region, and they start supporting each other directly. So, we think we're on a path to being able to scale this and at the same time ensure, as you say, a deepening impact as well.

LAURENE POWELL JOBS

I want to take this time to thank Wendy so much. If she could be one of the first cloning experiments, I think everyone would vote for that because she just blows me away every time I hear her speak. Thank you so much. And thank you for the great work you're doing.

WENDY KOPP

Well, thank you, Laurene, so much. Thank you for the great work you're doing.

THE TANGIBLE EARTH



Shinichi Takemura

THURSDAY, APRIL 24

SHINICHI TAKEMURA, Creator, The Tangible Earth

Moderator: **JANE WALES**

JANE WALES

We are now going to hear from Shinichi Takemura. He is the man behind the globe, and he is trying to teach us ways to look at the earth in a new way and look at our home in a different way. He is a cultural anthropologist who went global.

SHINICHI TAKEMURA

Good afternoon, everyone. My name is Takemura. I'm so pleased and honored to be here to present our Tangible Earth at this Global Philanthropy Forum and to talk about the global perspective provided through our globe.

Our world is so globalized, and everybody says we need to “think globally.” But we don't have the global media in the real sense, the global media which visualizes what is really going on on our planet and the global media which enables us to think globally. I'm very sorry that schoolchildren born in the twenty-first century are still learning geography, geology and global environment using a two-dimensional map invented in the sixteenth century or using the conventional static globe, which never represents the exceptional beauty and dynamism of our planet. That is why we created the Tangible Earth.

This is the world's first interactive digital globe — interactive in the sense that you can spin it with your hand in any direction and you can zoom in on the specific areas using the magnifying pointer function. In this case, I'm showing you some images of the earth's surface seen from space from the viewpoint of the space shuttle. We are approaching the Himalayan glaciers, and move to the desert of the Middle East and move on to the Sahara.

If we put on the day/night terminator, it's in real time. This globe represents the present situation of our planet, so you can see that people in Japan are now greeting sunrise, and at the opposite side of the globe you can see that people in Brazil are maybe now enjoying sunset.

If we put on the real-time cloud data — the cloud data are updated every one hour through the internet from the satellite — we are now showing you the animation of the cloud movement over the past four days. And when the animation stops, it will represent the current cloud distribution. Now the animation is stopping, and it seems that people in California are enjoying fine weather. But please note that this cloud is swirling in this thin layer of air. The layer of air

— the troposphere — is in real life about 10 kilometers thick, up to the altitude where jets fly; but at this scale it becomes less than 1 millimeter thick, so even children can see how fragile the layer of the air is.

This kind of analog “techtivity” is very important, and that is why we created this kind of analog tactile globe rather than creating a 3D [three dimensional] CG [computer-generated] globe in the tablet or PC. Even children can see how fragile. And even the space shuttle is flying only 2 or 3 centimeters above. You can see that every miracle of life on earth is happening in this thin layer of 1 millimeter.

I will show you some other aspects of our living planet. It has serpentine ocean currents at the opposite side of the globe. You can see the Gulf currents, which convey lots of solar thermal energy to northern Europe to make the climate of northern Europe far milder than for the altitude, and you can see the sea surface temperature. You can see, again, the serpentine currents the Kuroshio current, and it’s visualizing the seasonal variations, the seasonal change of the sea surface temperature, so it’s just like the breathing of the earth.

If we show some biodiversity competence, it represents that the globe is showing the plankton blooming, detected by the Apollo orbit satellite with the trace of humpback whales attracted by the plankton. So, we don’t know how they know it, but the humpbacks actually know that their restaurant is around here in the Arctic Sea. And at the opposite side of the globe, you will see very amazing birds. A couple of birds start migrating from the Arctic areas, and they go south separately, one along the African coast and the other along the South American coast, but they encounter again somehow without using any GPS [global positioning system] cellphone, asking each other, “Where are you now?” They reconnoiter like this, and even researchers don’t know how they communicate with each other. And if we overlay the plankton again, you can see when they reach Antarctica that the restaurant is ready and they start serving lots of birds.

Birds are amazing, of course, but what is also amazing is that we are living in an age when we can visualize the living dynamism of our planet in such a comprehensive way. We are the first generation in human history to recognize the living dynamism of our planet, so why do we teach children using a two-dimensional map? We need to disseminate this kind of globe all around the world.

Let’s go back to the topic of global perspective because human society really needs a global perspective in various dimensions. Now I’m showing you the El Niño phenomenon, which brings about abnormal weather all around the world. I’m now showing you the typical El Niño phenomenon. The warm seawater concentration is found here, at the eastern part of the Pacific. As you can see, normally the concentration of warm seawater would be found in the western

part of the Pacific due to the strong eastern trade winds. But in the phase of El Niño, it shifts to the east; the eastern trade winds get weak, and it moves to the east and brings about the abnormal weather all around the world. One example here — it's based on the UN data — is the flood events in Columbia, which correlate dramatically to the El Niño/La Niña patterns. Also the warm seawater concentrated in the western Pacific brings lots of rainfall to the tropical rain forests in Indonesia; but in this case, they will suffer from the Australian drought, the extensive wildfires in Indonesia and also the cold summer in Japan — or it correlates somehow with the El Niño phenomenon in the Indian Ocean, called the dipole mode. So, abnormal weather is correlated to each other. It's called the “teleconnection.” So, any local event should be recognized in the context of the global teleconnection of the climate variation like the El Niño.

Now I'm showing you another example. This is the accumulation of earthquakes. Here you can see the very earthquake-prone area in California — the San Andreas Fault. And at the opposite side of the Pacific plate, you can see the biggest concentration of seismic events: Japan, the cross-section of four tectonic plates. I'm now replaying the March 11 event; you will see the exceptional magnitude of the earthquake here. How exceptional it is! And after devastating the T hoku area, the tsunami rippled throughout the Pacific. This is a replay, a representation of this tsunami event. But the point here is that the tsunami rippled throughout the Pacific — throughout the world — not only as a physical tide but also a socio-economic tide because the supply chain nowadays is globally interconnected. For example, Toyota reduced its car production not only in Japan but also more than 50 percent in India, China and the US due to the shortage of some parts, which were supposed to be produced in the T hoku area. And six months after March 11, Japanese companies were severely hit again by the flooding in Thailand.

So, nowadays a natural disaster is no longer a local event. You might be hit. Your company, your business, your life might be affected by a disaster at the opposite side of the globe, so we always need to have the global perspective.

I'm talking now about the global risk transfer. We can find the global risk transfer in various aspects — for example, now I'm showing you the global circulation of air pollutants. Blue represents sulfur dioxide; green, nitrogen dioxide; yellow, carbon monoxide; and these might be emitted from your country, but they circulate all around the world globally. So, by looking at this kind of image of the air pollutant hidden aspect of our planet, even children can see how we are connected to one another, sharing one globe.

If we look at the Southern Hemisphere, it seems that it's very clean and free from the pollution. But if we overlay some other layer — like the ozone layer — you will find the ozone hole even 25 years after the ban of freons. So, the

ozone layer in the Southern Hemisphere is very affected by the freon emission from the Northern Hemisphere. Thus we are so connected together, sharing one stratosphere.

And if we talk about the ultimate global risk transfer, we can't help talking about the increase of CO₂ [carbon dioxide] emission and global warming and climate change. Now I'm representing the CO₂ concentration seasonal variation — these patterns are very famous. In 20 or 30 years, it increases so much and it reaches about 400 PPM [parts per million] already. And you see here that the very rapid urban population increase, especially after the 1980s, the mega-cities — more than 10 million proliferating in Asian countries and skyrocketing the demand for fossil fuels and deforestation — has caused such a rapid increase of the CO₂ concentration. And partly due to this anthropogenic cause, we have affected much of our atmosphere, and global warming is progressing.

This is the simulation of global warming in this century, based on the A1B scenario by the IPCC [Intergovernmental Panel on Climate Change] emission scenario. And if you stop around 2070, you can see the rapid temperature rise, especially in the Arctic areas and the Tibetan and Himalayan areas, which are covered with ice which originally had 90 percent of albedos, which would reflect the sunlight. But if we lose the ice albedo, they start absorbing 90 percent of the solar thermal energy, and the global-warming process will be much accelerated, as you know. If we overlay polar orbit satellite data about the diminishing sea ice in Arctic areas, it's so dramatic. If we focus on the Himalayan areas, you can see such a drastic decrease of glacier ice, and it leads to scarce water in the downstream of the Yangtze River and especially the Yellow River. The Yellow River used to be like this, but we observed over the past 15 years the low-flow events, so global warming leads to water scarcity and the food crisis. Even children can understand this kind of effect.

If we look at the elevation of the coastal areas, the red zone represents the low-elevation coastal areas — zones less than 10 meters above sea level. You can see the southern part of the Mekong, Bangladesh, Thailand, eastern Tokyo, London, New York — many mega-cities are located at the low-elevation coastal zone, but especially in China, including Shanghai, Qingdao and Tianjin. This area includes more than 150 million people in a low-elevation coastal zone, which is very vulnerable to the sea level rise, flooding, liquidization et cetera.

Thus we are facing a big challenge, and these simulations make us pessimistic, but I think they represent hope as well. We humans are a tiny existence just like, say, fleas on the back of a huge elephant. But this tiny flea starts sensing and monitoring the subtle change in the body temperature and the physical condition of the host elephant — earth — and names it “global warming” and “climate change” and starts coping with it every day. Now I'm representing the

polar orbit satellite and the data of the sea surface temperature, as sensed by the Japanese polar orbit satellite Shizuku. They are monitoring the very subtle change of the sea surface temperature — the body temperature of the elephant — and these kind of data are used for predicting the El Niño phenomenon and climate variation, and they are used for preventing the damage of severe drought and flooding in the African countries and Australia.

As the panelists yesterday mentioned, wildfire is damaging the forest rapidly. This is the data of the wildfire observed by the orbit satellite, and this kind of real-time data observation is disseminated to countries like Brazil and is used for preventing illegal deforestation. Thus we have a lot of things to do; and to make our society sustainable, we need to be more creative — and we are the species that has been very creative and intelligent over thousands of years. This is a replay of Typhoon Haiyan with the trace, and this kind of typhoon monitoring will be provided on this globe and in real time this year.

Finally, I will show you the alternative simulation of global warming. The alternative simulation represents the big variation of temperature rise. In the scenario in which we mitigate the temperature rise within 2 degrees, you can see the big change in the temperature rise, especially in the Tibetan and Himalayan areas. This is an alternative simulation. We can visualize through this globe and simulation the alternative future — our choice. There is another path to create a different future to make a difference. Even the agricultural revolution was a creative reaction to climate change, as you know, in the driest age about 12,000 years ago.

So, to be sustainable, we can be creative. We should be creative and we can be creative. This is my message, the Tangible Earth. Maybe you have seen this kind of image of the globe many times — or this might be the first time you see our globe in this way; but the image of this kind of globe might have been in your mind or might have been in the mind of the Homo sapiens for thousands of generations, so my work is to visualize what is already in your mind, and this is the essential power of art and design.

Thank you very much.

**REDEFINING PHILANTHROPY
IN CONVERSATION... DARREN WALKER**



Darren Walker

THURSDAY, APRIL 24

DARREN WALKER, President, Ford Foundation

Moderator: **JANE WALES**

JANE WALES

I have the pleasure of introducing Darren Walker. Darren is the thirteenth president of the Ford Foundation. He took on that role in July 2013. He's a recovering lawyer and a recovering banker, who left Cleary Gottlieb [Cleary Gottlieb Steen & Hamilton] and left UBS [Union Bank of Switzerland] to volunteer in Harlem for an organization. We'll ask about that. It's called The Children's Storefront — is that the right name of the organization?

DARREN WALKER

Yes.

JANE WALES

I first met Darren when he was at The Rockefeller Foundation and when he, among other things, organized the response to Hurricane Katrina. And what I can say about Darren that's not in your book is that he has a way of combining strategy and heart and art and reasoning in a way that is uplifting; it's inspiring and it works. We're particularly thrilled that Darren has joined us today.

DARREN WALKER

Thank you all very much and congrats. Congrats to you, Jane. You've made this forum a must-be-at destination.

JANE WALES

They [pointing at audience] have made it that.

DARREN WALKER

I'm impressed. The fact that they are all here is an indication of the importance of what you've achieved, so congratulations.

JANE WALES

Thank you. Darren, I've been struck that you've inhabited many worlds and excelled in all of them. You've also carried with you in every one a focus on social justice. It's just that it seems to be deep in your bones, and I want to have a sense of the degree to which it's deep in the bones of the Ford Foundation. Does culture always end up trumping strategy in the end? There's an organization that seems to have that deep in the culture. Say something about that.

DARREN WALKER

Well, it's certainly deep in my culture in part because of my lived experience, which in many ways has been enriched by the Ford Foundation. I was in the first class of Head Start, which was a program that was created in part with support from the Ford Foundation to help poor urban and rural kids get a head start on education, and I then went on to public schools and a public university. I never attended a day of private school in my life.

JANE WALES

You had a Pell Grant.

DARREN WALKER

I had a Pell Grant. I had private philanthropy. I had the portfolio of things. I didn't call it a "portfolio" then, but you have everything. You have the church group putting their little scholarship together. You have the rich oilman putting his scholarship. All of that made it possible for me to have this remarkable publicly important and financed education. Then I went to Harlem and worked at a community development organization, and little did I know that the community development movement had a very significant engagement with the Ford Foundation, which helped create community development corporations — CDCs — and I went to work for a CDC. In fact, a grant, a capacity-building grant, made it possible to hire me.

So, when I walked through the doors of the Ford Foundation for the first time, I really did feel I was at home; and I felt I was at home because the ethos at Ford is so fundamentally about justice. It goes back to the beginnings of the Ford Foundation, which is in some ways a surprise to people, as Bill Draper here knows because he knows the history of the Ford Foundation probably better than anyone in this room.

The Gaither [Study] Commission was a group of distinguished Americans that Henry Ford II brought together to chart a course for the modern Ford Foundation after Edsel's death [Edsel B. Ford, son of founder Henry Ford] and the transfer of 90 percent of the Ford Motor Company stock to the foundation. He knew that it was going to be a different foundation than the nice, sleepy family foundation in Dearborn, [Michigan].

The Gaither Report identified four areas. One was reducing poverty and injustice in the world. The second element was fostering democratic values around the world. The third was promoting international cooperation among nations and peoples. And the fourth was advancing human achievement — and that has manifest itself over the years in, I think, a very proud legacy of work that

is centered around the fundamental yet simple idea of human dignity and that everyone on the face of this planet deserves human dignity. So that's what we are committed to at the Ford Foundation.

JANE WALES

You're mentioning fostering democratic institutions and processes. Tomorrow we're going to hear from the foreign minister of Egypt, Nabil Fahmy. The Ford Foundation is one of a handful of global grantors — Aga Khan Foundation, Global Fund for Women — but it's a small group of organizations that have invested in Egypt and stayed the course, and in your case invested in things like women's rights and human rights. Say something about the role that Ford is playing there and whether you're staying with it.

DARREN WALKER

We were the first foundation in Egypt from the United States — the first global foundation — and that was more than 50 years ago. We have stayed the course in part because it is a part of the world where people are hungry and thirsty for democracy and for participation and for the idea of dignity. So we are there in many ways at the invitation of the Egyptian people, and it is a very, very challenging context. I've been to Cairo a half dozen times since the revolution, and it's been rewarding each time, but the issues of rights, particularly of minorities and people who have been left out and left behind there over the years, remains the core issue. So, from our standpoint this is another challenging period, but it's not a time to leave.

JANE WALES

Yes, we've talked a lot about strategic philanthropy here, and that's often the focus, but the room is filled with people who want to achieve social change, normative shifts. Our focus is on logic models and direct causal relationships. Is that actually how social change happens? Does it happen in that tidy way that we keep hoping it does?

DARREN WALKER

I believe in strategic philanthropy. I think it's regrettable that we have found ourselves in this oppositional construct. What I mean by that is, if you are strategic, it means you are focused, that you have an idea about impact. If you are not, it means you're sloppy, not rigorous, not focused. So, we've created this oppositional construct — which is really regrettable because anyone who has worked in a community or led a life that has been part of that social mobility escalator that we have in this country and that sadly is slowing down and has stopped for some — that actually the way change happens isn't the way it is presented in a tidy PowerPoint with boxes and arrows and equal and impact

on the right side. The idea of change is highly organic and emergent, and that doesn't mean you don't start with a clear understanding of what you want to achieve and have clarity on goals, but it does mean that you design in a different way.

One of my challenges with some in strategic philanthropy is that the donor — the foundation, the agency — is put at the center, and that actually isn't the way change happens. Change happens by putting people and the ecology in which people live at the center and trying to make change happen at the center. I think it's really unfortunate in some ways that we've allowed this discourse to become so oppositional because we need both. We need randomized control trials when they are appropriate, and we need logic models when they are appropriate; but they're not always appropriate or necessary, and in some cases they're a total waste of money.

For us at Ford, we have a conditional cash transfer program in Latin America around which we've built a randomized control trial because that's the appropriate mechanism for understanding if we're having impact. But how would we have created a logic model in 1953, when we made our first grant to raise awareness about something the world knew nothing about and that was apartheid? How do you create a logic model to get you from that first grant to Nelson Mandela walking out of prison in 1990 and the election the next year? I don't know how to create a logic model that can, with the predictive capacity and the theory of change fully developed, allow me to get to Nelson Mandela walking out of prison. I could envision a complex system, and we could describe it, but so many things happened along that journey that were completely unpredictable and would have never in anyone's wildest imagination been an intervention. So, I'm simply asserting that we need to move away from a theology about this to an ideology that is broad and that embraces the idea that there are a multiplicity of ways of understanding how change happens and to not simply buy in to This is the only way; and if you don't do this, shame on you because you're wasting money.

JANE WALES

I want to talk about another early grant scenario and relate this to the whole issue of how you signal that experimentation is OK. When you look back at when the Ford Foundation provided support to Muhammad Yunus as he developed the concept of microfinance, he was really given a grant to do something different and then called up his grants officer and said, "Can I reapply this to something else?" And microfinance emerged. Are you set up now for the next Muhammad Yunus?

DARREN WALKER

No, we're not, and we're not because we have organized ourselves in a way to be focused; and "focused" means, as it has been constructed, a set of predetermined strategies that we find grantees to project-manage and carry on. So, what we are engaged in now is a journey about a different strategy that creates the space for the ideas that we can't imagine and the people we can't envisage walking through the door and saying, "I've got an idea." That's really hard to do today, but it has to be part of our aspiration, and I don't know if we're going to perfect it. We probably won't. But that's my aspiration for us.

JANE WALES

You know Judith Rodin has said that you are one of the best people around when it comes to public-private partnerships. I wanted to first get a sense of where the invention is happening when we look at problems of inequity et cetera? Are all three sectors needed? And, second, as you think about it, I wanted to talk a bit about division of labor — and here let me just zero in on one. I was at the UN last week, and they were all talking about the importance of bringing in philanthropy because philanthropy provides patient capital. I don't know. Philanthropy can be fickle too, can't it?

DARREN WALKER

Oh, really?

JANE WALES

Maybe you should take it from here.

DARREN WALKER

First, on public-private partnerships: I do think it's important to put into perspective philanthropic capital in the broader capital marketplace. And when one does that, particularly if you're a global philanthropy like Ford, 50 years ago the percentage of foreign direct investment in most global southern countries was primarily donor money. Today the percentage of actual philanthropic capital or donor capital has been drastically reduced as part of overall foreign direct investment, so you have to ask yourself, There's all this capital in Kenya? Fifty years ago most of the capital was a few foundations and the World Bank, and our ability to control and design was easier, but today that's changed. So, how do we think about all that private capital that is there? Much of it of course has no social interest attached to it, but some of it does, and some of it can be converted and leveraged. So, we in philanthropy, in the donor community, need to think more smartly about how to engage with that capital and not, again, with these oppositional ideologies.

I came from the private sector, and when I was in the private sector I was surprised, frankly, about how ignorant people were about the nonprofit sector. When I left UBS to go to Harlem I had more than one person say, “Oh, my goodness, thank goodness you’ll now be able to have a life and you won’t be working this hard, challenging Wall Street. There’s nothing harder than what we do here at the bank.” And, “Go up to Harlem and take it easy” was in some ways the message. It reflected a real lack of understanding because I actually worked harder in Harlem than I’ve ever worked in my life, and it was because the work both demanded of me and inspired me in a way in which I really wanted to work; that experience is what most people in the private sector don’t fully understand.

Now, having said that, it is also interesting, occasionally, to be in a grants review meeting. During my years in philanthropy, when the name of a private-sector potential partner comes up, they say, “Well, what about this bank partnering with us on our conditional cash transfer,” and “Oh, my gosh! A bank? We’re going to partner with a bank? They’re evil! We can’t partner with a bank! They’re just evil. They’re evil people. They do bad things!” And you think, Have you ever been in a bank, I mean beyond the ATM [automated teller machine]? Do you actually know how the commercial marketplace works? Do you know how transactions work? Do you understand that? And you find yourself in these situations, where both worlds have completely created these narratives about the other that are so wrong. So, part of my job, I think, is to bridge because I believe in the power of both and I believe in the essential nature of both to actually solve some of the problems we need to solve in the world, so public-private partnerships to me is a natural way to do this.

Now, to get to the point of fickleness – it’s endemic. First of all, whenever there’s a new president, there’s a view, whether it’s necessary or not, that there just needs to be change. So, the second thing is that often the president is incited to say, “I’ve got to have new change, and all of these things that are here before me — can we just get rid of them? Because it’s time for me to do my thing.” And all of the incentives, in many ways, reinforce that thinking. So I think it’s really important for boards to take greater ownership of their responsibilities as fiduciaries, to keep an eye on the legacy of the organization and attach the future to the legacy; but it’s really hard because the incentives are about building your brand, differentiating yourself.

I sat in a brand meeting once, and brand experts were saying, “It’s really important for you. Branding theory says you need to differentiate yourself and demonstrate why your brand is better,” and it just hit me that branding theory was created to run your competitors out of business. I don’t want the Gates Foundation to go out of business. I want them to be better than ever. I want them to be bigger than ever. I want Open Society to do more work in human

rights than they do now. I want Arcus Foundation to be bigger in LGBT rights than we are. I want them to be really great brands and that we work collaboratively together. So, to try to differentiate myself and say, “We’re better than you,” I just think it’s really counterproductive.

Threading that needle is hard because appropriating some of these practices can be problematic. That doesn’t mean you don’t need to understand your comparative advantage. I understand why Ford’s comparative advantage in rights is different from Rockefeller’s comparative advantage in food security and seeds and soils. We could never work on seeds and soils at Ford. I mean, we’d have to have a rights agenda on seeds and soils. What’s really interesting is we do have an agenda on rural food security, and our issues focus on the role of women, not on seeds and soils. And we need those who are focusing on seeds and soils to continue to develop great cassava, great beets — all those things those folks do. But we know that women are primarily the smallholder farmers, so if ultimately downstream we don’t ensure that they are empowered and that they understand agricultural economics and their rights, if that isn’t brought together, we actually aren’t going to increase food security.

JANE WALES

Sticking with this notion of the different sectors working together, I’m struck by the fact that the social contract here in the US is contested. That we have changing expectations of the different sectors, two things come to mind with respect to this. One is, when you have that kind of changing social contract, can you afford to eschew advocacy? Can you afford to get out of the business of pressing government to do what government should do? How do you advocate in different settings, recognizing that there’s a policy role and a government role in providing certain services to large segments of our society. What I’m really trying to get to the question of is when is advocacy appropriate?

DARREN WALKER

Advocacy is appropriate today because we have monumental problems. Focusing on the United States, I think advocacy is essential because the very ideals of a Tocquevillian democracy are under siege. And our way of life — the narrative that has motivated and lifted us up, the narrative that my own life manifests — is under siege. I am deeply worried because I think about, What would a young black boy, five years old, standing on the porch of a shotgun shack in Ames, Texas, today — what would his opportunities be? And, I worry that the opportunities aren’t what the opportunities were for me. There was a lot of advocacy that went into creating that mobility escalator for me, whether it be the things you just talked about or, more broadly, the idea of investing in human capital, the

belief that we as Americans have held — that people like me could have futures that bring them to places like the place I am. Because across this country there are many, many African Americans.

As I recently sat at an event with a group of very successful African Americans, and as I looked around my table I could point to each one and say, “rural Louisiana in a shotgun shack,” “went to Harvard,” “public housing in the Bronx...” I mean, one could just go around the table and point to the backgrounds with such pride because only in this country could that have happened. So, the need to ensure that that continues requires advocacy because we know that that very idea is now contested. And that’s not going to change without advocacy.

JANE WALES

You mentioned human capital, and I think of the degree to which Ford and others have invested in social capital. The reason I’m coming to this is I’m sure you saw the Pew poll showing that only 19 percent of millennials think people can be trusted, as opposed to the 40 percent when you and I were young. How does one deal with that? How does one address that? And how concerning is that?

DARREN WALKER

It’s very disconcerting, but it’s also important to put that data into historical context. This isn’t the first group of young Americans to be distrustful of adults and institutions. In the 1960s the data were the same. Young people were very distrustful of institutions and of government. Because I am a radical optimist, I actually believe that that number will change as the opportunities for millennials to be empowered and to be in leadership open up. Now, the question for a foundation like Ford, as we have invested in human capital over so many years is, How do we invest to help do that? That’s one of the questions we’re grappling with now. How do we think about the demography in this country and around the world and engaging them for the future, for future leadership, for their future development and participation? I don’t have the answer, but there are a lot of models and really interesting work. Hilary Pennington, who is our new vice president, is working with us on this; it’s one of the things she’s very excited about and we’ll be talking about that more.

JANE WALES

Great. I want to ask a couple of questions about knowledge because when you think about foundations, they are really in the knowledge business. They are big consumers, but they’re also producers — or at least their grantees are big producers of knowledge. What is a foundation’s role when it comes to sharing that knowledge because frequently that just stays within? Do you see this as a

part of your role — to share it with others, like the folks in this room who may not be able to run that experiment but can apply that knowledge to their philanthropic interventions? How do you see that role?

DARREN WALKER

I do think it's important to share it, and one of the things that we are considering now is: How do we actually harness the knowledge of the institution because we don't have a knowledge management function in the foundation? We really have never had that as an area for specific content, and we will. It's something I've been talking about with the trustees. The aspiration to be a learning organization requires that we take seriously the obligation to collect and share knowledge. We're in the midst of a big strategy group — I know FSG is out there, and they're helping us do this work — where these are the questions on the table. It's a very exciting time, and I don't have the answer, but I do have the commitment to be better at it.

JANE WALES

I want you to know that there was a small working group session that Sally Osberg moderated, facilitated by John Kania from FSG and a representative from The Bridgespan Group; there was a long line of people trying to get in. We won't tell the fire marshal how many were in there, but you've definitely got knowledge consumers in this group.

Let me close with a question about beneficiary feedback. Often when we think about beneficiary feedback, we think about feedback from the grantee as opposed to feedback from the ultimate beneficiaries — those the grantee is seeking to serve. I want to have a sense of how you go about capturing that feedback at Ford, and then I'm going to ask you a follow-on question.

DARREN WALKER

Sure. We do think a lot about feedback from grantees and have mechanisms ranging from the Center for Effective Philanthropy grantee survey, which we're doing this year, to actual focus groups. The question of listening to grantees is something that I feel strongly about, but I also think it's important to not listen only to grantees. It's important to simply say often, "If you listen only to grantees, you will do only what your grantees want to do," which is to basically continue doing what you have been doing because it means they will continue to get funding, and the issues that you and they together have agreed on will continue to be a focus — and there is risk in that. It is very important to speak to others, to non-grantees, to harness new ideas, information and data that are not part of your everyday hobbyhorse as a foundation.

Beyond that we do focus groups. In fact, we just had a national series of focus groups around our new program on internet policy and governance, which yielded a lot of very interesting data about the public's understanding of the internet and what actually is going on, as well as things like the Kenya Women Holding conference last year, where there were 5,000 women who are members of this microfinance organization. It's important for our staff to be in those contexts — side by side, learning and sharing — and feeding the information that they are gaining at sessions like that back to the office and informing their grantmaking.

JANE WALES

We've been thinking at the Global Philanthropy Forum about how to capture the various sources of beneficiary feedback. The World Bank is now sharing this information. A variety of institutions are sharing this information, and I hope you'll think about ways in which to help us push that out — help the Brazil Philanthropy Forum push that out to colleagues throughout Brazil and the African Philanthropy Forum push that out to fellow African philanthropists — because I know that that knowledge is something that is deeply, deeply valued by everybody in this room.

First of all, I think it's very important that everybody in this room know that your dog is named Mary Lou. I'm sorry, but I think that's important. I happen to be an animal lover, and I don't know why my dog's named Blue when it could be Mary Lou.

DARREN WALKER

She's named Mary Lou because our first English bulldog was named for my mother, who is Beulah, a good southern name; she is a nice lady from Louisiana. Beulah passed away, sadly, last year. But then we got a new English bulldog, and I said to my partner, David, "We have to name her for your mother," so she is Mary Lou.

JANE WALES

I just thought that was an important thing to know. Next time you walk into the Ford Foundation offices...

DARREN WALKER

You will see Mary Lou at the Ford Foundation sometimes.

JANE WALES

Oh great!

REDEFINING LEADERSHIP



Hakeem Belo-Osagie

THURSDAY, APRIL 24

Remarks: **HAKHEEM BELO-OSAGIE**, Chairman,
Emerging Markets Telecommunications Services Ltd.

PETER EIGEN, Founder and Chair of The Advisory Council,
Transparency International

FRED SWANIKER, Founder and Ceo, African Leadership Academy

Moderator: **SALLY OSBERG**, President and Ceo, Skoll Foundation

SALLY OSBERG

Welcome back. This is going to be a wonderful, wonderful session. It's called "Citizen Solution: Redefining Leadership." Over the course of conversations this past day and a half, everyone has been talking about redefining this and redefining that, but the truth is we're all after the same thing — and that is positive global social change. So whatever you're focused on, whatever you're thinking about, something is at the center of what we all want to achieve, and what is at the center is leadership.

We've just heard a wonderful conversation with Darren Walker about the way he's approached his leadership, and I think what really stayed with me is where he started — that human dignity, human values, human capital is absolutely fundamental to the change we try to create. So, with that in mind, we want to frame this session around values-based leadership. I had a wonderful conversation with some colleagues over lunch, where we talked about the value chain of social change, and I think that's very, very true to the kind of leadership we want to talk about today. Some of you understand that we're not talking about titles or positions of authority. We're talking about something much more deep and fundamental.

Many of you probably saw David Brooks' column the other day, which speaks to the kind of leadership we want to explore in this session. It begins by recognizing that leadership is a passionate activity. "It begins," Brooks writes, "with a warm gratitude toward that which you have inherited and a fervent wish to steward it well. It is propelled by an ardent moral imagination, a vision of a good society that can't be realized in one lifetime. It is informed by seasoned affections, a love of the way certain people concretely are and a desire to give all a chance to live at their highest level. This kind of leader is warm-blooded and leads with full humanity."

Kicking off what I hope will be a warm-blooded conversation about leadership is Hakeem Belo-Osagie. He is the chairman of Etisalat and for more than three decades has been a key player in the Nigerian economy through his participation in several businesses in the energy, finance and telecommunications sectors. I

was going to say something about what his remarks would really focus on, but I've been informed that he never follows the script, so here to surprise us all and to bring us some warm-blooded insights about leadership is Hakeem.

HAKEEM BELO-OSAGIE

Thank you very much indeed for those very kind and frank remarks. I would start by saying that given we are approximately 10 minutes away from Palo Alto, the site of a certain famous business school, I am deeply honored that a Harvard Business School student like me is invited all the way from Lagos, Nigeria, to give a lecture on leadership. I am however at the same time humbled because the business school community has not always had the greatest respect or given sufficient attention to the nonprofit world. And given that the business school community was largely responsible for the collapse of the financial markets several years ago, I therefore approach this talk on leadership with due humility. Do not believe everything I say because our track record the past couple of years has not been exceptional.

I will confirm what the gracious lady said by saying that when I heard that I was going to speak about value-led leadership, my view was that all leadership is based on values, some values explicit, some values implicit; but since there's no such thing as leadership that is not value-based, of what point is there my speaking on value-based leadership? I therefore decided that I would just speak on leadership as I see it. I would not try to redefine leadership, as I have been asked to do, because my view is that the basic principles of leadership over thousands of years have not fundamentally changed. And when I read about the great leaders of Rome or in China or great Islamic leaders in Nigeria or the great business titans of the United States or the great social leaders, the basic principles that they have enunciated as having guided them have been more or less similar. There are certain timeless issues that come up whenever you talk about or discuss the issue of leadership. So, I will not therefore redefine leadership, but I will simply instead try to extract from my own experience some aspects of leadership that I want to lay before you and that I hope you will find interesting and hopefully thoughtful.

Leadership is clearly crucial if you examine the differences or the performances between various countries, whether you compare Singapore with Nigeria, you compare Brazil with Mexico, you compare the United States with the Soviet Union, you compare organizations, you compare universities, you compare hospitals — you keep going back to the same issue over and over again: that what explains the success of one as opposed to the failure of the other is leadership. So, I believe that we are focusing on the right thing in talking about leadership today.

I have tried to distill my experience into six main categories, and I'm not trying to write a new book. I'm sure you've all heard of the book 48 Laws of Power. This is not intended to be Hakeem's Six Laws of Leadership. But, that said, I've tried to make it concise and identify six key points that I believe are fundamental to great or good leadership.

The first, for me, is what I would describe as the driving dream. All great leaders start with a driving dream. And in this respect, I think I echo Sally when she talked about leadership being passionate. I talk about not just a dream but about a driving dream; that is, something that makes you wake up every day and say to yourself, This is what I must do. This is what I want to do. This is what I cannot live without doing. And I talk about a dream as something different from a goal or a mission statement, well-crafted by the corporate affairs department of your company. It is something that is exciting. It is something that lifts you up, and it's something that answers the old saying, Some people ask the question "Why?" I dream of things that never were and ask, "Why not?" That is what your dream must encapsulate. And all great leaders, whether it's in small companies or in hospitals, start with that driving dream.

There are three things that often go wrong with these dreams, and I would like to share with you my view of them. One, for many people and for leaders who do not get to the stage of being great leaders, their dreams are far too personal. A driving dream must be a dream of something that goes beyond the individual. It is linked to the community, and it's linked to something larger than the specific individual. For too many your dreams simply should not or cannot be: I simply wish to get to the top of the organization I'm in. And then I'm satisfied, and then I ask the question, "What do I do next?" That is clearly not a dream. It must be a dream that you truly feel, not something that you simply mouth. But great leaders have that passion, and you feel it in them when they talk about their dream. If anything, I would say that for most of my life, if I have a criticism of many leaders, it is that their dreams have not been ambitious enough; that is, that their concept of the limits of what is possible, in fact, has been far more modest than it ought to have been. So, I talk a lot, I believe a lot, in a grand driving dream as the first prerequisite of leadership.

The second is the recognition that all great leaders require and succeed only with great core teams and that whenever you look at a person you think, He's an awfully great leader; with him or her is a group of people with complementary talents, with skills many of which he or she does not possess and that forms the team that delivers success. All great leaders have teams with whom they collaborate, which are diverse, which are multi-talented. And given the complexity of the problems that we have right now, the days in which you had a single leader operating by himself are gone. The leader's second great requirement is the formation of that outstanding team.

The third aspect that I have found crucial in my experience comes to the issue of communication — and that is great leaders need to be able to tell in very simple terms a story about the past that unifies those that they hope to lead, that explains to people what the requirements of the present are and can therefore tell them in simple and very clear and catchy terms where they need to go. Absent that communication, absent that simply told story, elements of the story often are missed, but that does not make them any less powerful or any less important. Some leaders — and I don't think this is the occasion to start mentioning names — who have been outstanding technocrats have failed because of that inability to communicate a story that binds, a story that brings people together. In Africa, where I come from, part of that storytelling, which is so crucial, is a story that explains why our religious, our ethnic and our gender differences are not fundamental and why, in fact, there is more that unites us than divides us.

The fourth aspect for me is that great leadership demands that you be able to outline those day-to-day concrete steps that you need to take today, that will allow you to reach or to get to the dream that you have elaborated to your public. These are answers to the question, What is to be done? And these often require difficult compromises. Without the concrete steps that you need to take, there is the ever-present danger that your dream ends up just as a dream and nothing else. Great leaders have this ability to put together the concrete steps while at the same time never letting go of the bigger dream that supports or that makes sense of those concrete steps. Sometimes many of these concrete steps are difficult. What comes to mind is a saying of an old English writer, part comedian, Oscar Wilde, who often said, "It may be true that we are walking in a gutter, but some of us still have our eyes on the sun."

The fifth is a psychological requirement, and that is that leadership requires not so much a sense of who the person is but let me just say a sense of psychological security; that is, that he or she has a sense of himself, that he or she is not completely driven by ego, that because the goals and the dreams that they pursue and they wish others to pursue with them are more important than themselves as individuals, that they let go of those egotistical aspects and keep their minds firmly focused on the prize. A sense of security, which means an ability to listen to criticism and at the same time an ability to laugh at yourself from time to time, I think is healthy, especially in these days in which, I would say, some leaders, frankly speaking, need their heads examined.

Finally, I would say that all the great leadership examples that I've come across have had a certain boldness, a certain inner confidence. The best expression I can think of that describes it is a Spanish expression. I will not impose my Spanish on you, but I'll simply translate it into English, and it's the phrase *lucid daring* — *lucid daring*, that is, to dare but not to dare thoughtlessly, but still to

dare. All leaders need this quality because leadership involves working with a group of people through what I think is best described as the fog of uncertainty. It is never the case that you will be able to see the path from beginning to end. I particularly enjoyed Darren Walker's speech before this because he accepted and admitted that there was no clear path that saw Mandela becoming president of South Africa. There was no clear path that could see from China's Red Guard to where China is today. There was no clear path back in the sixties that saw a woman prime minister of Great Britain. But nonetheless great leadership means that in that fog, when all is not clear, you move forward, confident that you can tackle whatever problem comes before you.

These six qualities or these six points for me stand at the very center of leadership. When I look back, again, at my own life, I often ask the question, How are leaders created? How are they developed? I have only the following to say to you: by education, by example and by early experience. It's entirely a coincidence that they all start with e — so this was no attempt by me whatsoever to try to come up with something catchy — but, education, example and early experience. All of us have young ones around us; in some cases they may be children, in some cases they may be students and in some cases they may be younger people in the firms that we work in whom we mentor. The education that you impart to them, the example that you give them and the experience that you also give them will determine whether they in later life will be great leaders. All of us therefore have that responsibility to do our very best because great nations, great companies, great institutions are not created by one overwhelming leader; they are created by a million leaders.

Thank you.

SALLY OSBERG

Thank you so much, Hakeem. They may not be Hakeem's laws, but maybe they should be. Wonderful, lucid, compelling, the dream, the practical steps — I think you've really given us a lot of good food for thought. But let's bring our other panelists up here now.

Peter Eigen, who is the founder of Transparency International has been working for decades in the areas of governance and transparency, one of the real forces in the social sector, and is chair of the Advisory Council at Transparency International today. Thank you so much for being here.

Fred Swaniker is the founder of the African Leadership Academy, about which he'll tell us more, and is absolutely committed to bringing forward the talent in Africa to lead its nations and its continent forward in the twenty-first century. Wonderful to have you here, as well, Fred.

We're going to proceed with a conversation rather than with seriatim statements from each of the panelists. And the first question is really designed to speak to that. I forget whether it was the third law of communication — but the ability to tell stories. I have a friend who referred to social entrepreneurs once as human tipping points, to get at the idea that they are actually trying to tip the world and the systems into a far better direction. But before one actually responds to that imperative, to that call to lead, one has his or her own personal tipping point. So, I would like to ask each of the panelists to recall that moment when she or he, he in this case, realized that he had to answer the call. If not me, who? If not now, when? Maybe you would start us off, Peter?

PETER EIGEN

If I talk about my case of leadership, which relates mainly to the founding of Transparency International, the roots of my story began in Nairobi, when I was the director of the World Bank for East Africa. I noticed that everything the Africans were trying to do, everything we at the World Bank were trying to do, was undermined through corruption, through large-scale systematic corruption of the decision makers in Africa and mainly by companies coming from Germany, from France, from the UK, from Canada, from Japan. I must say, the US also had a few corrupt companies, even though they had to face the Foreign Corrupt Practices Act of 1977, which made foreign bribery for American citizens and companies a crime.

In contrast, what I find out later, in most other rich exporting countries - in Germany, for instance - foreign bribery was allowed; they even gave tax write-offs for bribes paid abroad. So, I wanted to do something about it. I said, "We have to have a systematic approach at the World Bank to not only protect our own projects against corruption but also to protect the people of Africa against this unholy alliance between promoters from the North, who are trying through corruption to get contracts for bad projects and so on, and a local corrupt power elite." Therefore, I started to design a program to achieve this. I started to assemble a few people in a task force within the World Bank to develop this kind of systemic response to corruption. But I suddenly got a memorandum from the World Bank, which said, "You are not allowed to do this. This is not our policy. This is meddling in the internal affairs of our countries, and therefore you have to stop that immediately." Therefore I said, "I'll do it after office hours." And after 5:00 I fought corruption because I'm an employee of the World Bank but also a citizen of the world.

Very soon thereafter I got a memorandum from the president of the World Bank, who said, "What you're doing there is silly. It's unprofessional. It's embarrassing for us. It's illegal. As long as you are director at the World Bank, you are not allowed to do this." What a difference, you know, from the position of the World Bank

today, which we heard yesterday from Sanjay [Pradhan] and today from Jim [Yong] Kim. That was the situation in 1990, and I had to leave the World Bank if I wanted to continue this work. That formed in me this idea — I think you [Hakeem Belo-Osagie] would call it a “burning dream” — a dream to do something about it. It was partly idealism. It was partly also a sense of gamesmanship that I didn’t want to accept this kind of thing. And that’s how my path toward advocacy in the NGO [non-governmental organization] sector started.

SALLY OSBERG

Spectacular tipping point. Thank you. Fred?

FRED SWANIKER

Sally, as I think about this question, I reflect back on a quote that I once heard from Mark Twain that says, “There are two important days in your life: The first is the day you’re born, and the second is the day you find out why.” In my case that day occurred about 11 years ago, actually, not too far from here. At the time I was at the Stanford Business School, and I was doing my MBA [master of business administration degree]. I’d just come back from a summer internship in Nigeria, and I was reflecting on the experience. There were two things that confounded me, and I just couldn’t figure out why they were the way they were.

The first was how a country with so many resources — naturally having billions of dollars of oil flowing through for many decades and a population of 150 million — how could that country be so poor and without infrastructure and healthcare and everything? I couldn’t understand what was going on. It became clear to me as I thought about that question more that, you know, it really had been a failure of leadership at the highest and utmost level that caused the situation in Nigeria. That was something that was in the back of my mind.

The second experience I had had, again, during that summer internship, was I had met several families in Nigeria who were making huge sacrifices to send their children to schools abroad. Some of them were paying \$50,000 to \$60,000 a year to send their children from the age of 12 to schools in the UK. So, I was thinking, Why are they making such big sacrifices to send their children abroad? Why don’t we have schools of enough quality in Africa that can give them this alternative? As I thought about this more, I realized that perhaps what I needed to do is help address these two issues. Why not build a school that could provide more — that would actually keep our young leaders in the country? Not just any school for education but really something that would solve a bigger problem. And this issue of leadership had become clear to me, that it was the single biggest problem we needed to address, not just in Nigeria, but in Africa.

The other thing, as I look back on my life, is I had grown up in different countries in Africa, and my family had been involved in starting several

educational institutions across different generations. I thought perhaps all of these experiences had been preparing me to do this and that this is what I could devote my life to: building institutions that could develop better leaders for Africa, and we could really help transform the continent. So, that's what began my journey, and that's what I've spent the past 10 years of my life doing.

SALLY OSBERG

Fantastic. What a story. What a journey. What promise. Hakeem, when did your driving dream become so driving that you had to pursue it?

HAKEEM BELO-OSAGIE

I have to first of all compliment you, Fred, because your driving dream definitely came 10 to 15 years earlier than Peter's and mine. That is a testimony to how far you have come at such a young age, and I praise and compliment you for it.

For me it came in the late eighties, I think. I was in my late thirties then. I'd had a comfortable life in the oil business. I was in one of those very nice situations in which you find yourself being paid large amounts of money for giving advice that seems to you very simple and very obvious. I just had this feeling that that was not enough. A couple of friends whom I spoke to at the time said, "Keem, you're saying that because that cash has not been cut off. When it gets cut off, you will appreciate this." But I felt very much that we were in the middle of a military regime. A lot of people, young people such as myself, kept saying that there are no opportunities to make changes, so I got together with a group of young people like myself and said, "If we can't change the political system of Nigeria, why don't we take a major institution that we can get ahold of and make fundamental changes in that institution? The example of the changes that we make will reverberate and will set an example that affects many other institutions." I felt that in confronting that institution, trying to change it, we would be confronting the basic political, economic and social problems of Nigeria. I wanted that we do it with a group of people who were all under 40, men and women, cutting across all the ethnic groups.

The opportunity that came was when they were selling some state-owned banks in Nigeria. I barely passed my accounting course at business school, and I hated finance, so frankly speaking there was no reason why I should have picked it, but that was the opportunity that was there, and I was driven by the challenge of reforming that institution. We got into the middle of the reform program, and then it hit me for the first time that once you try to effect reform, you get enormous pushback from all of those people who are affected by it. And after that I put on my desk a little saying by [Niccolò] Machiavelli: "There is nothing more difficult to carry out nor more doubtful of success nor more dangerous to

handle than to initiate a new order of things; for the reformer has enemies in all those who profit by the old order, and only lukewarm defenders in all those who would profit by the new order.”

My tipping point came at the point at which the unions had taken over my head office and locked me out. I was under investigation by the military government. My plans for computerization had been stopped on the grounds that it was going to cause unemployment and the bank was losing money. And I woke up one day and said to myself, Maybe that easy money is not such a bad idea as I thought. But I pressed on, motivated I think by one of the things that you [Sally] said, which was you decide you're going to go into reform and then you ask yourself the question, If not me, who? If not now, when? And you ask yourself, If you come from a privileged background, if you have a great education, surely it is on people like you that the burden of this struggle must be borne? That was my tipping point, and I'm happy that I went ahead and did not turn back, but I will be honest and tell you it was a close one thing.

SALLY OSBERG

I think you are seeing here exemplars of what we at the Skoll Foundation call social entrepreneurship. These are people who have identified a system that needs to be changed. They are not working on the margins. They're working to disrupt, right what's wrong and change the whole game.

Picking up on one point you said about the pushback, that's one of the realities when you are involved in systems change. Gandhi said, “First they ignore you, then they mock you, then they fight you and then you win.”

**LEARNING ABOUT LEARNING: IN CONVERSATION
WITH ROBERT GALLUCCI AND REETA ROY**



Robert Gallucci

THURSDAY, APRIL 24

ROBERT GALLUCCI, President, John D. and Catherine T. MacArthur Foundation

REETA ROY, President and CEO, The MasterCard Foundation

Moderator: **JANE WALES**

JANE WALES

Tonight we owe this lovely dinner to the MacArthur Foundation and The MasterCard Foundation, so please give a toast to Bob and Reeta.

I just wanted to check in for a second. How did you guys like hearing from Darren Walker today? He's a rock star! Darren threw down the gauntlet and said, "We're not all that good in philanthropy when it comes to collaboration. We've got a ways to go." And Bob and Reeta were apparently anticipating this two years ago and came fully prepared. They've been engaged in a really fascinating collaboration when it comes to secondary school education in the developing world. It's been filled with learnings and successes and new plans ahead, so before we start the conversation with both Bob and Reeta to talk about this very deep collaboration, not just between them but with several other organizations, we're going to see a very quick film about it and then invite them to the stage. [Video Plays]

So, come on up and join us. The two foundations today announced \$15 million in grants to this initiative [Partnership to Strengthen Innovation and Practice in Secondary Education] and an additional \$13 million for the year ahead to look at both quality and relevance of secondary school education. It was quite a good day! Yes, a good day.

So, Reeta, would you just open by saying a word about how this partnership came about. How did you come together?

REETA ROY

It's all Bob's fault. Both of our foundations are part of a gathering called Global Compact on Learning, which is supported by the Brookings Institution. It was an opportunity for us to connect with different funders who are very interested in education, and both of us expressed an interest in secondary education. At some point during the time I think when your colleagues were developing a secondary education strategy, you came by and visited us up in cold Toronto, but beautiful Toronto, and floated the idea: Could we do something together? And it sounded like We could do something together. Let's try something. So that something, which began very organically, has now morphed into this fantastic partnership.

JANE WALES

Before we get to talking about what you've learned about learning, what have you learned about collaboration?

ROBERT GALLUCCI

First of all, that if you're going to go to cold Toronto, it's good to be going from warm Chicago.

I think the very first thing is that goals align. It doesn't mean they're identical and, indeed, actually, they're not — and I think we probably have more emphasis on girls than you do. I think, certainly, in terms of geographic area, we're in different areas: Reeta's foundation is much more in East Africa. We were really newbies in East Africa. We have offices in Nigeria and India but not really in East Africa. We wanted to work there, but we knew we could learn a lot from MasterCard there. I think that the staffs worked so well together. It's been just incredible.

REETA ROY

Absolutely.

ROBERT GALLUCCI

There's a plus to collaboration in philanthropy, and that is that we're in a non-competitive environment, which I don't think we recognize enough when we're talking about why things work or not. I think that after you get finished with these very rational propositions, it is still true. I don't know if you recently heard one of our colleagues, Larry Kramer, talk about why collaboration doesn't happen more often, and it was a very nice piece he did. Larry is president of the Hewlett Foundation. There are generally inhibitions because it's "harder" — quote — to work with others than to just do it yourself. I think it was by taking on something as big as secondary education for the most deprived people on the planet in Africa and South Asia that we recognized that not only our working together but eventually creating the partnership — drawing in others and then looking to see how we could, as a collective, leverage governments — at the end of the day, needed to be part of any reasonable strategy to address secondary education. So, I think all those things came together, but mostly it's Reeta's fault.

JANE WALES

You and the foundation referred to this whole enterprise as exploratory, that you're in fact developing the knowledge that will then give you the theory of change on which you'll rely, and I'm wondering: I understand that this knowledge will inform your grant making, both of your grant making, and will inform the grantees, but what about others? What about getting that information into the hands of governments, for example? As you say, they are key players in this, but also in the hands of other philanthropists who have similar goals?

ROBERT GALLUCCI

First of all, the learning — if I can just put a plug in for assessment and evaluation that that learning is going to come from — probably the best of it is going to come from a concentrated effort to learn from what you're doing; and it isn't just going to spill out as a result of an NGO [non-governmental organization] doing its job in a particular school. So, you need a designed assessment of individual activities of NGOs, a designed evaluation of the impact of full programs in which you have a feedback loop that's pretty tight so that, in time, you're immediately trying to get the outcomes and understand what's working in a particular geographic area, what's working in a certain circumstance. The Pratham case is a very special case for intervention, but that is designed particularly for that case, not one that you necessarily pick up and put someplace else. I think that the learning you're talking about first comes because you have the assessment and the evaluations in place and you have a method of sharing that information with each other and then, as you said, with those you wish to influence, not least of which is the government.

JANE WALES

We had such a great conversation about leadership earlier in the day, but I wanted you to pick up on that, Reeta, if you would, and talk a little bit about philanthropic leadership and whether part of your job as a leader is to advance field-wide learning.

REETA ROY

Is that a trick question? The answer is absolutely yes. I think that — just to add on to what Bob said a moment ago — leadership in this space is about finding ways to make collaboration a core competency of philanthropy. That's number one, and it's something we don't see often enough. It takes working with others who share similar values, who are also driven by the same vision; and it takes creating the environment for our teams to work together and to have some license to experiment and to try new things. So, this process has been somewhat organic from the get-go, but as we grow, as we expand the network of both partners as well as other funders, we'll be experimenting with new ways of learning and leading. This enterprise is absolutely designed from the outset to generate evidence — evidence that is shockingly missing in terms of what works in secondary education, how teachers learn, how teachers can be effective, how we deploy technology and how we make curricula absolutely relevant to what's available in the marketplace so that young people can transition with ease to jobs or to create jobs of their own, to create their own livelihoods.

The other piece around leadership is that leadership needs to occur at all levels. It's not just at the foundations. It's within the partners — the organizations — which are absolutely on the front line, and it's leadership that is going to

really listen. To take something Kennedy Odede said the other day, “It’s about listening.” It’s about listening to, certainly, our partners — the organizations doing the work — but it’s also listening to young people, in this case, and listening to young women and what they want and how they wish to learn. It’s listening to teachers, who have this incredible responsibility to educate the next generation. I think that that’s the leadership.

JANE WALES

We’re going to hear from Gro Brundtland tomorrow, who is among the elders, and they often talk about leadership being about having a listening ear.

So, Bob, you are making some assumptions about how secondary school education outcomes might affect other areas of interest, like health, like equity, like, obviously, preparation for employment; but what are the assumptions that you are making about how secondary education interacts with various development goals?

ROBERT GALLUCCI

I think you could come to a conclusion that secondary education is a good thing in lots of different ways. But I have been struck since I entered the world of philanthropy five years ago and tried to think in a more organized way about political and economic development that there were contending models for how one can promote this, how it is achieved, why this happens in some regions and not in others, in some countries and not in others. And there are lots of candidates for the single, independent variable, none of which is particularly appealing to me right at this moment. But what is appealing is finding things that are definitely antecedent to other things, that are definitely drivers. And I’m persuaded that education is one such thing.

We heard at the very beginning of the film that we’ve had a lot of success internationally in these areas with primary education. If we want to have more success, I would argue, in political and economic development, we must move on to secondary education. So, one basic connection is the fundamental one of the developing world, whether it’s Africa or South Asia, of getting more children, young people, who should be in secondary education, in secondary education for the good of the economy — that’s one. That is wholly apart from the ethical reasons for giving individuals life choices, as Reeta was suggesting, that are much greater than they have now. We have had for a long time — long before I went to the foundation — a program aimed at reducing maternal mortality. There is such a direct connection between every single year that you can keep a girl in secondary education and the age of marriage, the age of first child, the number of children and then the life choices that the woman has to contribute

to the economic and political development of the society. The connections are well-documented, they are clear and they give us every reason to put resources against this problem.

JANE WALES

So, this is an issue area that actually touches on almost every aspect of your international grant making right now.

ROBERT GALLUCCI

Absolutely.

JANE WALES

Yes, so it's sort of a connector of them all. The focus is Africa. The focus is South Asia. Are the data particularly bad when it comes to girls moving from primary to secondary education? Is that where you're seeing that drop-off, that next step not occurring, and why?

REETA ROY

Without question in sub-Saharan Africa, if you were to compare that region to other regions of the world, it absolutely lags not just in terms of secondary education but also in higher education. What is shocking and surprising is how much we don't know. I mean, we know that education is good and so we're not here to prove that experiment. That's been done. But we're not clear, or evidence is weak, about what really works in the classroom, what works outside the classroom. We're not sure. We're unclear about interventions around technology, incentives for teachers, how best to engage students, the different forms of learning — that's the evidence that we're seeking to build. One of the exciting things about the partnership is from the outset we also engaged results for development to partner with us and with all the organizations that are participating in this initiative to help us map out What are the learning questions? Where does evidence exist, and where do we need to create new evidence? What are the gaps we need to fill? So, that's part of the journey.

JANE WALES

I know you also work with J-PAL [Abdul Latif Jameel Poverty Action Lab] a bit — Rachel Glennerster is here — and one of the many useful things the Poverty Action Lab does is identify those places where we think we know something but we really don't. So, I can imagine that that relationship helps you tee up some questions where we've got assumptions. Actually, you referred to curriculum, for example. I think one of the things they say is, "We're not quite sure which curriculums make a difference."

ROBERT GALLUCCI

Yes, the substance of the intervention — I mean, having the children and young people in school where that can happen — has got to be a good thing for a variety of reasons; but the character of the intervention, the educational intervention, is another matter. It's relevance to jobs, as both made that point, is important. But what actually works? I mean, in the domestic American context, at MacArthur we have a program aimed at digital media and learning, which we think is pretty relevant to our context, but I wouldn't have reason at this moment to suspect that it can be transported directly to one or another of the contexts that we're thinking about right here in this conversation. So, we do, as you suggest, need to find out what works and what doesn't. The gold standard for lots of people is the RCT — the randomized control trial — and, yes, when that's the right thing to do and it can be done properly, I'm prepared to believe it ought to be done. That can't always be done, and we need alternatives to that to do assessments and evaluations; but I absolutely agree that that gives you a unique insight into what works.

JANE WALES

The film referred to the Pratham grant, so I just wanted to get sense of that particular grant and what you're learning from it.

ROBERT GALLUCCI

The first thing I want to say, again, is that I think probably, in almost every context, getting the child to go to school has a special pay-off in terms of delivering a curriculum and a social pay-off as well. But in the Pratham case, we're talking about the girls who have dropped out and girls who cannot be sent to school for a variety of reasons. The model that you want to have in other places is not going to work. Rather than abandoning those girls, you look for another model. This one has the teacher go to the village in an organized sort of way and deliver the curriculum. I think the initial indications are that it's a successful way of proceeding.

JANE WALES

I also wanted to ask you, Reeta, what we're learning about various kinds of teacher-training initiatives, particularly the child-centered approach. I think some of the grants touched on that.

REETA ROY

Yes, in fact one of the organizations featured in the little film just a moment ago is GESCI — the Global e-Schools and Communities Initiative. We are very, very excited to work with this organization. Fundamentally, it's trying to understand how we can make teachers more effective in the classroom but without

removing them from the classroom. How do we bring training that's cost-effective, that is real-time, that is going to give them feedback directly? This engages teachers in using technology, computers, accessing information off the Internet to make their curricula and their classroom materials much more engaging for young people. I was talking to Esther [Mwiyeria], who is in the film, and she explained how they're looking at change in the classroom. Certainly, at the end of the day, it's all about outcomes: What are children learning? But how do you actually document that change that's happening? She explained two or three of the levels of how we're investigating and measuring and documenting change.

First was simply: What does the school administration think? How are they supporting this initiative? And it can be as simple as the school administrator saying, "You know what? We don't have enough electrical sockets in a particular room for computers to be plugged in. We need to by airtime. We should invest in modems." These seem so simple, and yet at the same time they form part of the evidence base of how change is occurring.

The second one is very, very simple. It touched my heart. She said, "We have teachers who are absolutely terrified of technology because it's something they haven't encountered." And by the end of the training with master trainers for these teachers, they're actually downloading material from the web, and they could be teaching a class on pollination where they are illustrating how that takes place and engaging young people.

And, most importantly, because most of this is done around science and technology and math, it's the young children, the children themselves. How engaged are they? Are they asking questions, and are they learning?

JANE WALES

One of the things that I think we all have an opinion on but we don't really know what we're talking about — at least in my case I don't know what I'm talking about — is the role of families and communities. We have a deep sense that it must be that families and communities are really essential to the learning process and the role that they play, but do we understand more than that? Have any of your grants tested some of the questions about their role?

ROBERT GALLUCCI

I think to some degree the answer is yes. We had — the audience should know — a division of labor when we prepared for this session, and any hard question would go to Reeta and I would get the others, so this to me is a hard question.

REETA ROY

I'm right here, Bob.

ROBERT GALLUCCI

I'm counting on that.

I'll think of an easy way to answer a hard question. In certain communities, one, there's a special concern about girls' vulnerability when they travel anywhere. Second, there's just a lack of interest in the education of the girl child, if it is, as the film correctly pointed out, a cost factor and there are boy children; so, those kinds of factors, certainly, are teased out in some of the interventions that we're looking at. And overall, the importance of getting the family and the parents completely committed to the education of kids beyond the primary level, and if it's a girl particularly through the secondary level, is part of the challenge of the whole mission of girls' secondary education.

And now I defer to Reeta.

JANE WALES

Reeta, would you like to pick up?

REETA ROY

Sure. Why not? I'll take a stab at it.

One of the exciting parts about this partnership is the ability to facilitate learning across the world and especially what we would call South-South learning. One of the projects is working with an organization called the International Center for Child Development, and they have been very successful in India in mobilizing communities to enable girls to go to school. We're bringing them to Kenya to share what they have learned in terms of helping engage communities. This is not just parents. It's about schoolteachers. It's about religious leaders in the community to actually identify the barriers and then to help them articulate what could be the solutions, so that type of learning. It gets to families, but it also gets to the community.

JANE WALES

Yes, and I think there's a Population Council grant that relates a little bit to parental involvement, too. And what's fascinating is it's not only possible to have South-South learning but also...

REETA ROY

Across the board.

JANE WALES

...across the board. Absolutely.

I wanted to bring it back to the whole idea of education that's relevant to the workplace of the future and get a sense of to what degree are you looking at vocational education. What is the world you are preparing these boys and girls for? But it's primarily girls, I take it, and perhaps you need to correct me on that. Am I right in thinking it's boys and girls?

REETA ROY

It is boys and girls. Yes. But we obviously want to create space for girls. The hurdles are higher.

JANE WALES

Is it vocational education, but as general matter, what are you preparing them for? What is the skill set you're finding they need to have? Do they need to be highly agile, in which case they need a pretty broad educational background? Or do you need to think in terms of specific skills?

REETA ROY

I think it's a combination of several things. In the sphere of vocational education, we like to think of supply and demand; and our world is focused so much on supply we fail to ask, What does the marketplace really want? What do employers need? And how do we engage employers in creating the curricula that is relevant so that young people actually are studying something that will result in a marketable skill, will result in increased job opportunities? So, one of the projects that was part of the grants that were announced today is with the Education Development Center for a project in Tanzania, a center that is going to look at vocational education — engaging employers, engaging schools but also helping them answer these questions. What do young people need to learn? How do we bring in experiential learning into the classroom? And how do we send young people out into the community so that they can identify opportunities, understand what it's like to be in a workplace?

JANE WALES

In that process have there been any large surprises? Has your team come to you and said, "Look, we got this result; it's completely counterintuitive"? Or, by and large, are you finding that the hypothesis you have is being reinforced?

ROBERT GALLUCCI

Two points on the question, which is, in a way, odd. I understand why you asked it the way you did, about what we're aiming for in terms of the educational outcome: Is this vocational training or is it a college-prep course? Whatever. But what occurs to me, since we work in K-12 education in the United States, is that you could ask that question right now with equal force about what we ought

to be doing in Chicago public schools or anybody else's public schools in the United States. What are the job skills, if that's what we ought to be preparing for? I mean, there's a theory out there that what has happened to the middle class in the United States has something to do with the absence of a certain kind of job; certain kinds of needs have changed, and we're trying to figure out at the college, the community college and the high school level what we ought to be doing. That's just context so that when you ask us the question of what we are trying to accomplish, I would say we're looking to — this phrase, I'm afraid, is overused now, a hockey metaphor, but you know...

REETA ROY

No.

ROBERT GALLUCCI

...the Wayne Gretzky quote: "Skate not to where the puck is but where it's going." Can we anticipate what skills are going to be needed when these girls come out or the next generation comes out? Is it possible that our intervention as we design it for a variety of challenges in this world of Sub-Saharan Africa and South Asia can also be designed to anticipate what kind of jobs are going to be there in their community? Very hard but very desirable at the same time, and I don't think for a minute that we would be excluding the idea that we're going to be in some cases preparing these students for college education, tertiary education, as well. So, I think the answer is yes — all of the above — but the character of the problem is the same kind of problem that we face outside of that very challenging educational environment.

JANE WALES

And we tend to argue that what is needed are the critical-thinking skills because the whole point is you want to teach people how to learn.

ROBERT GALLUCCI

Right.

REETA ROY

Absolutely.

JANE WALES

There's an assumption that they're going to have to learn something new every three years. In fact, Tom Friedman wrote about that this year: How to get a job at Google, in essence. You've got to know how to do a call center one week

and read an MRI [magnetic resonance imaging scan] the next, or it was something like that. And it does seem to me that this is one of the challenges of what you're doing.

REETA ROY

One of the things we should add — or, Bob, if you agree or disagree — is we don't know if everything is going to work, so this is the whole notion of experimentation and innovation. And I don't know if we'll have a high failure rate or maybe not high enough, and that's part of the whole enterprise to try something else.

JANE WALES

Success will be learning — that's the whole point.

ROBERT GALLUCCI

And on a good day, failure will be learning.

JANE WALES

That's right. That's absolutely right.

REDEFINING VALUE



(From Left to Right) Aron Cramer, Bruce McNamer, Clara Miller, Frederic Sicre, and Patrick Dupuis

FRIDAY, APRIL 25

PATRICK DUPUIS, CFO, PayPal

BRUCE MCNAMER, Head of Global Philanthropy and CEO,
JPMorgan Chase Foundation

CLARA MILLER, President, F.B. Heron Foundation

FREDERIC SICRE, Managing Director, The Abraaj Group

Moderator: **ARON CRAMER**, CEO, BSR

ARON CRAMER

I'm Aron Cramer. I head BSR. We're a nonprofit network of about 250 businesses focused on sustainability, working with the companies in our membership and a wide range of partners. I'm delighted to be moderating a session with four terrific speakers this morning and am delighted to see all the energy in the room. I think you're aware of what the topic is this morning. We're talking about how we can leverage private-sector activity and working across different communities to create the kinds of sustainable economic and social value that will work us toward the goal of shared prosperity among the 9 billion people who will be living on our planet by the middle of the century. So, big task, big goal, but very exciting and ultimately, really, I think the great challenge of the twenty-first century.

Before we get into it, just an anecdote that illustrates how this plays out, and then I'll introduce our speakers. I was in London earlier this week at a meeting about clean cookstoves, a topic that a lot of people I think are aware of. It was one of those times when you went around and listened to people you lost sight of the fact, or you couldn't tell, who was coming from big corporate, who was coming from government, who was coming from civil society. The perspectives were shared. They were diverse. And that's exactly the kind of thinking that we need. If you think about that issue, the question can be posed: Is this about the environment? Well, yes because changing the way people cook reduces carbon in the atmosphere. Is this about human health? You bet it is because this kind of carbon in homes is one of the biggest killers on our planet. Is it about economic development? Yes it is because people who don't have to go and collect fuel are much more able to engage in the formal economy. So, I think that story illustrates exactly what we want to talk about this morning.

Let me run ahead and introduce my colleagues up here. Starting at my far left, Patrick Dupuis is the CFO [chief financial officer] of PayPal, a company that many of you know quite well and undoubtedly use. Patrick joined PayPal, as he says, in his quest to understand the social and economic imperatives that

shape the way that people in different cultures shop, save and spend. It really is redefining the very modalities of commerce — very, very exciting work in a very, very dynamic company.

Bruce McNamer, to my immediate left, I've known for some years. Bruce is the head of Global Philanthropy and also is the CEO [chief executive officer] of the JPMorgan Chase Foundation. Bruce comes to this role with a broad range of experience in the public, private and philanthropic sectors. Just prior to joining JPMorgan Chase, he was the president and CEO of Technoserve and was also a White House Fellow. So, mister trisector, right here. Welcome, Bruce.

Clara Miller is the president of the F.B. Heron Foundation in New York. Heron many of you, again, may well know. It has been a real pioneer in looking at how a foundation can use its assets not only through grant making but also through investments to achieve broader social purposes. Clara, prior to joining Heron, was the founding president and CEO of the Nonprofit Finance Fund, a great organization that provides both financing and direct counsel to nonprofits.

Finally, Frederic Sicre, second from the right as you're looking up here, is managing director of The Abraaj Group, a very dynamic private equity firm. Fred spearheads the Abraaj strategic and stakeholder engagement track of the firm, the platform from which Abraaj works with a wide range of leaders from all different sectors; and at Abraaj he drives business development but also stakeholder relations.

So, we'll be talking a lot about hybrid organizations. I think we've got some leaders here who are very, very well-stuck into this notion of hybrid leadership and hybrid organizations. So, we're going to talk about how the private sector can drive different kinds of social and economic value. I'd like to throw out a question here and, Patrick, maybe I'll start with you and we'll go from my left to right. Why is this idea getting so much traction right now, and how has PayPal changed and evolved to meet this moment that we're here to talk about?

PATRICK DUPUIS

First of all, thank you very much for having us here today. This is fascinating, and I come from 30 years in business, 20 of them at GE [General Electric]. I happen to be in a company now where, as we were preparing for this panel, I realized I was very blessed to be able to be a CFO every day, but my success indicators are fundamentally the same ones you would have. We measure ourselves in terms of the health of our network and the participation of people in the global economy, so I guess it feels like at no other time in human history have people been more empowered. We have a theme, and I have a theme, that can relate to my entire life, which is that good things happen when people are empowered

and they are given access and they are connected. At eBay and PayPal, we call it “powering people” and “connected commerce.” So, I think we’re talking about all of this because it’s almost impossible today to ignore the power of individuals, and people understand. They know what’s going on. People are losing patience with siloed thinking and with being told that from 8:00 to 5:00 they are just a corporate person and from 5:00 to 8:00 they are a family person and in the voting booth they are a citizen.

ARON CRAMER

What about between 9:00 and 12:00?

PATRICK DUPUIS

Just sleep a little. So, that’s it. I think it’s a time when the full power of information and access is coming to fruition — real democracy at its best — and we are not equipped for this.

ARON CRAMER

I think you make a hugely important point. It is undeniable that people have more ability to influence outcomes for themselves than ever before, and that is, as many of these things are, a great opportunity but it’s also a challenge for institutions that aren’t used to having empowered individuals engaging in quite the same way, so I hope we’ll get into this theme.

Fred, why now, and how is Abraaj meeting this moment?

FREDERIC SICRE

When I was thinking about how I would answer your question, three words came to my mind. I’ll choose to answer with three words: one is tensions, the second is shifts and the third is convergence. I think we’ve been speaking over the past two days about many of these different shifts and tensions, but just to name a few of them and there are many.

The tensions of our world today are moving from a shareholder approach to a stakeholder approach, moving from short-term thinking to long-term value creation thinking. Our systems are still very much focused in terms of thinking in days rather than decades, whether it’s your electoral systems, whether it’s rating systems, whether it’s all of our markets, and I think there’s an inherent tension there, which is creating a lot of discomfort. Then there is this dual economy that we’re living in: the “want” economy and the “need” economy. How many of us have kids who come to us and say, “I want that new phone,” when their phone is perfectly well and working. We’re all culprits of that. And there’s this want economy that is living right next door to this need economy, where people are

underprivileged, are aspiring to better lives, are aspiring to a better future for their kids. Technology is making these two worlds live right next to each other, and that is creating a big source of tension.

A few shifts: I think there's been a shift from the boardroom to the consumer. That's where the power is also very much moving to. There's a shift from developed countries to what many of you call emerging markets. We call them global growth markets. We think these markets have emerged and it's a bit patronizing calling them emerging markets. In fact, some countries in Europe are probably emerging markets rather than the ones that we're operating in.

ARON CRAMER

It may be that we have dynamic markets and static markets, which flips things.

FREDERIC SICRE

Or submerged markets. There was mention yesterday of this shift about urbanization: There's the equivalent of seven New York Cities a year of people moving into cities in these markets. That's a huge phenomenon and a new shift. And so on and so on. The technology one — we've all moved from being listeners to being broadcasters. Home used to be where you lay your hat. Where home is today is where the wireless connects automatically. That's just a completely different world that we're living in.

So, convergence, and I'll mention just two. The youth and growth markets are not taking no for an answer anymore, and I think there is a convergence among youth globally that they cannot and will not accept the world that maybe some of us want to provide them as a legacy. The second point of convergence is the agreement that there is a new middle class and a new consumption power that is emerging and if we don't do anything about that, we're going to be living in a world which is going to be just impossible. Think that the Pacific Alliance countries in Latin America are the same size as Brazil today, but they're growing twice as fast. Africa today is of the same size that India was in 2005, but it has a higher GDP [gross domestic product] per capita. There's a whole slew of new consumers that are coming out. It's a great opportunity for many of our businesses, but it's also a huge challenge if we don't change the way we're operating our businesses, so I think that's why we are seeing the moment of now.

ARON CRAMER

I'm feeling very energized to go out and address all of these great challenges. Great tour de raison.

Clara?

CLARA MILLER

Yes, I loved both of those answers. I can't wait to get home and do a needlepoint of "Home, sweet instant internet connection."

FREDERIC SICRE

"Home, sweet Wi-Fi."

CLARA MILLER

I'm going to hang it over the living room sofa.

I agree with everything both Patrick and Fred have said. It's a very exciting time from philanthropy's point of view, a private foundation's point of view. We can't possibly even pretend that if we stay in our own small terrarium we're addressing the kind of urgent and systemic problems that are out there. The notion that philanthropy can somehow address problems on the margin and succeed in making, in actually leveraging, anything without partnering with government, with the private sector, without putting itself into the context of the whole economy is foolhardy. I think we're kidding ourselves, and we're consigning ourselves to a kind of boutique operation of wishful thinking.

The Heron Foundation's mission is to help people in communities help themselves out of poverty. We took stock when I arrived as president three years ago, and I said to myself, I've been on the other side of the grantor/grantee equation too long to utter those 13 words that the field fears most, which are: We have a new president, and we are going to do strategic planning. So, instead we did strategic tapas, and we said, "We're looking at the front pages of the New York Times, and if our mission is to help people in communities help themselves out of poverty, we haven't been doing so well."

Heron has a long and proud tradition of doing impact investing, of investing its assets for mission and of funding some really terrific grassroots organizations. I arrived with this terrific legacy, and we all had to agree — board and staff together — that poverty was worse than it had ever been in US history, and we focus on the US. So, just having said that, we then said, "We need to be engaging with the whole economy." Having access on the margin to an economy that's not creating reliable work for the people we care about, we're saying, "Look, buy homes with debt but not have reliable jobs." This does not lead to a good place. So, to take that systemic look, we said, "OK, all of our assets are investment for mission. We don't have a division between the investment side and the giving side. It's all capital being put into the market in support of our mission." And the reason we did that was because we can't in any way pretend that we don't exist within the real economy and as part of it and connected to it.

ARON CRAMER

Great, thank you. You got some great nervous laughter from the audience with that strategic planning.

CLARA MILLER

I like that.

ARON CRAMER

Yes. Bruce, again, you have worked in all sorts of different sectors, so what's your high-level view of this and the implications for all of us in the room?

BRUCE MCNAMER

Well, Aron, it's a little hard. I would just build on what my colleagues have said and note a couple of other things. One, regarding involvement of the private sector in addressing social problems, some of that is driven by a whole new set of opportunities for private-sector companies to be involved in addressing social problems, whether that's in green technologies or provisional financial services or participating in new markets, where there have heretofore not been many opportunities to actually go in and grow your business. Part of that is just the imperatives of the market that have all existed and kind of expanded a bit more than they used to. I think that's true, too. You can think of those as opportunities for us classically big multinational companies but also on the ground in very poor places; there are more and more private-sector opportunities for people that weren't there before.

You think about what's happened in China in the past decade, with 400 million people emerging from poverty, many by a much more active participation in the private sector. And there are business imperatives that are driving people to actually look at whole new sets of markets in terms of both products and services in different parts of the world. I'd also say there's a greater receptivity and, in fact, requirement for multistakeholder collaboration in addressing big, big, big problems. And multistakeholder — it's no longer enough to have government at the table when addressing certain problems or civil society. It's now increasingly important that it be civil society, government and business gathering around. These problems like global warming, like food insecurity, like a burgeoning youth population — these are global. They require participation of many partners and business increasingly is seen as a necessary partner in those kinds of undertakings.

And I think with that there's a whole lot less mistrust. Darren Walker was talking about this yesterday — the oppositional constructs we have in thinking about, not just addressing, social problems generally. Historically, civil society was on one side and business was on the other. And more and more, I think there's

a welcoming of what business can bring to the table in terms of addressing problems, not just in terms of resources but able to think about efficiency in the allocation of capital and the delivery of services. And there is the realization that many times, if the market opportunity is there, business can be that pathway from a program or a pilot to actually uptake and sustainability of a lot of the solutions that we're trying to engender by coming together. So, I think there's a confluence of things coming together around Yes, private sector has opportunities. Private sector brings something to the dialogue. Private sector is, in fact, a necessary part of addressing social problems that all come together.

ARON CRAMER

Great overview. Let me dive in and throw it open to any of you who want to respond. I think there are a couple of dilemmas that came out in what you're talking about. Patrick, you're absolutely right that more people have more ability to influence their own outcomes than ever before, and yet we have a growing problem about income inequality, not only in the United States but in many parts of the world, including some of the most dynamic growth markets in the world. So, that's one piece. The other is something, Clara, that you mentioned — that it's absolutely crucial to create systemic solutions, and yet we're living in a world where power and information are rapidly decentralizing.

So, how do we pull systems change together at a time when, actually, you can see some islands developing because different groups and individuals have the ability to shape outcomes. How do you deal with those dilemmas?

PATRICK DUPUIS

I'll just start but from a different perspective. This is maybe the toughest question in my mind because I'm listening to what you guys discussed the past few days and to what we're dealing with here. Human nature is pretty selfish, but we're very social by nature. So, we all want to be together. We all want to help each other, but in the end we all measure our success very individually. And I'm sure that, while I'm a pure corporate product, every one of you in this room, however philanthropic you are, you are still very driven by your personal success. That's who we are, so there is a need to accept that, and there is a need for some kind of incentive or reward system or education that gets people to feel as good about winning together as winning individually.

I was lucky enough to grow up in a company, GE, that has a reputation for being very corporate, but I've never since been around so much collaboration as I was there because the main reward was the outcome. We were rewarded for getting to the right outcome, not for getting there alone — best practice. So, there is something to be said. It's not an answer, but I wrestle with this every day as a leader, as a coach. We have a big charity at PayPal, which handles \$7

billion of charity payments per year, and we've had to isolate that unit from the rest of PayPal just to make sure the investment gets protected. There are ways around, and every one of us every day has an opportunity to be a little bit more committed to redefining success. I leave this on the table, and then you guys answer because I don't know how to answer it beyond there is something around how we recognize success. We still recognize success too individually; and if you want to empower people, you need to have that connection so that they feel that they will win better and it will be more rewarding to win for the right impact, not just for the selfish recognition.

ARON CRAMER

Smart incentives drive good outcomes. Anybody else want to dive in? Bruce?

BRUCE MCNAMER

Yes. To build on precisely that and, again, this is all in the realm of slightly theoretical, but wouldn't we love to get there? How do we harness the energy, the productive capacity, the ability to just increase societal wealth that business can bring to the table and augment that to bridge the gap that can arise between the haves and the have-nots? Oftentimes, I think, that can be the role for government and/or philanthropy. I know even at JPMorgan we think about that. The bank is in the business of economic growth. We happen to believe that broader economic growth is a good thing, and part of what we use philanthropy for is to make sure we're building bridges so that we do enable that broad-based growth.

To your point, Fred, I think we're all broadcasters. I missed the early part of the conversation here around Egypt particularly, but I did hear Secretary [Hillary] Clinton earlier talk about her own experience of that. To me that touches on some of the dangers in that, in an age where we can tweet the revolution, what happens to institutions? Are we disintermediating a whole host of the institutions that sometimes do the work and the heavy lifting, whether those are political institutions or civil society institutions? There is risk in that because who, at the end of the day, does the work? I think we'll get to a new equilibrium, but we're not there yet and there is this kind of coming apart — and maybe that's just how systems work and that's how the world evolves — but it's certainly a little worrisome to be in the middle of that.

ARON CRAMER

Danah Boyd, who is a researcher for Microsoft, has written a book called *It's Complicated*, based on her study of teenagers and social media. What she's found is that teenagers are more socially committed than past generations and far less likely to channel that through established institutions. So, that, I think, is a really interesting outcome that speaks to this evolution.

CLARA MILLER

That is interesting. It's a slightly different take, I guess, in that I have this slight war cry at the office, which is Accounting is destiny. I know. I know. Somebody said it to me once: "If accounting is destiny, I'm going to kill myself. I'm going to jump off a bridge and end it." Well, you'll be the first martyr to accounting then. This is really great.

ARON CRAMER

The green eyeshade revolution is here.

CLARA MILLER

Exactly. What we mean by that is that we're looking at our portfolio. We're looking at all of our exposures, whether it's to a public company or to a nonprofit, as part of a continuum of social and financial return, or social and financial performance. And we think you can monitor positive and negative for both in real time as part of what an impact investor looks at — so that you're not pretending that there's this part of the economy that's the bad part and then there's this tiny little part that's weak and is the cleanup crew. In fact, all the things we care so deeply about become part of the core business, and I think both of you have made that point numerous times: part of the core business of a public company or a nonprofit or an institution or a government just as readily. And we are holding ourselves to account with a lot of the new data tools we have in that kind of a situation, rather than pretending that there's this bifurcation where these guys get to do whatever the hell they want, and these small, weak nonprofit organizations are on an ever-increasing number of problems. Heron's hope is that that's the way impact investment works, that's the way we look at the opportunity before us.

ARON CRAMER

Fred, maybe you can dive in and tell how this works in practice at Abraaj and how you've made investments to achieve these kinds of outcomes.

FREDERIC SICRE

I'd be happy to because it started with a very philosophical answer here and moved to the practice. I totally agree with what Clara said, but to be maybe somewhat provocative and with full respect to Bruce and some of you here in the hall, I would submit that if we succeed in embedding into our businesses this approach of financial and social returns being balanced out, Bruce should be out of a job in five to 10 years because corporates should no longer need to have foundations. It should be embedded into their businesses in terms of what they're doing.

ARON CRAMER

Bruce will be circulating his CV [curriculum vitae] after.

CLARA MILLER

You can come work for us.

BRUCE MCNAMER

Better.

FREDERIC SICRE

I'm sorry, Bruce, but that's why we didn't create a foundation. I mean, we are a for-profit investor. Our investors give us funds, and they expect to get a best-in-class return. We're commercially driven, but when we invest, we invest with a very strong environmental and social lens, and we look at it as a value-creating mechanism rather than a cost or boxes that need to be ticked. But to get that value system really embedded in the business, we have created an internal program called the Five Plus Five Plus Five. So, it's 5 percent of our top line — not our bottom line but our top line — 5 percent of annual bonuses of our employees on a voluntary basis and five mandatory days of time per year that's paid for by the company that needs to be allocated into the various projects in which we invest in the communities in which we're operating. It's basically focused on the theme of entrepreneurship because that's where our skill set lies.

The markets in which we're operating are all characteristic of high unemployment and youth bulge, so we feel that the best way we can have an impact, over and above the core of our business, is to stimulate SME [small and medium enterprise] growth and to stimulate employment by applying, every day, our people to think in terms of their own business models and skills — what they can do in the markets in which they're operating. Danon does something else. They're a nutritionist, and they should be focusing on where their skill set lies. We are passionate about building enterprises and businesses, and that's what we think we should be giving back to the communities in terms of helping them grow and giving people a chance.

ARON CRAMER

What are some of the challenges? This vision absolutely makes sense. I doubt there's anyone in the room who disagrees with it; but it's not that simple, so how do you make sure? Bruce, can I start with you? You work in a very large institution, which, as you say, has a wide range of objectives, and people talk about "too big to fail." How about "too big to integrate"? How do you take these ideas across such a massive institution?

BRUCE MCNAMER

You've been witness to the evolution of strategic philanthropy and this notion that as long as we're still doing corporate philanthropy, what we do ought to be consistent with what we do as a business — to make what we're doing philanthropically relevant to our lines of business.

At JPMorgan we're focused on economic development around financial capacity, around affordable housing, around small-business development and around workforce development, and those really do link up to our various lines of business. They're not relevant for all of our lines of business, and they're certainly not relevant for all of our employees, but just to begin with the choice that says: "This is what we do as a bank. Therefore this is what we're going to do as a philanthropy." It's not just because we'll give away \$250 million this year but because you can actually do more than that. You can bring parts of the bank, where appropriate, to bear on looking at these particular social issues — not just the financial piece of that but the skills, the networking, the ability to convene a global set of client relationships, the ability to allocate that capital efficiently. You name it: skilled volunteerism or real line-of-business business interests. Again, that integration may not actually be like this. It may be this particular line of business focused on small business, that part of what we do philanthropically. This particular part of our business in investment banking focused on what we're trying to do with global cities. I mean, it may not be seamless across the bank, but that's OK. We're doing what we can to leverage the bank where it works for what we're trying to do philanthropically.

ARON CRAMER

Clara, jumping to you. How do you transcend some barriers that, as you said earlier, exist in the foundation world to this kind of thinking — thinking beyond the somewhat arbitrary borders that we're recognizing?

CLARA MILLER

It's something of a challenge. These are institutions of long standing, with a very strong culture that has systematically separated the investment function from the philanthropic function — and culture change is the hardest of all, of course. It seems like a good idea at the time, but the devil's in the details. But there is a lot of interest in this. There's a tremendous depth of realization among the people in the philanthropic world that the resources we have are not commensurate with the problems we're facing. I'm not the only one who is voicing this anxiety. So, I think philanthropy is really looking for ways that it can think of itself and reinvent itself to be more effective.

I do think that there is something of a movement, in a sense, to redefine the meaning of fiduciary responsibility in the twenty-first century. It's about all the assets of a foundation for mission. There's a duty of obedience to mission. There's a duty of care that transcends just care of the institution that's actually care of the beneficiaries and the reputation of the organization. I think these are the sorts of themes that philanthropy is starting to service and examine.

Part of what you carry around in the nonprofit sector is an ambivalent business proposition. You want, in a way, to put yourself out of business. You really want a world in which Chase is doing such a fantastic job of financing jobs and economic development everywhere and there's no poverty — same with Heron — so we don't need to have a silly Heron Foundation or a silly Chase Foundation. Right?

ARON CRAMER

Clara will also be circulating her CV later.

CLARA MILLER

Anyway, but you get what I mean. You really want to stamp out poverty. You don't continue to build the capital market for nonprofit finance. You want to make it so it's not necessary.

ARON CRAMER

And the fiduciary responsibility point is hugely important. Publicly traded companies — it's why there's an effort now to drive integrated reporting, which in my view is likely to emerge over the next 10 years or so, and you've got more than 100 global companies piloting this approach now saying that our financial models are broken and we need to measure success very, very differently.

CLARA MILLER

And they want to get the stockholders they deserve — people who are demanding something beyond quarterly earnings reports or whatever it is.

ARON CRAMER

Patrick, you've worked in two very different institutions, GE, a classic old industrial economy company, and PayPal, a classic new economy company. But there must be silos; there must be barriers even inside a very dynamic company that's reshaping the very concept of commerce.

PATRICK DUPUIS

Yes, and actually I think John Donahoe and Jack Welch, in their own ways, did something relatively similar. I joined GE in 1984. Jack had been the CEO for

only three years, and it took him 10 years to turn a mastodon bureaucracy into a fast-growing industrial company again. And then he had his own blindsides, and Jeff Immelt is undoing a lot of what he did and John Donahoe comes around and this eBay thing was just a darling. He started to remove fraud and put some moral boundaries around what was acceptable on eBay, and he was vilified for two or three years. There was Neutron Jack, and then there was the devil, John Donahoe.

I was thinking through what you all were saying, as I can't remember a time in my 30 years — and I've spent a lot of time in Asia and I'm observing what's happening in China now — the top leader has to be carrying the flag. All of our companies' cultures, all of our organizations' cultures are fundamentally pretty healthy. I'm a French guy. I've left my country. I complain about my country all the time, and then I go back to my alma mater and I look at those kids and I'm humbled. They are as hungry as I was, and they are a lot more socially aware than I was. But in the end, the leader of the institution has to decide that this is a priority. It's too hard.

It starts at the top. So, in this case, John has made it very clear that we don't exist for our shareholders. We just reward our shareholders. We exist for the communities we support — our communities of employees, of consumers and of sellers. We have stories after stories of people who are able to survive today because they are able to create a business and have access to the world, and they create jobs.

The GE story is an interesting one because GE, like all the old industrial companies, has been a huge polluter for this country, and they were wrestling for decades with their obligations to their shareholders and then with the reality that they had massive polluted sites around. What I found interesting is particularly the Hudson River. At some point in the transition between Jack Welsh and Jeff Immelt, they just decided to go from resisting any remediation to leaning in all the way, right? It's the culture that Jack created within GE of empowering the employees and being transparent ended up forcing the company to lean in. So, what was good for the company, which is to create a more agile culture, took on a life of its own, and it became unacceptable for the employee base of GE to be in a company that would not remediate. How powerful is that? It's all intertwined.

So, it starts at the top, with what you demand from your own executives and what you reward. It takes time. I do think we're going to need dedicated foundations for quite a while, but I would redefine it and say that you are all teachers, and you can either tell or you can teach and help re-architect. Where I admire what you do and what you describe you do is, if leaders are exposed to possible paths, which I think is your job for JPMorgan, they will follow those paths. Just

lay the tracks for them. They need to find a way. How could they think about what they do every day and turn it into a definition of social impact but not necessarily have to brandish big flags but just say, “I’m going to start adding this measurement.”

We had a fascinating board meeting yesterday, and the leader of marketing for eBay in North America simply added one metric to a scorecard, that’s all: donation through eBay, one of her five metrics. Thirty percent in one year, and everybody followed; the boss is making it up there, and everybody follows. So, we need to engage all those leaders, and everybody will go at their pace, but if you start to articulate what their company does that could be good for the world and that they can rally their employees behind, they will start measuring it and then incredible things happen.

ARON CRAMER

The remarkable thing is that in a bottom-up world, the nature of leadership has to change even that much more quickly because there’s no more monopoly on information. There’s no more reliance on true hierarchy, so the nature of our leaders in all institutions absolutely has to evolve.

Fred, let me ask you one question. As we’re sitting here in California having this conversation, as you alluded to earlier, the most dynamic growth is taking place outside the US, outside Europe, outside Japan. What gets missed in conversations like this in places like this is that you see investing in Pakistan, investing in Turkey, investing in places that aren’t as well represented in these discussions very often. We’ll hear from the foreign minister of Egypt in a little while, but what should this audience know and understand that sometimes gets overlooked in these discussions?

FREDERIC SICRE

I would first say don’t believe everything you read in the press or you hear on CNN [Cable News Network]. There is extraordinary momentum among young entrepreneurs across Africa, across the Middle East, across Southeast Asia. You mentioned the Arab world, and the Egyptian foreign minister is going to be here in a little bit. We have investments in Egypt — big investments. These entrepreneurs are committed to their businesses, to their employees and to their communities. We are seeing 20 percent revenue growth year-on-year throughout our whole portfolio in these markets across all of North Africa: Tunisia, same thing; Morocco, same thing; Egypt, absolutely. I think what I’m trying to say, first, is that these macro-volatility, political volatility things that we hear about all the time are not reflective of the underlying truth. It’s not because a country is going through positive GDP growth that you automatically derive profitable returns for your businesses. It’s the micro that counts, and it’s really understanding the

themes, the sectors and the communities in which you're operating — your marketplace. You can't lump all of the Middle East or all of Africa in the same basket. That's very important in terms of investment.

In terms of philanthropy, there is an incredible amount of young people, and we see them, who are no longer wanting to work for just a paycheck but who are wanting to work for companies that make a difference, and they are having an impact on us. I used to say I have one of the best jobs in the world because I get to go around the planet saying, "Yes, investment bankers do have a soul, and sometimes they don't know it. That's just the problem." But this young generation is coming up onboard and is changing the way we are operating inside our firm, and we have to embrace that. It's about embracing it.

But in these markets, Aron, I really encourage those of you who have not been out there to just go because you will be mesmerized by the amount of talent. Yesterday the president of the World Bank mentioned that we all need to be aspiring to help the poor. I think it really goes further than that: It's really about our self-enlightened interest. It goes further than just helping the poor. We don't like this term poverty or charity. It's built on the premise that it's a partnership of unequals: You're poor and I'm not. It's about looking and working toward our self-enlightened interest. So, as an investor, as a philanthropist looking at creating those partnerships where everybody walks out with a win-win — rewarding your shareholders but also having a positive impact on the communities — is what we see out there. So, please, go. Go!

ARON CRAMER

Excellent. And we're going to go to all of you.

IN CONVERSATION...
EGYPTIAN FOREIGN MINISTER NABIL FAHMY



Jane Wales and Nabil Fahmy

FRIDAY, APRIL 25

NABIL FAHMY, Minister of Foreign Affairs, Arab Republic of Egypt

Moderator: **JANE WALES**

JANE WALES

We're in for a particularly special few hours. We've talked a lot about leadership. Keem [Hakeem Belo-Osagie] led us in that conversation yesterday, and we're going to have the pleasure in the next two hours to hear from leaders at a moment when — I can think of virtually no other moment during my adult lifetime — leadership was more needed. So this is a real opportunity.

I want to take a minute before we move on to the weighty topics to just say thank you to a few folks. I want to give another thanks to Reeta [Roy] of The MasterCard Foundation and Bob [Gallucci] of the MacArthur Foundation for last night's lovely dinner and wonderful conversation. I did want to say thanks again to them.

We have leaders, and the leader of the Global Philanthropy Forum's Board is Laurene Powell Jobs. There are Board chairs who know how to support an activity, and there are Board chairs who throw their whole heart into supporting it and leading that opportunity — and that's Laurene. And Peter Robertson, similarly, who is the chairman of the organization that's the host institution: the World Affairs Council. I also wanted to thank the Steering Group Committee and the Advisory Council. You're peppered throughout the room. You have been with us from the very beginning. You are the GPF in many respects, and we feel very, very lucky indeed.

They and I am supported by a team that's pretty amazing, and you've gotten to know them. They move very quickly, so you have to kind of grab them as they go by. There's Suzy Antounian, Sylvia Hacaj, Ashlee Rea, Sawako Sonoyama, Nicole Wood, Britt-Marie Alm and Brett Dobbs. And some of you are meeting for the first time our colleagues who are leading philanthropy forums. You know Marcos Kisil and Paula Fabiani from the Brazil Philanthropy Forum, and many of you have gotten to know Pearl Darko, who is leading the African Philanthropy Forum.

By introducing music more deliberately into what we do, Michael Olmstead and Gary Malkin have changed these last three days in wonderful ways. Their music somehow introduces peace at the moment when you're most agitated about solving a problem, so I wanted to thank them and to thank Maja Kristin, who introduced us to them and supported this effort.

I also want you to know that next year's forum will be in Washington, DC. It will be April 22 to 24, so sign up soon so that we don't get too full too fast without you. Mo Ibrahim will be speaking as well as Hadeel Ibrahim, his really remarkable daughter, who leads the foundation. And the founder and co-chairman of Natura Cosmetics Company from Brazil will be there to speak. And I think, given this morning's panel, that the more we hear from private-sector leaders committed to achieving social goals, the greater the opportunity for all of us to make a difference.

I have a real honor right now, and that's the introduction of His Excellency Nabil Fahmy. He's the minister of foreign affairs of Egypt, of its interim government. I knew him back when his portfolio was arms control and nonproliferation. He was among the members of the UN Secretary-General's Advisory Board on Disarmament Matters and in fact became the chair of that Board. He was also ambassador to Japan. He was ambassador to the United States. He has held senior positions in diplomacy throughout his life. And when he left the world of diplomacy — he only got away with leaving it briefly — he joined the political party, the Constitution Party, that is headed by Mohamed ElBaradei. And you all know Mohamed ElBaradei as the leader of the international atomic energy agency, the great implementer when it comes to nuclear nonproliferation. But then Minister Fahmy went to a really hard political post, and that is that he joined American University as a faculty member. You don't know tough diplomacy and hard politics until you're in an academic institution. I'm going to find out from him how he did after we learn about Egypt. Of course, we all know that Egypt is going through an extraordinary and wrenching transition, and this is the moment for leadership.

So, please join me in welcoming Minister Fahmy.

NABIL FAHMY

Thank you very much, Jane. That was a very kind and flattering introduction. I worry when people flatter me that much at the beginning of my speech because it always makes the speech a bit of a downside. When they come at the end, it's different. Anyway, thank you all for being here. I'm honored to be invited to this conference. I have to say, I have tremendous appreciation for the work that you do. Having been in public service throughout my life and then in academia for a short period of time, I understand the importance of philanthropy. I also understand the importance of the civil society in the public domain in defining the issues and the terms for the future. A very prominent Arab poet, who was actually an expat in America, Khalil Gibran, once said, "Generosity is giving more than you can, and pride is in taking less than you need." I think most of you, in participating in this area, are testimony to the importance of humanity and engaging in building a better future, not only for yourselves, as successful

people in your industries and in your professions, but also for those who may be more needy or less successful but nevertheless are part of the international society that we're all part of.

I'm happy to be here, also. First of all, it's raining, and rain back in Egypt is a blessing, so I'm very happy that you could organize the weather as well to give us some water. And I'm happy to see Jane. I frequently met with her when I came to San Francisco on previous occasions, but mostly I'm really happy just to come here and talk to you about our own region, what we're trying to do back home in Egypt and how it affects my portfolio specifically. I deal with foreign affairs. That's my focus and that's where I'm going to start, but I'll also try to talk a little bit about what's happening locally because you cannot have a foreign policy that's disassociated from your domestic situation, even if your direct responsibility is more on foreign policy.

Anyone who looks at the Middle East — and frankly any of you who listened to President [Barack] Obama just today, even though he was in Asia when he made the statement — knows the Middle East is in trouble. Everything is coming up in arms at the same time. First of all, we have a huge demographic bulge toward youth, which is good, but it's a factor for change. Many issues that we took for granted — our identity — are now being raised and challenged. There's more of a focus on sectarianism, on ethnicity, rather than on the national identity of states in the region; and you see this in the debates, whether they are about Sunni/Shia among Muslims, about Muslims and non-Muslims, about Kurds and so on and so forth, Persians, Jews — they are all part of the Middle East. And of course the Christians, be they Copts in Egypt or Christians throughout the Middle East. More and more one listens to what I never listened to in the past: somebody introducing himself by his faith or his ethnicity and then his nationality. That's something, frankly, which disturbs me.

It disturbs me not because I don't take those issues seriously but because in our day and age, and in our international system, we are trained and we've put together a system that is based on the nation-state concept. Now we cannot stop there because the past 50 years or so and the influence of technology have brought in many different concepts. So, one can't ignore ethnicity and can't ignore the issues of faith. Even in my own country, they've become quite prominent. One can't ignore new elements that are part of international debate, like human security, for example; these are things that were not on the table when the UN was first put together. But if this is at the expense of your national identity, it really rocks the boat in the Middle East. And you see this from the West and North Africa right through to the Levant in Syria, Lebanon and Jordan and also down toward the Gulf.

Add to that that not only is there a problem of identity, there's a problem of statehood and of good governance. Put yourself in my position, responsible for foreign policy. I look westward, and I have essentially a failed state on my west in Libya. I have some very good sensible, sincere government officials, but they don't really have complete control over their own country and they admit that; and it's an extremely serious issue, even though it's actually a rich country. So, when you have a failed rich country, it's probably even worse than having a failed poor country because the consequences can actually be much greater. Look toward Sudan. It was divided a couple of years ago into two countries. They're still getting settled, and there are disturbances in southern Sudan presently.

If I look eastward, I mentioned President Obama; he just suggested that it may be necessary to take a break from the Palestinian-Israeli peace process because neither side is able to make difficult decisions. I understand his frustration, and I'm aware of the details and I applaud Secretary [of State John] Kerry for his efforts. That being said, taking a break from efforts to achieve peace is always a challenging and risky business, but it may be necessary, and I'll have more discussions with John when I get up to Washington.

If you go further eastward, what's happening in Syria is raising major concerns, specifically about this issue of sectarianism, nationhood and so on, but I would add to that. In that area, but not only there, another challenge to the Middle East is extremism and terrorism. I use both of those terms because I mean extremism in terms of both ideological extremism and extremism in terms of the use of violence specifically against civilians. If we start being complacent about these things, about allowing people's minds to go toward extremes and intolerance, we will end up creating a very difficult situation, not only between the states of the region but even in our own countries, as well.

I would add a fourth element at this point: I'm seriously concerned about proliferation of weapons of mass destruction in the Middle East. Technology is by definition something you can't really control for too long. You can manage it a little bit and regulate it a little bit, but ultimately the power of destruction — be that from conventional weapons or from weapons of mass destruction, be they chemical, biological or nuclear — especially if you downsize your targets, is really growing in that region. Now add that threat to failed states and sectarianism and ethnicity, and it's really a definition of a very difficult area.

Let me add to that what's happening back home. I shift quickly to that because I claim that we in Egypt have to bear a special responsibility in the region, not because we're the oldest or the greatest or we're the mother of the world. We like to claim all of those, and I'm happy to repeat them to you. I say that out of a sense of responsibility. In the absence of an active, tolerant, centrist, progressive

role by Egypt, the region loses its focus. Egypt has to be a centrist, tolerant country. We need to be a model for the Arab world in the twenty-first century. When I say this, I'm not in any way ignoring the difficulties we're going to face, but I'm simply defining the challenge that we have to meet.

Let me just give you some numbers: One quarter of the Middle East lives in Egypt. There are 90 million Egyptians, and there are about 350 million Arabs, so that comes out to approximately a quarter of the Middle East. Our intellectual influence throughout the region — not only the good influence but also the bad influence — is much wider than that of any other country in the region. I say this respectfully. So, that's another element that places responsibility on us. And, third, we are the country that has the most deep-rooted complex and multidisciplinary system of government and different talents that allows us to be active on WTO [World Trade Organization] issues in Geneva or in Bali recently, on issues of the Security Council in New York, on issues of Africa in the Arab League, disarmament issues — all at the same time — while most countries in the region tend to focus on one or two issues in particular.

And, then, of course, we have the Arab issue. We are the leaders of the Arab world. I just gave you the figures, but if you look at it in terms of our political weight, our military weight, the economic potential, even you will see that that's really where the influence lies, and therefore that comes with it a responsibility. Now, how can we exercise responsibility with everything happening in Egypt? As I said, I will be satisfied only if we create a model progressive Arab state for the twenty-first century that is proud of its Arab heritage and recognizes its African roots — but is part of the world by being proactive in developing the principles of a national system but also in respecting those principles. At the end of the day, we will agree with some of them, we will disagree with others, but we're part of the world and we cannot ignore them.

My background is in physics and math, so I tend to fall on numbers, but they are also easy to use. From 1952 — when we became a republic, when the king left — to 2011, we had four presidents. From 2011 until June 1 or, let's be cautious, June 15 this year, we will have had four presidents. We have had two revolutions in three and a half years. The last one before that was 60 years before that — and 56 percent of the Egyptian population is 25 years or younger; 60 percent is below the age of 30. And because of technology, there is a free flow of information in and out — and any government official who claims otherwise doesn't know what in the world he is talking about because, believe me, information is available. We don't try to prohibit it, but even if we did, we couldn't stop it. People see the information. They think about it. They want to have choices.

We had two revolutions for the same reasons. One, the youth bulge: youth want change. That's positive. That's the first thing. The second thing is the information exchange — choices. I used to compare myself with my neighbors. My son compares himself with Italians, Chinese. He was working in investing in Egypt. Ten days later he gave me the keys to his company and said, "I'm going to live abroad." I said, "What do you mean?" He said, "I got a job on the internet last week." He's not competing with his peers back home; he's competing internationally. And that's what the population is doing. Third, we had bad governance. If it was good governance, the first two elements would be positive rather than negative elements.

Those who went out in 2011 and 2013 went out for exactly the same reason — different presidents, different parties, but the same reason: They wanted to be part of defining Egypt's future. They didn't see that in 2011 with former President [Hosni] Mubarak and the Watani Party, and they didn't see that with former President [Mohamed] Morsi with the Muslim Brotherhood as the ideological foundation for where he is going. In both cases, they felt they were being left out. Ironically, both presidents didn't hear them, and they went out in the street again. All that being said, I won't get into the debate about the semantics. These are a people who are awake. They want to participate in the future. They hold people like me accountable in the short term and publicly very, very quickly. I'm getting used to being a diplomat in the media. For my 35 years in foreign ministry, I chose when to speak to the press. Now they choose when to speak to me, and we have to balance that out.

The next Egyptian president will have a series of very important challenges before him: to respond to these people who are now awake but have not yet decided what their political system will be except that it has to allow them participation and it has to be inclusive. For the past year or so, we've been trying to define, OK, what is the basis for the future? The first thing we did was write up a constitution, and that was by referendum. If you compare that constitution to anybody else's constitution, you will see that on civil liberties — and this is the point that I want to make for you — it is extremely progressive, especially for a country living in a conservative area like the Middle East. One can argue about some of the other things, but on civil liberties it's extremely progressive. So, the next president will have to respond to this expectation that the people want to be part of the process.

Second, he is going to have to deal with a very tough economic challenge. We need to create about 800,000 new jobs every year. We cannot do that without a growth rate of 9 to 10 percent annually for the next 10 years, and we cannot do that without securing the country because a lot of our economy is based on

tourism and on investment, so security is going to be of paramount importance. You can't deal with the security issue without dealing with the politics. You can't deal with the politics without dealing with the security issue.

I will close and then give Jane a chance to challenge me on everything I've said. I did not vote for the last president, for former President Morsi. In fact, I didn't vote for either of the candidates. I didn't vote for him, but I came out publicly afterward and said, "I didn't vote for you, but you're my president." That's how the system works. The problem, however, was that even though he won, he didn't accept me as one of his constituents. So, it wasn't that the quote-unquote secularists or liberals, for lack of a better term, didn't accept the choice. Most of us didn't like the choice, but we were not going to be left out and create an Egypt that was going to be exclusive with a particular ideology.

We didn't have the constitution then — that's why we couldn't wait for four years. Otherwise you have good president, you have bad president and you survive it until the next one comes around. But if there is no constitution that's inclusive, you go into changing the identity of the country, the basic parameters of civil liberties and so on and so forth. This next president will have to bring the country together, but his priorities will have to be — because there is no other logical way of doing it — security first, politics and economics second, or together as second and third. And to do that, he will have to be active in fixing our domestic situation — I can't promote tourism if I can't link European and Western tourists to Egypt and then to Jordan. I can't create Egypt as a regional hub for investment for Japanese investors if they don't feel that they can export their products throughout North Africa and East Africa and in the Arab world because there is instability.

So, we will also have a proactive foreign policy. We don't have a choice. We import most of our foodstuffs, the majority of our foodstuffs. We import energy. Our water comes from beyond our borders, and our military equipment, most of it, comes from beyond our borders, as well. So, we are a country whose destiny is to have a foreign policy and relations with all the players around the world. I know what you're going to ask me about, so I'm going to sit down and give you a chance to say, "Why didn't you mention this?" And I'll explain to you why but on your initiative rather than mine.

Thank you very much. Thank you.

JANE WALES

Thank you, Minister Fahmy. You talked about, in essence, pluralism, having a tolerant society that recognizes and accepts differences. In Egypt's modern history, have there been periods in which you could argue that it's been a pluralistic society? Or are you trying to create something quite new for Egypt?

NABIL FAHMY

It's a great question. I frequently say — and I say this honestly because I feel I'm on a mission that has a timeline on it: "I'm not used to being foreign minister, and I will speak my mind even if it's not what I'm supposed to be doing." We have a pluralistic society, but we don't yet have pluralistic political ethics. That has slowly been eroded from 1952 onward, and it reached the extreme last year. We used to have that in the twenties and thirties. But do we have it now? No. Egyptians have no problem agreeing with each other. Their problem is disagreeing with each other, and that's the point I was making a minute ago. I was not going to vote for an Islamist candidate for president in the first election because I still wasn't knowledgeable enough, frankly, on their political thinking and I wasn't comfortable with it, but I accepted the president. He did not accept me, and the difference is you can win a majority. You gain power and responsibility. You don't gain the power to exclude others. This new government has to do the same thing once the president and the parliament are elected.

JANE WALES

When you look to Tunisia, this may be *sui generis*, but I'm wondering about lessons learned. There's a situation in which they followed a highly inclusive process in developing the constitution, and it was a constitution that did allow for the peaceful rotation of power. But, interestingly, it also gave equity between men and women but also gave you the right to believe or not believe. You had a choice in your personal spiritual life. Is that a process and an outcome that you imagine for Egypt?

NABIL FAHMY

That's exactly why I mentioned the issues of civil liberties in the new constitution. I'm very proud of them. They enshrine the right to believe in anything you want to believe in, any faith whatsoever. They specifically say, "Women are equal." I mean, on civil liberties this is not a constitution that will be challenged in any Western debate. You may debate all of the military issues like that, but even those issues, by the way, are specified in the constitution to be for only two election cycles, after which they go back to the normal circumstances. It is done like that to take into account what happened over the past three years and to ensure some stability.

The point you're making is important. There's a misperception abroad, and we make the mistake frequently in the way we talk about this. We have members of political Islam participating in politics today in Egypt. The Salafis, the Al-Nour Party and others are all participating. The party that is not participating is the Muslim Brotherhood — or the Muslim Brotherhood movement is not

participating. So, don't assume that political Islam does not have a role in Egypt's future. It does. But those who want to participate have to accept others as Egyptians, and they have to put their nationality ahead of their ideology.

Third, they have to pursue their goals peacefully. I'll share with you a quick story. The year before last, when I was not in government, very frequently Western guests used to come in. I was not a revolutionary. I don't claim to be one. I wanted change, but my generation didn't revolt. I was a bureaucrat. Anyway, I was supportive of the changes, and my Western colleagues whom I'd met in diplomacy came to Cairo and said, "You secularists, all you do is talk and write articles." What do you want me to do? Throw bombs? You're peaceful if when you're in trouble you do not use force. It's not, are you going to use violence going to the bakery? It's what do you do when you're in trouble. We were in trouble last year. We wrote articles. We gave interviews. We tried, not very successfully, but we tried to establish political parties. That's the criteria for: Is this a peaceful movement or not? And, as I'm saying again, put your nationality before ideology. Basically, accept a constitution that is inclusive for everyone, that defined that you can do whatever you want. My faith may not allow me to accept that, but my nationality does. That's a big difference here. And, finally, when you're in trouble, violence is not an option.

JANE WALES

So, Muslim Brotherhood right now is not participating because it's not allowed to participate. There have been many arrested, assets frozen. It's not so much by choice. So, to us that feels like a true failure in democracy, a true failure in political process, when a president has to get ousted, where his supporters are actually criminalized. They're arrested. They're detained. They don't even have access to their resources. Is your argument a security argument? Is that the rationale for eliminating a president and pushing aside a political movement?

NABIL FAHMY

There are a lot of questions there, but let me try to answer them quickly. First of all, the president was not pushed aside because of security. It was because of identity, trying to take away my identity. Islamists are part of Egypt. They are not Egypt. Secularists are part of Egypt. They are not Egypt. Egypt includes both. Any party, any movement that wants to exclude the other is not Egypt and cannot have Egypt. That's why we couldn't wait for four years. That's my first point. My second point is, actually, the Muslim Brotherhood is excluded by choice.

JANE WALES

Say more.

NABIL FAHMY

Definitely. For five months they were not considered a terrorist organization. For five months we tried to get them, even as a movement, to come and participate in the political process, to declare nonviolence. All we saw was more violence and insistence that, No, what we did was right. We need to go back to where we were and be continued. Furthermore, even declaring the Brotherhood as a terrorist organization, which, by the way, I'm not sure how many foreigners are here beyond Americans, what's ETA [Euskadi Ta Askatasuna], Baader Meinhof in Germany, the Red Army in Italy? When you were attacked on 9/11, you determined that al-Qaeda was the organization. I'm not questioning any of those, by the way. I'm just mentioning that every civilized country in the world, when faced with terrorism, takes extraordinary actions to deal with that.

JANE WALES

That's why I was asking about the security dimension.

NABIL FAHMY

Let me add to that. These same individuals who were in the past members of the Brotherhood or members of their political party — which is still legitimate today, by the way; the movement was prohibited, not the party — up until now these same individuals, if they, not only rhetorically but in actual fact, withdraw from the movement, accept their nationality as the primary foundation and move away from violence, they're Egyptian. But that's not going to happen easily because they've burnt a lot of bridges with the population.

JANE WALES

Yes. Let me turn to the future because I think that many thought that the election of the Muslim Brotherhood was, in many ways, inevitable because it was the only real political party to have been formed and to have delivered some services. What I wanted to have a sense of is the degree to which there are indigenous efforts to build political parties. And then to move on, let me just give a follow-on question because I think we tend to focus on elections and political parties a lot here in the US, but there's also that need for institutional reform. In fact, Bruce McNamer mentioned the importance of institutions. I'd love to have a sense from you of the degree to which there is a need for, and there is a movement toward, reform of security forces, of the police, of that variety of institutions that has figured so large. Also, not to mention the non-security-related portions of government, civil service in general.

NABIL FAHMY

It's a great question. Let me start with the second part of that. There's no logical way one can argue that we've had two revolutions in three years without

admitting that we have an institutional problem because we're responsible for governing. So we were doing something wrong. There's no question about that, especially on the first revolution. I've been going around the world and talking to my friends and telling them, "Look, give me money, that's fine. I appreciate that. But where I really want you to focus on is helping me in capacity building, in institutional capacity building." I'm not doing this to make you happy. I'm doing this because Egyptians want good governance. My responsibility to them is to be able to govern properly, and that means having the highest caliber of officials, not only in the foreign ministry. I've been going around in my own ministry and saying, "You're not doing the job to the level that these new people want, even though we're the best in town."

The same applies to every institution in government. It doesn't mean they're all bad, but we need to be a functioning democratic model for the Arab world. That's a very high standard, but that's Egypt's leadership responsibility, and it's also the only response to our own people. So, we will need institutional reform in the legal system, in the Interior Ministry. I mean, it's not the force as it is here, but does it mean they're all bad? No, of course not. But is there reform required? Of course there is.

That also brings in an important point, which is this is going to take time. It's not about changing characters. It's about changing the governing culture. It's also about the public accepting that you may have high hopes and aspirations, but if you are giving me a challenge with this kind of paradigm today, I can't reach that in two to three years. We need to go through a process. You know this as much as I do, if not even more: Democracy is a messy business. It's a messy system. It's the best over the long term, but when everybody wants to participate, everybody has an opinion. You have every possible interest group that has an interest in participating. There are lots of stakeholders. People like me in government have to get used to responding to all of these different stakeholders. Not by following them — by leading them. But you can't lead them if you leave them, so I have to show them the way, engage them as I do this. To do that, I'm learning. I said on Egyptian public television, "I won't take lessons in diplomacy, but I will take lessons on how to be a diplomat in a democratic system."

JANE WALES

On public expectations, I'm so glad you touched on that because there is impatience. It's not only among Egyptians. I would argue that Western governments and their publics are expecting a swift accomplishment in Egypt, and I'm assuming that this government and any future governments will be judged according to what they can deliver for the people. It will be much less about ideology. It will be much more about competence, you know, capacity. So, if you look at economic development in Egypt in its recent history — I don't mean

the past 10 months but the past 10 years — you've had some pretty remarkable economic growth. And yet I think it was like 119 on the Human Development Index. So, you had this growth. You did have a middle class growing quite quickly, quite a successful middle class or upper middle class. Yet that growth just wasn't broad-based. There were many left behind. What is it going to take, by way of policy and by way of private investment to achieve those objectives, a more inclusive development?

NABIL FAHMY

Credibility, credibility, credibility, good policy and resources. And what I mean by this is the following: I need time. We can't solve this overnight. It's going to take time to develop. We need a huge amount of resources to provide not the expectations but the needs, even before the expectations. The only way to do that is for you to take credible positions with your people. We need to explain to the people what the economic situation is, how we intend to do that and where the priorities will be. They should not be to somebody like me. Believe me, the government doesn't pay me very much, but I'm reasonably well-off. There is no other way to do this.

I tried to do the same thing in our Foreign Ministry. Three days after I came into office, I laid out a plan for what I was going to do the whole year because the mandate for this government is basically until the elections, which is a 12-month period. People said, "Why in the world are you doing this." And my answer was "Because the expectations are so high. They think I'm going to solve all of these problems overnight, and I can't, so I need to get them on board with what the plan is." And then I need to deliver, providing good policies and then tackling one point after the other. The first month or so in office was a nightmare. Everybody wanted to know why we weren't back and the leader of the Arab world, the most prominent international player worldwide. Nobody wanted to wait. Slowly, people started to say, "Well, you know, this guy said this three months ago; maybe we should listen," and the credibility started to gain a little bit. We still haven't reached where we want to reach — it's a long battle — but I call on the next Egyptian president, whoever he may be.

JANE WALES

Or she.

NABIL FAHMY

No because you have only two candidates now. See, I don't lie. I'm very honest with you.

JANE WALES

Not in the future?

NABIL FAHMY

The next one. There are now only two candidates. There was an applicant, a woman applicant, but she didn't get the number of signatures. But I call upon him to be straightforward, candid with the people. Tell them. They'll wait for you. They'll follow you if they trust you. Hot air won't get you very far. It may get you through 100 days, but it won't get you very far. But if they trust you, they'll be ready to compromise a little bit on subsidies, compromise on expectations. And this brings me back to why I'm here.

Getting the kind of resources we need will require the right policies domestically and internationally. But we will also need to have the international relationship with people who want to come and invest in Egypt, who can help; and they will do that only if they feel that we're part of the international system. I want to make a point here. I've always complained to Egyptians that they're not proactive enough. I like to go face-to-face with the issues. If I have a problem with a Western tradition, I should talk about it. I should say, "This doesn't fit in my system — the difference between the value and the tradition." If not, the majority will ultimately rule, and all we'll be doing is complaining. But at the end of the day, in having worked my life in the international domain, if you get 60 to 70 percent of what you're looking for, you've succeeded because nobody gets 100 percent.

JANE WALES

I'm going to move to investment because we just had this panel. Fred Sicre of The Abraaj Group argued that we need to move away from short-term thinking — not only in politics, as we've been talking about, but in business — and move to the creation of long-term value. So, I wanted a sense from you of where the investment opportunities are that will make a difference. Are they in small and medium-sized businesses? Are they in very small and growing companies? Are they in nonagricultural rural investment or ICT [information and communications technology]? Where are the opportunities that will make a difference?

NABIL FAHMY

Sure. Great question. I've known Fred, by the way, since he was working with Davos, many years back.

Let me answer that a little bit differently from what he said, although he's right. We need long-term plans and the investment for long-term plans. Energy and infrastructure — that's where the real potential is in the long-term investment. But we need short-term employment gains. So, I need to invest in small and

medium-sized companies. Why do I say this? Egyptian banks don't loan to small and medium-sized companies. There's no collateral. We don't have the system where a young entrepreneur with an idea will go to a bank and say, "Will you lend me this?" It's not because the bank doesn't know how to work it; that's just not our culture. We always used to leverage a mortgage or whatever it was. The economies of today are knowledge-based. They are not asset-based. Knowledge is a fundamental asset.

We have to change that culture. So, for the small and medium-sized endeavors, we need international support — and it's quick money. That's important here because we have about 13 to 15 percent unemployment. Oh, you're worried about that? Wait until you see the next figure. If you look at educated youth, it's up to 30 percent. Put women into the dimension — and women are equally paid in Egypt, by the way — it goes up another 10 percent. I can't waste an educated resource. And I can't invest, in the Egyptian financial system, in every bright idea because the checks and balances in doing that don't exist. So, strategically, energy and infrastructure, but we do need — and, frankly your interest areas would be useful — international support in small and medium-sized companies because they are employment-heavy as well.

JANE WALES

Yes. So, you mentioned women a couple times.

NABIL FAHMY

Yes.

JANE WALES

I was surprised to read an article in Thomson Reuters that said, in essence — now for the big surprise — that the worst place to be a woman in the Arab world is Egypt. Are they right? What is the status of women going forward? Is it actually getting less equal?

NABIL FAHMY

No, I think what they're referring to, and it's an embarrassing thing, is that harassment has increased.

JANE WALES

Yes.

NABIL FAHMY

In many ways, it goes back to what I was arguing about. We used to be a very tolerant, inclusive society. You did what you wanted to do, and nobody

interfered with what you were doing. As we became less tolerant, people gave themselves the right to decide what is right and what is wrong. Then they made generalist value judgments, and you found the peer pressure on women — and men, by the way — to follow the crowd. It also gave the right to summon government and summon society to decide whether they thought this was correct, corrupt, or not, in terms of individual practices rather than government practices. So, that's what he was referring to.

The political role of women is increasing. They are equally paid. I'm pretty sure we actually have more Egyptian women ambassadors than America does. Women comprise 13 to 15 percent of our diplomatic service and 15 percent of our ambassadors; but in elected office, they're weak because culturally they can't get the votes in different areas. Therefore we have a special provision that allows the president to appoint five — I think it's five now — positions, which he normally gives to women and Christians because they also have a problem in elected office. Secondly, in private equity they still are weak. This has increased. But I'm pretty sure that what was meant by that article was the harassment issue, which is part of the breakdown of law and order generally in Egypt and also the issue of intolerance.

JANE WALES

I think reproductive rights were also a piece of that.

NABIL FAHMY

Yes and no. That's a cultural problem, not a legal problem because we now prohibit female circumcision. It is prohibited by law. Culturally, it still happens but in an illegal fashion.

JANE WALES

Let's turn very quickly to the role of philanthropy. There are not that many large, global foundations that are active in Egypt. There's the Aga Khan Foundation. There's the Ford Foundation. In fact both Darren [Walker] and Mirza [Dr. Mirza Jahani] are here. There are public foundations like the Global Fund for Women. Under your law — and this has been the case for a long time — grants from outside need to go through the government and be government-approved. I don't know whether that's having an effect of depressing giving or not, but I wanted a sense from you of where philanthropy is playing a positive role, where it's not all that relevant and where it can play a negative role in Egypt.

NABIL FAHMY

Let me first put the onus on the Egyptians. Egyptian recipients need to be more transparent in their books, and the Egyptian government consequently has to feel more confident that it's getting all the information. That's the obstacle here.

It's not that we prohibit philanthropy from abroad. It's that you see NGOs [non-governmental organizations] in Egypt with huge bank accounts and very few programs, and nobody explains how these bank accounts have emerged as such. Because of that, the government has been hypersensitive to civil society generally; and while in most cases it's come out on the right side of the discussion, in some cases it's been particularly tough on organizations. But if there were greater transparency, the government is definitely supportive of philanthropy.

Philanthropy so far has been mostly in the social area. I'd love for it to be more and more in education because that is the core of capacity building. I'm betting on the younger generation. We're teaching them a lot, but they're teaching themselves at least as much through the internet and so on and so forth. Now, I could do that for the highly qualified student or those in the larger cities, but it's not always the case in the poor areas in Egypt. And it's not about building school buildings. We do that. It's about getting the programs, training the teachers and developing the programs. So, I'd love for philanthropy to focus, in the education area in particular, in what we call the shantytowns; this would be an area of tremendous importance. I'd do that with the government because these shantytowns tend to be a social nightmare. These are human beings; they need to be helped, but they also are taken advantage of by a lot of criminal elements. So, it's a delicate mix there, but we need help on that because it's tearing the social fabric of families, frankly.

JANE WALES

Unfortunately, I'm using more of your time than you have to offer, so I'm going to ask just one closing question. The Ford Foundation's work is in human rights, women's rights; it's a range of political rights-based issues as well as services. I know that right after President Mubarak fell from office, there were many arguing within Egypt that the troubles came from foreign sources, and that was the time the National Democratic Institute and the International Republican Institute with their workers in Egypt were detained for quite a bit.

NABIL FAHMY

Yes.

JANE WALES

Is that distrust still part of Egyptian political life? And what does that say for that portion of the philanthropic agenda — the democracy-building part?

NABIL FAHMY

Again, to prove to you that I'm not used to doing my job, the answer is yes. The distrust still does exist — but let me explain that very quickly for you.

I was an ambassador in Washington up until 2008, and I was arguing with my own government: “Stop allowing these NGOs to work out of Egypt without a license. Give them a license or tell them they cannot work. We’re planting the seeds of a major problem. If you accept that they work but don’t give them a license, ultimately you’re creating a parallel system.” What happened, ultimately, was that many of these NGOs were working for four or five years, and the Germans were working for 30 years, so they assumed that the government was going to accept this. And then when you had the revolution, people became hypersensitive about this, and they saw a lot more money coming in through the NGOs, which was surprising in the numbers. But if you looked at what they were working on, they were working on democracy issues. So with revolutions and capacity building, they were justifying the increase in money because of the increased interest. But at that point, the government felt they’re illegal, and we need to put our foot down.

So, my point is that the NGOs should not have been working without a license, and the government should have told them at the very beginning: “A, B and C, you can work; this is your license. D, E and F, for one reason or the other, you cannot work.” That was a sorry episode for which all are to blame — everyone. Everyone there at the time is to blame. As we develop our more democratic system, as we mature into a full democracy, we will have to become — in practice, not only in law — much more tolerant of international civil society. Local civil societies are fine, but we should be much more rigorous in that You want to work here? It has to be transparent. I don’t believe in being complacent and ignoring the law and then deciding to apply it when you want. And I don’t believe that, whether it’s a French NGO or an American NGO, they can work in my country without a license.

JANE WALES

I’m going to ask Gro Brundtland to come up and join us because she’s already miked and see if she has one question of you, then we’re going to move to a conversation just between me and Gro. So, Gro, would you like to come on up and join us?

The reason I’m asking Gro is because you’re a member of the Elders. And the Elders, in fact, met with President Morsi, and they have played a role, interacting and being part of this transition to some extent. I just wondered if you had any questions for the minister. I’m sorry to pop this on you with no warning, but you’re used to me.

GRO BRUNDTLAND

You were in the middle of the discussion about some of those issues that we were concerned about when we met with President Morsi back during his time. The questions that you have been asking now — and you have explained about license, about change in the system because of suspicion and because of new money getting in — these are the answers that we got then. But people are still concerned. And, of course, as you said, for 30 years people have been working in a harmonious manner in your country, and then they feel a clampdown is coming upon them and stopping them from doing their work. It's not surprising, although you can give a kind of formal legal explanation. So, I think it would be good if these issues were better sorted out and understood by both the NGOs and the Egyptian government. I'm sure you agree with that because it still is a difficult issue.

NABIL FAHMY

I don't disagree with you at all. Kofi Annan has raised it with me.

GRO BRUNDTLAND

Yes.

NABIL FAHMY

Boutros Boutros-Ghali has talked to me about it. As I said in the beginning, in the past, I was telling my own government, "You should apply the law because this is going to break out at the wrong time." Now, the real key, once we get the institutions of government completely in place, is transparency. If the work is open, we need to be much more progressive in taking advantage of the generosity of international civil society. At the same time, it has to be transparent and clear. Our first problem with civil society, by the way, goes back to the late 1980s, and it was about money coming in to Islamist movements.

GRO BRUNDTLAND

Yes.

NABIL FAHMY

Exactly the same issue: huge amounts of money. Where are these programs going? And we didn't solve it by forcing transparency. We solved it by stopping the money, and it disappeared for a while.

GRO BRUNDTLAND

It came back.

NABIL FAHMY

And it came in different ways. And then it came back again with a different group and a different reason, a different context. It takes me back to the first point I was making: Had we put together good governance, we wouldn't have had two revolutions. But I also argue that international civil society has to be ambitious and idealistic but also respectful of, and realistic about, what can be done at which point in time. If things aren't possible now, be careful because if you start violating the law, governments, correctly, have the right to apply the law but engage them. I want them to work with me to make me a better agent. I'm not going to be Norway or Sweden, but work with me and let's do this.

JANE WALES

So, first please join me in thanking Minister Fahmy for taking that on.

NABIL FAHMY

Thank you. Thank you very much.

REDEFINING SERVICE AND SOCIETY



Jane Wales and Gro Brundtland

APRIL 25, 2014

GRO BRUNDTLAND, Former Prime Minister of Norway

Moderator: **JANE WALES**

JANE WALES

So, Gro, we started this year's GPF Conference, these three days together, focused on the ways in which development is being redefined, the way in which we look at it today. We wanted to close with you because you're the person who caused the last sea change in development. It was the commission that you led that became known as the Brundtland Commission and the report that you issued that became known as the Brundtland Report — and this is 25 years ago.

GRO BRUNDTLAND

Yes, even more, yes?

JANE WALES

By the way, Gro just celebrated her birthday, so we're thinking in terms of time. You put forth the notion of sustainable development, and then you defined it as pursuing a pattern of development that allowed current generations to meet their needs while preserving the ability of future generations to meet theirs. I wanted a sense from you of how we are doing. How are we doing, based on that road map that you put forward more than 25 years ago?

GRO BRUNDTLAND

First, I think there's reason to underline the fact that you are asking the question and that people across the world in political, NGO, civil society and educational institutions are all aware of the concept, aware of the basic importance for the future of the world and for humanity. That is kind of a major breakthrough if you look historically at this. It's now 27 years since we delivered the report, and in historical terms that's a short time; but in a lifetime like mine, I was at the end of my forties when the report was finished. I'm now 75, and I'm watching what happens and what doesn't happen, not as happy about everything that's not happening. In many of the areas that needed urgent change, not so much has happened. And of course we have the climate issue hanging over us as a real threat — and the inability of global governance and the countries in cooperation finding solutions is a real threat — to the future of humanity because humanity is dependent on planet Earth. So, that is a tragedy.

But then, having said that, I never lose my optimism. In September of this year, the secretary-general [Ban Ki-moon] has called a one-day summit in the United Nations [UN] General Assembly Week, where the heads of state and government are going to report to each other and to the UN about what they are doing on all the issues that are relevant to deal with the climate change issue, based on their national decisions, on their national policies, legislation and budgets: What are we doing? What are we achieving? What is the plan for the next three to five years? So, he is trying to build from the bottom up something that the world has not been able to do — something we should have done to make an agreement across the world about committing to do certain things to save the planet and humanity. Now, since we haven't been able, the secretary-general is doing his utmost to try to push from the bottom up because many nations, and certainly the one we are in now, don't want to commit to international agreements in this area.

There is a lot of opposition in the US to making real commitments. It comes from many sources, and I can go in to some of those but let me leave it. I think the audience here knows you are not doing what you should have been doing in this country on this issue, and the poor president is not able to get the majority behind what's necessary to be done.

However, then you have the issue of the US and China: For many years now, all the time since Secretary Ban came into office, when he has put global climate change as one of his major concerns, the blame game has been going on between the US and China. The US representatives and US senators say, "We are not stepping up and committing until China is part of the answer, as well. We are not undermining US competitiveness and having China move up and polluting more and more." Although, of course, the US pollutes, per head, four or five times more. Anyway, that blame game has been going both ways, and nations have been signing up behind them, saying, "As long as China and the US are not doing something serious, why should we?" So, I have a certain hope now that this bind can be opening up, that maybe the US and China are ready to make some agreed commitments — the two of them. And if we listen to Obama and to the Chinese leader in September, maybe it could be a breakthrough — that other nations cannot any longer roll up behind one or both and say, "We are washing our hands. We are not doing anything." Because we must.

JANE WALES

The Intergovernmental Panel on Climate Change released a report several weeks ago in which they noted that the burden of climate is falling disproportionately on the poor. They are the most harmed and of course they are the least responsible and the least able to adapt. What is our responsibility to them?

GRO BRUNDTLAND

Well, that has been part of the whole puzzle of how to deal with this from the very start: from the commission report in 1987 to the recommendation that we made in that report that the world needs to come together at the summit level in five years to take stock of what we have done and we can do — “we” meaning especially the OECD [Organisation for Economic Co-operation and Development] countries, the rich world, who were the ones responsible for what had already happened. So, in Rio in 1992 we signed the climate convention, which is, in a way, exceptional in international history, a convention signed only five years after that report. Then five years after that came Kyoto. Kyoto was an attempt to do what the convention determined the rich world was responsible for doing, so the Kyoto responsible countries were the rich countries of the OECD area.

Some held back. Under [George W.] Bush, the US withdrew the signature that [Bill] Clinton made, and there were other countries that never signed — Australia, for instance. That process made some efforts, but then as China, Brazil, India, South Africa and big parts of the former developing world started developing with a higher percentage of economic growth, contributing to the sum of what’s being polluted, sent into the air, they had to be part of the picture, not only the Kyoto countries. As time has passed, the Kyoto countries are getting down to 30 percent of the emitted pollutants and then down to 25 percent soon. So, we need the rest of the world to take part, and that’s what’s going on now and which has been so difficult, which didn’t happen in Copenhagen in 2009.

We were all hoping for some kind of global agreement, but one thing happened which was important. It happened because several leaders, including Obama, worked hard for hours in a meeting together, trying to get at least the 2-degree agreement [Copenhagen Accord]: no more increase in average global temperature than 2 degrees Celsius by 2050. So, that has been important. There was one result out of Copenhagen, and since then this building from bottom up has been going on. But I can tell you, the UNFCCC [United Nations Framework Convention on Climate Change] — the negotiating system for the climate convention, the leader of that — is looking at it. We are below 50 percent. When she sums up what every country is doing or committing to doing, the sum of that is still below 50. So, we need a major step forward in the meeting in September in New York, and we need more maturity across the world before the important meeting in Paris in 2015.

JANE WALES

That’s true.

GRO BRUNDTLAND

So, I'm still hoping, Jane. Yes.

JANE WALES

So, the Brundtland Report didn't just say what we should aim for but also how we should aim, how we should do it, and it really presented the whole notion of a division of labor among the private sector, the philanthropic sector and the civic sector. As you look at the role that the private sector is playing in the whole issue of climate, aren't we seeing a normative shift, a shift in which private-sector actors are saying, "We want to reduce our carbon footprint? We want to be pursuing the alternative technologies?" What are we seeing coming from the private sector?

GRO BRUNDTLAND

Yes. Partly, we have seen in the past, at least 10 years, that the progressive parts of the private sector and several of the big multinational companies that have progressive leaders and progressive boards are saying what you just said and really are hoping for global regulation so that you can level the playing field in the right way, in such a way that companies can know that they can be competitive while doing the right thing. This is what now is a problem. Many companies, however, are moving because many nations also are having regulations that are pushing companies to make change. Like in Norway, where in 1990 we put a CO2 tax on the continental shelf of Norway. There was an outcry in Norway but also across the world, especially from every oil-exporting country. "How can this woman prime minister from Norway put a CO2 tax on her own exporting industry? How crazy!" I mean, when I came to Rio just a year or two after, every leader of the Gulf and other oil-exporting countries — Latin America and so on — lined up to see me. They were saying, "Why? You have to change that policy. You are undermining the future value of our oil resources." And I said, "That's what needs to happen."

Now we have debates across campuses in the US about divesting in the whole of the fossil-fuel sector. So, in those 20 years or more, things are moving ahead. People are understanding how these things are linked together. And, by the way, all the poor people in poor nations and even poor people in rich nations — because people tend to forget them — need energy. But they need renewable energy because the right for energy and the need for energy is fundamental. The Egyptian prime minister was right when he said, "Energy is important in addition to small companies." Energy is important everywhere and certainly in poor countries. They need clean electricity. Their children need to be able to read their lessons at night, not over a candle or some kind of fossil-fuel lamp. They also need better ways of cooking their meals instead of polluting themselves — their baby on their back while they're cooking the daily meal — because that's what's

happening now with the use of charcoal and other terrible sources of energy. So, we had a sustainable-energy question: Sustainable development and sustainable energy are linked together. And in the whole picture: women. Women's role in societies is absolutely crucial for sustainable development.

JANE WALES

You were elected prime minister at age 41, after a career in medicine. You're a physician, so obviously what I want to turn to now is the role you played as director general of the World Health Organization [WHO]. You took that Brundtland Report experience with you into it, and in fact your approach to some of the larger health questions, health challenges, was to look at public-private partnerships — Darin McKeever from the Gates Foundation is here. Tell us a little bit about the role of organizations like GAVI, the Vaccine Alliance that have emerged in the past decade. They're not there only to mobilize resources but also to harmonize the activities of all three sectors in promoting global health. Say something about that experience.

GRO BRUNDTLAND

Yes, you are right. You know, when I looked at WHO in the months before I entered and was elected their new leader, as I was planning what kinds of reforms were necessary. I was looking at WHO — its limitations in its ability to move large change and much larger amounts of resources into the crucial areas for preventing ill health and, of course, in dealing with disease. It was a center of excellence within the United Nations family — that's how it was born, how the constitution was created — but, of course, we have no sanctions to put on any government if it is not pursuing a good, well-founded health policy. And if they don't put the health system in a place that people can reach, and if they don't vaccinate their children, we are helpless, in a sense.

So, we can give recommendations. We can argue — and I did; but I also knew I had to get global health issues onto the agenda of the leaders of government, not only to the health ministers, because they are usually at the end of the table in any government. So, we needed to speak with the leaders of government — the foreign ministers and the finance ministers; we also did that.

In addition, we had to mobilize the private sector in a much more effective way. There were people out there, Gates and others, who were willing to listen and be part of the answer to how we can mobilize much more effective access. So, we worked. And the interesting thing for me, coming from Norway, is we have a strong state. We have a welfare state. But with Norwegian governments in the whole of the post-Second World War period, when our economy has prospered and we have had a good development pattern and a good democracy, it has all been done with the participation of the employers and the employees — you

know, the labor unions — in such a way that we can have harmonious development of our economy; the social reforms are integrated in a way that doesn't undermine the future of our economy. So, this has been happening.

I was used to thinking about the private sector as part of the solution, and many public health people in the WHO and in UNICEF, other places, think, Ooh! Be careful about the private sector! They are businesses. They have only bottom-line profit. Be very careful. We have to keep this in the public arena. That was the attitude. And I can tell you, only when Bill Gates placed \$750 million on the table and told me and Carol Bellamy of UNICEF, "Unless you go together and make a more creative, more effective institution to deal with childhood vaccinations, which had been falling down, we're not, I'm not, going to give this \$750 [million] unless these changes happen." And I was convinced that we had to mobilize the private sector in any case. So, for me, it was wonderful. It gave me an instrument to tell my own people and to tell the people of UNICEF and Carol, "This is how we can really move, creating GAVI." And we did, and we listened to the experiences of the private sector, being results-oriented in addition to socially conscious; that is the basis of thinking in the UN system. So, by combining them we managed to move this up and have much greater results. Millions and millions of children have been vaccinated because of this. I'm using it as one example because GAVI was the first major attempt.

Then came the Global Fund to Fight AIDS, Tuberculosis and Malaria and other institutions of this kind, which adds to the efficiency of the whole system and doesn't undermine the United Nations. This was something that many people believed: This is dangerous, Gro, because we no longer have control over the vaccination agenda et cetera. I said, "Look, we are going to be the center of excellence. We are going to be able to be the knowledge base, the evidence base, the system telling the world about what the correct protocols are and what needs to be done. That's the crucial role, and then inspiring others to come to the table and help make this happen."

JANE WALES

Of course, one of the big challenges of global governance is the need for new institutions, and GAVI and GAIN [Global Alliance for Improved Nutrition] and others are perfect examples of a social innovation that is catching up with the kinds of challenges we face.

Staying with health for a moment, and going to good old national governance, let's talk about the role of good governance. I'm thinking about, for example, the situation where polio is almost eradicated, but there's no such thing as "almost," right?

GRO BRUNDTLAND

It is almost.

JANE WALES

But almost doesn't do you any good. Where you still see outbreaks is where governance is weak. Let me just put a sharper point on it: We have had new reports of polio in Syria, where it hadn't existed, in the midst of civil conflict. Say something about the role of governance and the strengthening of health systems as well.

GRO BRUNDTLAND

I was saying that, basically, health systems and basic education are crucial parts of any democracy or any government, even if it's not democratic so far. So, I think it's important to make clear to any nation, any government, that it is basically responsible for the fundamentals with regard to its own people. If we don't do that but just take for granted that if countries are poor, we have to help, which is good; but if that country thinks it can get funding from the outside for even the basic needs of its people long-term, this doesn't work. We have to be able to convince governments about some basic human rights issues, which are self-evident parts of any reasonable government. There are many poor countries that are not able; even given that they are trying what I'm saying, they need our support — maybe for years because they are so poor. And maybe some of those countries are not so corrupt and the elite is not taking all of the money into their own pockets, which is another difficult issue globally. However, even then, we cannot sit back and look at people suffering.

In Syria we have a tragic situation. And it is a country that has been reasonably well-run, compared with many others in civil conflict and war — civil war for years. Of course its system has broken down, which means that polio vaccination is not there in big pockets of Syria at the moment because the people who used to be doing this are no longer there; they have fled. And the international community who are helping doing it are not allowed or do not dare to come. So, we get these pockets of difficult and dangerous health consequences due to conflict.

In other parts you can have issues, for instance, with polio vaccination because of misuse of religion — you know, trying to spread, on a religious basis, to poor parts of a country: Don't get your children vaccinated. This is the Western world trying to stop your reproductivity. We saw that in parts of India. We have had it in parts of Nigeria, and it's been very tough to overcome because when people have such campaigns within populations, scaring them, it really takes a lot of effort and many people to overcome those kinds of barriers.

JANE WALES

And in the case of Pakistan, a health worker was used to gain entry into Bin Laden's...

GRO BRUNDTLAND

In Pakistan, yes. When I said India, Pakistan too, certainly.

JANE WALES

But there was a situation where distrust of health workers then went on the rise...

GRO BRUNDTLAND

Even get killed, yes.

JANE WALES

...which was really, really sad. We're focused on philanthropy here. You've talked about whether philanthropy is there to undermine governments or to strengthen them; and increasingly I'm seeing incredible sophistication on that question. And there is an effort, for example, particularly in the area of global public health, to strengthen the health ministries, strengthen their capacity in the process by sharing data, giving them what they need to do their job well. I shouldn't say giving, but sharing.

GRO BRUNDTLAND

Yes, yes, yes.

JANE WALES

Where are you seeing the greatest positive effect from that effort to strengthen health systems?

GRO BRUNDTLAND

Yes, it's right that some years ago the secretary-general also took an initiative about global health issues, trying to ask us, "In the pursuance of the Millennium Development Goals, what now needs to have stronger focus so that we can get to our targets?" This is only like four or so years ago. There were two main issues that then were debated; and what he supported and took issue with was that we need to help develop health systems — and that needs to happen with the support of countries, communities, businesses, philanthropy, donors — everything; because unless that is better based across the poor countries of the world, our efforts to fight a number of diseases and prevent, in the first place, tragedies, is going to be undermined. Then it was mother and child. So, the two

millennium goals linked to mother and child were focused, in addition to health systems, broadly speaking. That has led to more collaboration in many areas across the different entities that are involved, and this is important.

And by the way, Jane, I was speaking with a venture capitalist a couple of weeks ago, who brought me to a meeting, and we were speaking in the car. I said, “How do you define social ...

JANE WALES

Social innovation? Social enterprise?

GRO BRUNDTLAND

...social enterprise, yes. I was talking about the Skoll Foundation. Social entrepreneurs. And it was an interesting discussion, but it ended by my saying to myself and to him, “Now I am more scared about the definition. If you say philanthropy, social entrepreneurship and then governments and institutions, whether national or international, or public institutions and private companies... In this business — the private sector of this — I am getting more worried when I listen to some people about the private companies that basically have bottom-line profit as their goal. If they start thinking that philanthropy, governments and then the social entrepreneurs are responsible for all the social and environmental needs, that’s really dangerous because that was the case until 25 or 30 years ago.”

When I came to Davos at the end of the 1970s, early ’80s, the general melody in the whole of the multinational and business companies that were there at the World Economic Forum, around any issue of social, environmental or global aspect, they said, “Oh, that’s up to government. We are having bottom-line profit.” They’ve never said that in the past 10 years. I am now talking regular business. They now know and certainly the most progressive of them know, that they have to be part of also taking care of social and environmental issues, ethical issues — and you spoke about this in the panels just before the Egyptian minister was here. If we help from philanthropy, from social entrepreneurs, the big part of business, multinational, everywhere, is going to take for granted that they can lean back and say, “It’s not our issue.” That’s dangerous because what we need is everyone stepping up to the challenge because it’s the sum of what all of us are able to do — from the government, from the local community or local government, to the private sector totally. That’s what will help us, as quickly possible, get to sustainable development.

JANE WALES

I'm sure you've figured out by now that John Kufuor could not be here. We were connecting by videoconference, and we've run into technical problems on the Ghana end. I wanted to close with a question, but please stay right after this for a musical ending because I think it will help you leave with hope.

Toby [Porter] had a big effect on me. You weren't here, Gro, but he told us to raise our hand if we were over 60 or hoped one day to be over 60, and there was a remarkable number of hands that went up. Because you became prime minister at age 41, we always think of you as somebody who breaks every glass ceiling, and now you're a member of The Elders officially. It seems like we're seeing a redefinition of service, Gro. You've got Jimmy Carter, Tony Blair, Kofi Annan. John Kufuor is also somebody who has really redefined service. Ernesto Zedillo. You can go all around the world and find people who were heads of state who, instead of retiring to a lovely life by the seashore, choose instead to take the knowledge they developed and the leadership skills that they almost innately have and apply them to the world's toughest problems. First of all, I turn to you and I can't imagine you retiring. It's just an impossible thing to even imagine. But, have we fundamentally changed our notion of service, our sense of obligation to the larger whole, so that we no longer put it in this job or that job but instead have it take us from the beginning to the end of our lives?

GRO BRUNDTLAND

Well, yes, maybe, Jane. I think you feel responsible that by using your experience you make the contributions that you can do at different stages of your life, and that never ends. You can always make a contribution if you are reasonably in shape and healthy enough to be able to do so. So, you continue saying yes to the kinds of challenges that you know you can contribute to dealing with. And, the other issue, when you speak about all these former leaders — you mentioned some names — it is easier to continue working for international concerns that you have been learning about and dealing with to try to address during your life in public service when you know that there are other leaders from different parts of the world who are active and willing to do the same. It means you continue having a base of contact and friendship and inspiration from other people who are feeling the same way. That helps because as an individual on your own, it's not so easy to do this. For me The Elders have been a new inspiration. Most of those Elders were people I knew and had worked with, and of course we are inspiring each other to be able to do things even if we are 75, 80 or 90, which is the case of Jimmy Carter. The man is full of energy, and he will never step down until somebody else decides that.

JANE WALES

So, please stay for the music. Everybody in this room is such an extraordinary expert and such an extraordinary giver, whether you're a philanthropist or leading an NGO or a social enterprise, and the world is so much better for it. What we all feel is gratitude. So, thank you to all of you.

