



2015 GLOBAL PHILANTHROPY FORUM CONFERENCE

DISRUPTORS APRIL 22-24
WASHINGTON, DC
AND DECISION MAKERS

This book includes transcripts from the plenary sessions and keynote conversations of the 2015 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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FOREWARD



Regardless of the sector in which we work, the values with which we were raised or the politics we espouse, we are all repelled by such horrors as the persistence of modern-day slavery, the relegation of a child to a life of poverty, the outbreak of disease epidemics and Katrina-like weather extremes that reveal gross, and oftentimes life-ending inequities and governance failures. These challenges are the result of broken, even malign systems that can be replaced by new systems and the soft infrastructure of effective governance. But no individual, entity or sector can do that alone.

It takes us all.

The 2015 Global Philanthropy Forum Conference focused on such global challenges and the positive roles business, philanthropy and government can play — both separately and collectively. The unique pressures on and requirements of each sector were acknowledged, as were specific strengths. But most importantly, all of the conversations began with the assumption that regardless of one's profession, authority or source of expertise, each individual can play a role — and that role may be one of disruptor, decision maker, or both.

Since its founding in 2001, the Global Philanthropy Forum has grown into a dynamic international network of over 1,800 agile and engaged donors committed to international causes. While focusing on the unique role of the philanthropic sector, we have also acknowledged the division of labor and potential complementarities among the public, private and social sectors. And by holding the Conference in Washington DC every three years, we have engaged policymakers who play pivotal roles in crafting solutions to global problems. At the 2015 Conference, GPF expanded its audience by bringing key business leaders — in addition to representatives from corporate foundations — into the GPF learning community.

The Conference opened with World Bank President Jim Yong Kim, who described the ways that the Bank is seeking to “disrupt” the cycle of poverty by establishing the twin goals of ending extreme poverty and boosting shared prosperity by 2030. He urged that “we have to change the relationship between economic growth and poverty alleviation, so every point of economic growth has to have a greater impact.” To do this, Kim recommended making strategic investments in people, so that they are healthy, educated and equipped with the necessary skills to enter the workforce.

Investments in people, however, must also be paired with investments in systems and infrastructure that deliver essential services. A clear example of a system failing to deliver was the outbreak and rapid spread of Ebola in West Africa. Had health systems been stronger, the disease might have been contained, its victims treated and society protected. Tom Frieden of the Centers for Disease Control and Prevention acknowledged that what works best in an emergency situation is not a crisis-specific intervention, but an “everyday system that’s robust and resilient and can be scaled up.” In addition, infectious diseases specialist, Ian Crozier — an Ebola survivor himself — identified a crucial and missing element in this outbreak — local staff capacity — underscoring the importance of training more doctors and nurses on the ground.

Recent events like the Ebola outbreak and the Syrian refugee crisis, coupled with the effect of climate change, make the stakes even higher for effective collaboration. UN High Commissioner for Refugees, António Guterres said “the combination of these crises creates an environment in which humanitarian needs are growing in a way in which we no longer can handle them alone. Partnership among governments, international organizations, civil society and business is the key ingredient to allow us not to be overwhelmed.” Gayle Smith, special assistant to the President and senior director of the National Security Council added that complementarity is also critical in building partnerships: “Not everybody should do everything, but there are ways that the pieces of this jigsaw puzzle could come together.”

Speakers also focused on the importance of empowering the next generation and the ways in which the desire to give back to society is often cultivated at a young age. Mo Ibrahim, founder of the Mo Ibrahim Foundation and his daughter Hadeel focused their conversation on young people who are unemployed and marginalized, and the question of what more can be done to increase their access to jobs and bring them into the political

process. Peggy Dulany of Synergos Institute discussed how our values, compassion and capacity to really listen to others are what drive us to become philanthropists and change makers. We all bear the shared responsibility of promoting sustainable development.

Finally, Tony Blair, former prime minister of Great Britain and Northern Ireland, acknowledged that creating cross-sectoral and multi-regional partnerships is difficult. But he also concluded, “There’s nothing more exciting than seeing change in action. There’s nothing more exciting than being part of that change. And the truth is, the best of government and the best of philanthropy in the end share that mission to serve. And if they work together, they can fulfill that mission better.”

On the following pages, you will read the words of leaders from the public, private and social sectors who are committed to effecting positive political and social transformation. We hope that these stories told by the GPF 2015 speakers will inspire you and your work.



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

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JEFF UBOIS

JANE WALES

ZOUERA YOUSOUFOU

CATHERINE ZENNSTRÖM

2015 CONFERENCE **AGENDA**



WEDNESDAY **APRIL 22**

7:30 AM BREAKFAST
FOYER

10:00 AM SPEED NETWORKING
ROOSEVELT, CULPEPER & LATROBE ROOMS

Jump-start the Conference Wednesday morning with timed, 6-minute “speed introductions.”

10:45 AM BREAK
FOYER

**11:00 AM DISRUPTORS AND DECISION MAKERS:
IT TAKES US ALL**
BALLROOM

The international community has achieved its bold goal of cutting in half the number of individuals who were living in abject poverty at the time the Millennium Development Goals were set. Buoyed by this success, the World Bank has established an even more ambitious objective, and that is to end poverty by 2030. The United Nations will soon follow suit when it adopts the Sustainable Development Goals. Success will take extraordinary efforts and the engagement of the public, private and charitable sectors, working in tandem to get the job done. Smart national policies have unleashed private capital flows, raising the GDP of fast growing economies. But in order for the benefits to be felt by the bottom 40% of the economic ladder, sound policy, strategic philanthropy and sustained, long-term investment will be required. Key to this effort will be the conquering of the jobs challenge by addressing the mismatch between the skills required for the jobs that await and the education and training currently available to the workforce of today and tomorrow. Dr. Jim Yong Kim, president of the World Bank Group, leads an institution that seeks to “disrupt” the cycle of poverty. That is a shared goal of the entrepreneurs, philanthropists, investors and policymakers who gather at the Global Philanthropy forum.

(WELCOME) JANE WALES CEO, Global Philanthropy Forum and World Affairs Council; Vice President, The Aspen Institute
@JaneWales

(IN CONVERSATION WITH...) JIM YONG KIM President, World Bank Group @WorldBank

12:00 PM LUNCH
BALLROOM

**1:00 PM GLOBAL TRENDS, RISKS AND REWARDS —
WHERE ARE WE NOW, WHERE ARE WE GOING?**

BALLROOM

In order to have a clear understanding of global problems and their potential solutions, we need to examine the challenges within the context of broad economic, political, technological and environmental trends. This plenary will explore these trends and the risks and rewards associated with them — from the dangers linked to weak global governance and socio-economic inequality to the potential benefits of info-, bio- and nanotechnologies.

(WELCOME) PETER ROBERTSON Chairman, Board of Trustees, World Affairs Council @world_affairs

(REMARKS) SEÁN CLEARY Chairman, Strategic Concepts; Executive Vice Chair, FutureWorld Foundation

**1:20 PM COMING TOGETHER TO SUPPORT COMMUNITIES IN
TIMES OF CRISIS**

BALLROOM

Crisis situations — from acute shocks to chronic stresses — often illuminate each sector's skills, pressures, requirements and need for nuance. For example, philanthropy's flexibility and ability to act fast allows it to play a unique role in supporting individual communities through hard times. The private sector's capacity to create and leverage innovative technologies and distribute goods and services can help rebuild cities. And finally, governments play a vital role by setting standards, establishing policies, mobilizing resources and coordinating action. It is during crises that cross-sector collaboration becomes truly imperative. And it is only through integrated prevention and response strategies that long-term resilience can be achieved.

ANTÓNIO GUTERRES High Commissioner for Refugees, United Nations @Refugees

NEAL KENY-GUYER CEO, Mercy Corps @nealkg

OLARA OTUNNU President, Uganda People's Congress; President, LBL Foundation for Children

GAYLE SMITH Special Assistant to the President and Senior Director, National Security Council @NSCPress

(MODERATOR) ZIA KHAN Vice President for Initiatives and Strategy, The Rockefeller Foundation @ZiaKhanNYC

2:40 PM HARNESSING THE POWER OF INVENTION

BALLROOM

The catalyst of invention, especially when the resulting products can be scaled and applied in multiple settings, can be a powerful tool for improving the lives of people in both the developed and developing world. But what are the attributes of a great inventor? And what makes their inventions advance inclusive development?

MANU PRAKASH Assistant Professor of Bioengineering, Stanford University @Stanford

(MODERATOR) CAROL DAHL Executive Director, The Lemelson Foundation @LemelsonFdn

3:00 PM BREAK

FOYER

3:15 PM WORKING GROUPS

COMBATING DEADLY DISEASE EPIDEMICS

SULGRAVE

This Working Group will consider public, private and social sector strategies to meet the immediate needs of those affected by disease epidemics and strengthen local healthcare delivery systems. Working Group participants will also examine the ways in which technology, data and scientific discovery can be used to improve prevention, diagnosis and treatment techniques. **FORMAT:** Roundtable Dialogue

SOPHIE DELAUNAY Executive Director, Médecins Sans Frontières US @Sophie_Delaunay

RONALD WALDMAN Professor of Global Health, Milken Institute School of Public Health, George Washington University

DANIEL WATTENDORF Program Manager, Biological Technologies Office, Defense Advanced Research Projects Agency @DARPA

(FACILITATOR) NICK THOMPSON CEO, Africa Governance Initiative @NP_Thompson

ERADICATING SLAVERY FROM SUPPLY CHAINS

DUMBARTON

Nearly 21 million people are victims of forced labor across the world, 90 percent of which are exploited in the private economy by individuals or enterprises. This Working Group will seek to build upon previous conversations, such as those that took place at the 2013 GPF Conference, and encourage further cross-sector dialogue and action with particular emphasis on values that are shared, actions that can be taken and barriers that can be removed. FORMAT: Roundtable Dialogue

BAMA ATHREYA Senior Specialist, Labor and Employment Rights, USAID @USAID

KOHL GILL CEO and Founder, LaborVoices, Inc. @kohlgill

DAN VIEDERMAN CEO, Verité @Verite_DanV

(FACILITATOR) ED MARCUM Vice President, Investments, Humanity United @HumanityUnited

NONCOMMUNICABLE DISEASES — INNOVATIVE APPROACHES TO DIAGNOSIS AND TREATMENT

ROOSEVELT

Noncommunicable diseases (NCDs) account for nearly 40 million deaths each year, almost three quarters of which occur in low- and middle-income countries. The impact of NCDs stretches far beyond the health of the individuals affected and into the overall social and economic wellbeing of communities throughout the world. The increased costs associated with health care deplete household resources and can obstruct poverty alleviation efforts. This Working Group will highlight innovative approaches to both the diagnosis and treatment of chronic diseases in poor countries where solutions must be inexpensive and easy to use. FORMAT: Human-centered Design Thinking

SANIA NISHTAR Founder and President, Heartfile @SaniaNishtar

RAJESH PANJABI Co-founder and CEO, Last Mile Health @rajpanjabi

(FACILITATOR) JOCELYN WYATT Co-lead and Executive Director, IDEO.org @jocelynw

SOURCING NEW IDEAS

CULPEPER

How do funders decide which problems to focus on? And once they have done so, how do they find new and innovative interventions with great potential? From contests and crowdsourcing to fellowship programs to monitoring trends and seeking advice from other funders and grantees, philanthropists and social investors are finding more and more ways to source new ideas. This Working Group will examine current and potential strategies and note areas for improvement in the infrastructure around discovering, selecting and supporting groundbreaking approaches to social change. FORMAT: Expert-led Discussion Groups

CLAUDIA JUECH Associate Vice President and Managing Director for Strategic Research, The Rockefeller Foundation @cjuech

ALEXANDRE MARS Founder and CEO, Epic Foundation @alexandremars9

FRAN PERRIN Founder, The Indigo Trust @indigotrust

JASON RISSMAN Managing Director, OpenIDEO @jasonrissman

(FACILITATOR) GABRIEL KASPER Senior Manager, Monitor Institute @MntrInstitute

4:30 PM BREAK

FOYER

5:30 PM RECEPTION HOSTED BY CHARITIES AID FOUNDATION AND CAF AMERICA

THE COLONNADE

Enjoy conversations and make connections with colleagues old and new over light snacks and drinks. We thank Charities Aid Foundation and CAF America for hosting this event. Charities Aid Foundation (CAF) is a leading international non-profit organisation, originating in the UK, that works to make giving more effective and charities more successful.

6:30 PM THE ROLE OF POLITICAL SATIRE

BALLROOM

CLOSED DOOR SESSION. FOR GPF CONFERENCE ATTENDEES ONLY.

Political satire can play a powerful role in interpreting and illuminating events at pivotal moments. Bassem Youssef joins us in conversation three years after he first appeared on the GPF stage, when he was fresh from comedic “coverage” of Tahrir Square.

(WELCOME) WALTER ISAACSON President and CEO, The Aspen Institute @WalterIsaacson

(IN CONVERSATION WITH...) BASSEM YOUSSEF Former Host, Al-Bernameg; Spring Fellow, Institute of Politics, Harvard Kennedy School @DrBassemYoussef

(MODERATOR) JANE WALES @JaneWales

7:00 PM DINNER
BALLROOM

**8:00 PM A COMPETITION BETWEEN SYSTEMS:
GOOD GOVERNANCE OR CORRUPTION**
BALLROOM

In the face of the pressures of fast paced change, systems of governance can be transparent and accountable, or opaque and corrupt, a choice that carries with it grave consequences for states, societies and citizens. What role can philanthropy, private enterprise and civil society play in enabling the former and calling out the latter, holding leaders to account?

MO IBRAHIM Founder and Chair, Mo Ibrahim Foundation
@Mo_IbrahimFdn

HADEEL IBRAHIM Executive Director, Mo Ibrahim Foundation
@Mo_IbrahimFdn

(MODERATOR) JANE WALES @JaneWales

**8:45 PM MUSICAL PERFORMANCE BY
MWANGAZA CHILDREN'S CHOIR**

THURSDAY APRIL 23

7:30 AM BREAKFAST BUFFET & TABLE TALKS
BALLROOM

A conference attendee leads each conversation, facilitates networking and encourages targeted knowledge-sharing. Please see list of topics at the end of the agenda section of the program or refer to the conference app.

**9:00 AM LEVERAGING MARKET SYSTEMS FOR GOOD:
TRANSFORMING GLOBAL SUPPLY CHAINS AND
PROTECTING THOSE WITHIN — THE CASE OF
SLAVERY**
BALLROOM

Globalization has created opportunities to reach new customers in new markets and to source materials and even finished goods from all over the globe. But this increasing complexity of global operations presents considerable challenges with regard to supply chain management, requiring new strategies and systems for ensuring the safety and wellbeing of each employee. Addressing these issues is a priority for commercial actors. But others have an interest and a role to play. To combat modern-day slavery, policymakers have established norms and have enacted and enforced laws, and NGOs have partnered with businesses, working behind the scenes to audit their supply chains, while at the same time serving as public advocates.

STELLA DAWSON Chief Correspondent, Governance and Anti-Corruption, Thomson Reuters Foundation @stelladawson

JUSTIN DILLON CEO, Made in a Free World @justindillon

NINA SMITH Executive Director, GoodWeave International
@GoodWeave

DAN VIEDERMAN CEO, Verité @Verite_DanV

(MODERATOR) RANDY NEWCOMB President and CEO, Humanity United @randynewcomb

(REMARKS) MARCUS BLEASDALE Documentary Photographer
@marcusbleasdale

10:15 AM BREAK
FOYER

10:45 AM WORKING GROUPS**MEETING AND ANTICIPATING POST-CONFLICT NEEDS AND FOSTERING PEACEFUL SOCIETIES**

SULGRAVE

This Working Group will consider lessons learned from successful post-conflict reconciliation efforts; the unique and common roles for the public, private and philanthropic sectors in anticipating and preventing future conflict; and what it takes to create and maintain peaceful and inclusive societies. The importance of understanding local context and the role of those working on the ground will be highlighted throughout. FORMAT: Roundtable Dialogue

ELISE FORD Director of Investments, Humanity United
@HumanityUnited

AUBREY FOX Executive Director, Institute for Economics and Peace - USA @aubreyfox1

ILIANA MONTAUK Director, Gaza Sky Geeks, Mercy Corps
@ilianamontauk

OLARA OTUNNU President, Uganda People's Congress; President, LBL Foundation for Children

(FACILITATOR) MARK GERZON Founder and President, Mediators Foundation @CTL_Mediators

CREATING TRANSPARENT MINERAL VALUE CHAINS

DUMBARTON

Many companies are making progress in their efforts to use and invest in conflict-free minerals. What more needs to be done to ensure the responsible sourcing of minerals throughout global supply chains? What is the impact of conflict mineral regulations on business operations and on the level of violent conflict and human rights abuses in the Democratic Republic of Congo and other conflict zones? And what is the role of philanthropy in eliminating the use of conflict minerals? FORMAT: Roundtable Dialogue

MARCUS BLEASDALE Documentary Photographer
@marcusbleasdale

CAROLYN DURAN Conflict Minerals Program Manager and Supply Chain Director, Intel Corporation @carolynvanchai

LINA VILLA-CORDOBA Executive Director, Alliance for Responsible Mining

(FACILITATOR) MARSHALL CHASE Associate Director, BSR
@mchase96

ADVANCING FINANCIAL INCLUSION

ROOSEVELT

Around the world, 2.5 billion people lack access to financial services. This Working Group will examine ways to accelerate financial inclusion and economic growth — from mobile banking to financial literacy and entrepreneurship training. And participants will be encouraged to consider new and existing opportunities for cross-sector partnerships between nonprofits, commercial banks, microfinance institutions and governments, among others. FORMAT: Expert-led Discussion Groups

ALEX COUNTS President and CEO, Grameen Foundation
@AlexCounts

ISAAC KWAKU FOKUO CEO, African Leadership Network
@Prosper4Africa

MARY ELLEN ISKENDERIAN President, Women's World Banking
@womensworldbnkg

DOUGLAS SABO Vice President, Head of Corporate Philanthropy and Responsibility, Visa Inc. @dsabo

SHAMINA SINGH Executive Director, MasterCard Center for Inclusive Growth @shaminasingh

(FACILITATOR) RANDALL KEMPNER Executive Director, Aspen Network of Development Entrepreneurs, The Aspen Institute
@rkempner

BOOSTING MATERNAL AND INFANT HEALTH OUTCOMES

CULPEPER

Reducing the risks associated with having a baby in the developing world requires strengthened health systems and innovative technology solutions. This Working Group will examine strategies for improving care for mothers and babies before, during and after childbirth — from the use of mobile phones to register pregnancies and raise awareness about prenatal care to increasing the uptake of newborn vaccinations to the creation of low-cost, clean birth kits. FORMAT: Expert-led Discussion Groups

ZUBAIDA BAI Founder and Chief Executive, ayzh @zubaidabai

LEITH GREENSLADE Vice-Chair, MDG Health Alliance

JOSH NESBIT CEO, Medic Mobile @joshnesbit

(FACILITATOR) JANEEN UZZELL Global Director of Operations, Global Research and External Affairs and Technology Programs, GE
@ruralhealthgirl

12:00 PM LUNCH BALLROOM

1:00 PM SPECIAL ADDRESS

BALLROOM

TONY BLAIR Former Prime Minister, Great Britain and Northern Ireland @tonyblairoffice

(MODERATOR) JANE WALES @JaneWales

2:00 PM BREAK

FOYER

2:30 PM A TRI-SECTOR APPROACH TO SUSTAINABLE DEVELOPMENT

BALLROOM

Through the collective efforts of the public, private and charitable sectors, we've met the Millennium Development Goal of halving the proportion of people living in extreme poverty. But such shocks as pandemics, violent conflict and weather extremes have revealed the underlying fragility of societies, states and the poorest among their citizens. Building on the achievements of the MDGs, and the collaboration that made it possible, the United Nations will adopt the Sustainable Development Goals (SDGs) later this year, laying out an integrated approach to development — one which includes such objectives as climate change mitigation and improved global health and suggests a tri-sector approach that involves not only governments and international development organizations, but also global corporations, corporate foundations, philanthropists, social investors and non-governmental organizations. What are the unique capabilities that each player brings to bear? And what are the distinctive burdens placed on each actor that hinders or helps their engagement in international development work? The MDGs started the process. It will take us all to complete it.

ALESSANDRO CARLUCCI Former CEO, Natura @naturanet

AMINA MOHAMMED Special Advisor to the Secretary General on Post-2015 Development Planning, United Nations @UN

JANICE MWENDAMERU Trustee, Safaricom Foundation @SafaricomFDN

(MODERATOR) GLEN GALAICH CEO, The Philanthropy Workshop @ggalaich

3:30 PM BREAK

FOYER

3:45 PM WORKING GROUPS**REBUILDING CITIES AND TOWNS AFTER EXTREME WEATHER EVENTS**

SULGRAVE

Extreme weather events — from hurricanes to tornadoes to earthquakes to wildfires — have devastating effects on populations all over the world. And it is after these types of disasters that extreme inequalities and government failures are often revealed. This Working Group will consider the ways in which philanthropy, government and business can help rebuild cities and towns after natural disasters. FORMAT: Roundtable Dialogue

ADAM FREED Consultant, Sustainability Practice, Bloomberg Associates @AdamMFreed

GRAHAM MACMILLAN Director, Corporate Social Responsibility and Business Partnerships, Citi @Citi

TONY MELOTO Founder, Gawad Kalinga @tonymeloto

ROBERT OTTENHOFF President and CEO, Center for Disaster Philanthropy @BobOttenhoff

(FACILITATOR) MARK GERZON Founder and President, Mediators Foundation @CTL_Mediators

EMISSION STANDARDS AND CLEAN ENERGY SOLUTIONS

CULPEPER

A clear path to reducing emissions and decelerating global warming is to increase the use of alternative energy solutions. But setting energy standards requires action on the part of government, business and philanthropy. This Working Group will examine lessons learned and new strategies on the horizon as we prepare for the UN Framework Convention on Climate Change in December 2015. FORMAT: Roundtable Dialogue

RIK STAMHUIS Co-founder and Managing Director, Jiro-Ve @Rikstamhuis

DAVID WASKOW Director, International Climate Action Initiative, World Resources Institute @davidwaskow

BETTING ON SMALL-SCALE PRODUCERS

DUMBARTON

Global corporations, philanthropists, social investors and policymakers all have clear roles to play in ensuring the success and overall wellbeing of small-scale producers in the developing world. This Working Group will emphasize the importance of providing capital at all levels, including those at the bottom of the pyramid — artisans, miners and small-holder farmers, among others, who are often located in remote parts of the world. FORMAT: Roundtable Dialogue

SASHA DICHTER Chief Innovation Officer, Acumen @sashadichter
JANET NKUBANA Managing Director and Co-founder, Gahaya Links
LINA VILLA-CORDOBA Executive Director, Alliance for Responsible Mining
(FACILITATOR) WILLY FOOTE Founder and CEO, Root Capital @rootcapitalceo

THE FIRST YEARS OF LIFE

ROOSEVELT

Investments in early childhood development and education yield high payoffs in terms of the overall wellbeing of individuals, families and communities. This begins during the first few years of life when the brain is rapidly developing. Working Group participants will examine how philanthropists, business leaders and policymakers can set standards around prioritizing the health and wellbeing of infants and children. Specifically, they will consider ways to enhance the development of both cognitive and non-cognitive skills. FORMAT: Human-centered Design Thinking

BRITTANY BUTLER Executive Director, Character Lab @TheCharacterLab
TOM MCPARTLAND CEO, ELMA Philanthropies Services @Khonvoum
FERDINANDO REGALIA Social Protection and Health Division Chief, Inter-American Development Bank @the_IDB
MARY ANNE RIBEIRO CEO, PUPA
(FACILITATOR) JOCELYN WYATT Co-lead and Executive Director, IDEO.org @jocelynw

5:00 PM BREAK

FOYER

6:00 PM RECEPTION

FOYER

7:00 PM DINNER

BALLROOM

We gratefully acknowledge the **Ford Foundation** and the **John D. and Catherine T. MacArthur Foundation** for co-hosting this evening's dinner and plenary session. The Ford Foundation supports visionary leaders and organizations on the frontlines of social change worldwide. The MacArthur Foundation supports creative people and effective institutions committed to building a more just, verdant, and peaceful world.

8:00 PM LEVERAGING THE DISRUPTIVE POWER OF THE INTERNET

BALLROOM

The Internet is arguably the most disruptive technology of the last twenty-five years, impacting nearly every aspect of society for the 2.7 billion people who have access. It has dramatically changed the way we interact with each other and consume resources in both our personal and professional lives. But despite its rapid growth, approximately five billion people lack access to the Internet, and the protections when it comes to surveillance and privacy are inadequate. This plenary will explore issues of equity, of access, of safety and security when it comes to the Internet and information and communication technology (ICT) more broadly. What are the technologies and business models under development that will enable Internet access around the globe? What will be the key platforms and policies necessary for a quality user experience and full participation in the knowledge economy? And what is the role of ICT in the practice of philanthropy and in advancing shared social and environmental goals?

ALVARO BEDOYA Executive Director, Center on Privacy and Technology, Georgetown Law @alvarombedoya
TAKUNDA CHINGONZO Co-founder, Neolab Technology and NeoEffect @tchingonzoh
JEREMY MALCOLM Senior Global Policy Analyst, Electronic Frontier Foundation @EFF
JULIA STASCH President, John D. and Catherine T. MacArthur Foundation @macfound
DARREN WALKER President, Ford Foundation @darrenwalker
(MODERATOR) TOM KALIL Deputy Director for Technology and Innovation, Office of Science and Technology Policy, The White House @whitehouseostp

FRIDAY APRIL 24

7:30 AM BREAKFAST BUFFET & TABLE TALKS

BALLROOM

A conference attendee leads each conversation, facilitates networking and encourages targeted knowledge-sharing. Please see list of topics at the end of the agenda section of the program or refer to the conference app.

7:30 AM STRENGTHENING PHILANTHROPY'S CONTRIBUTIONS TO THE NEW SUSTAINABLE DEVELOPMENT GOALS

ROOSEVELT

Breakfast Discussion hosted by Conrad N. Hilton Foundation, United Nations Development Programme, Rockefeller Philanthropy Advisors and The Foundation Center

2015 is a crucial year for international multistakeholder cooperation. If the Sustainable Development Goals that will be agreed by all governments in September this year are achieved, as some have said, ours will be the last generation to endure extreme poverty, and the first to reduce the pace of climate change. These goals are universal and will apply to all countries, irrespective of level of wealth, and they will link social, environmental and economic dimensions of wellbeing. But philanthropy is the sector that is missing from the table in terms of planning and implementation. Now that the United Nations and governments are encouraging all sectors to join in the effort, how can we in philanthropy be a part of this effort, globally and in every country around the world? Join us to learn and brainstorm about specific opportunities in the months ahead.

NARDOS BEKELE-THOMAS Resident Representative of the United Nations Development Programme and Resident Coordinator, United Nations - Kenya @unnardos

PAULA CABALLERO Senior Director for Environment and Natural Resources Global Practice, World Bank Group @WorldBank

EDMUND CAIN Vice President, Grant Programs, Conrad N. Hilton Foundation @EJC45

JOAN LOMBARDI Advisor, Buffett Early Childhood Fund; Senior Fellow, Bernard van Leer Foundation @BvLFoundation

NATHALIA MESA Executive Director, Carulla Foundation @aeioTU

BRADFORD SMITH President, The Foundation Center @fdncenter

(MODERATOR) HEATHER GRADY Vice President, Rockefeller Philanthropy Advisors @HeatherGrady1

8:30 AM CATALYZING PRIVATE CAPITAL FLOWS FOR DEVELOPMENT

BALLROOM

Private capital flows have played an increasingly important role in fueling growth in such emerging markets as Nigeria, India, Indonesia and South Africa. How do we increase the movement of private capital to growth markets and leverage these funds to maximize their development impact? What government policies and programs are required to assure that there is income growth among the poorer 40 percent? And how can philanthropy partner with large, private investors to promote inclusive development?

MIRZA JAHANI CEO, Aga Khan Foundation USA @AKF_USA

FREDERIC SICRE Managing Director, The Abraaj Group @fsicre

GAVIN WILSON CEO, IFC Asset Management Company @IFC_org

CHRISTIANN WOOD Chairman of the Board, Global Reporting Initiative; Former CEO, Capital Z Asset Management @GRI_Secretariat

(MODERATOR) JANE NELSON Director of Corporate Social Responsibility Initiative, Harvard Kennedy School; Senior Fellow, Brookings Institution @Kennedy_School

9:30 AM BREAK

FOYER

10:00 AM BUILDING CAPACITY: STRENGTHENING HEALTH SYSTEMS

BALLROOM

The outbreak and rapid spread of Ebola in Guinea, Sierra Leone and Liberia offer a tragic example of how endemic poverty magnifies the danger, exacerbates its effects, complicates the response and increases the suffering. Had health systems been stronger, the disease might have been contained, its victims treated and society protected. This plenary will examine the elements of resilient healthcare infrastructure — from human resources to physical facilities to societal trust — that can help combat disease epidemics and other health risks. And speakers will highlight innovative approaches to the diagnosis and treatment of both communicable and non-communicable diseases, especially those that have proven successful in remote or underserved communities.

TOM FRIEDEN Director, Centers for Disease Control and Prevention @DrFriedenCDC (via interactive video)

IAN CROZIER Infectious Diseases Specialist

JACOB GAYLE Vice President, Medtronic Philanthropy @MDTPhilanthropy

RAJESH PANJABI Co-founder and CEO, Last Mile Health @rajpanjabi

(MODERATOR) STEVE DAVIS President and CEO, PATH @SteveDavisPATH

**11:15 AM LIVING PHILANTHROPIC VALUES; MAINTAINING A
“LISTENING EAR”**

BALLROOM

The spirit of giving and shared responsibility begins at a young age. And while children and young adults learn from their elders and early experiences, often it is we who learn from them. A “listening ear” is a gift throughout one’s life. It is the combination of our values, our experiences as well as theirs that can guide subsequent strategic choices, ensure an openness to risk and ignite a hunger for continued learning. This plenary will examine the transmission of philanthropic values within families, businesses, communities and society as a whole. And it will remind us all that we are still learning and teaching.

MICHAEL MONIZ Co-founder, President and CEO, Circadence
@Circadence

KAYLEE MONIZ Philanthropist

CARRIE HESSLER-RADELET Director, Peace Corps
@PeaceCorpsDir

PEGGY DULANY Founder and Chair, Synergos @SynergosInst

(MODERATOR) PHIL BUCHANAN President, The Center for
Effective Philanthropy @philCEP

12:30 PM CONFERENCE ADJOURNS AND LUNCH

SPEAKER BIOGRAPHIES



BAMA ATHREYA

SENIOR SPECIALIST, LABOR AND EMPLOYMENT RIGHTS, US AGENCY FOR INTERNATIONAL DEVELOPMENT @USAID

Bama Athreya is senior specialist, Labor and Employment Rights at US Agency for International Development (USAID). She manages USAID's portfolio of labor programming worldwide, and represents USAID in inter-agency policy discussions on labor. She has twenty years' experience on international labor issues, trade, development and ethical business practices.

She previously worked for the International Labor Rights Forum (ILRF), International Labour Organization and American Center for International Labor Solidarity. She has developed and led multi-country projects in Latin America, sub-Saharan Africa and Asia on the rights of working women, on labor law implementation, on forced and child labor and on supply chain due diligence. While at ILRF, Athreya worked extensively on a project to raise awareness of, and promote solutions to, gender-based violence in the workplace worldwide.

Athreya served as one of the founding Board members of the Sweatfree Purchasing Consortium, an entity serving state and city governments in the United States who have adopted legislative or executive commitments to ethical procurement. In 2009 Athreya was appointed by Secretary of Agriculture Tom Vilsack to a special Consultative Group on Forced and Child Labor.

ZUBAIDA BAI

FOUNDER AND CHIEF EXECUTIVE, AYZH

Zubaida Bai is widely regarded as an expert and a leader in the field of engineering design for low-cost health products customized for the developing world. Bai's work at the bottom of the pyramid demonstrates her passion for empowering underserved women, and has led her to be selected as Young Global Leader by the World Economic Forum and a Maternal Health Fellow by Ashoka Changemakers among many other honors.

She is the founder of ayzh (pronounced 'eyes'), a for-profit social venture providing health and livelihood solutions to impoverished women worldwide. They develop low-cost, appropriate technology designed to meet the unique needs of women in resource-poor settings. Signature to the ayzh brand is a convenient, "kit style" product. ayzh aims to be the leading global provider of life-saving, life-changing health products for underprivileged women across the globe. ayzh's goals are to reduce maternal and infant mortality through improved quality of care at time of birth. Their long-term vision is to prevent deadly and debilitating infections for six million women over the next five years by giving them increased access to a clean, safe delivery and a healthy start to a new life.

She holds a master's degree in Mechanical Engineering Specializing in Development of Modular Products, and holds an MBA in Social and Sustainable Enterprises.

ALVARO BEDOYA

EXECUTIVE DIRECTOR, CENTER ON PRIVACY AND TECHNOLOGY,
GEORGETOWN LAW @alvarombedoya

Alvaro Bedoya is the founding executive director of Georgetown Law's Center on Privacy and Technology. He is an expert on digital privacy issues, including big data, corporate data collection, NSA surveillance reform and cybersecurity, with a focus on their impact on communities of color. He is an informational resource to policymakers, advocates and consumers and journalists. His work and commentary have been cited by the *New York Times*, the *Los Angeles Times*, *Politico* and the *Washington Post*.

Prior to joining the Center, he served as chief counsel to the Senate Judiciary Subcommittee on Privacy, Technology and the Law and to its Chairman, Senator Al Franken (D-Minn.). In this role, he was the staff negotiator for significant portions of both the Cybersecurity Act of 2012 and the USA FREEDOM Act, a bipartisan surveillance reform bill. He also advised Senator Franken in crafting other legislation on mobile location privacy, health data privacy and NSA transparency, and worked to improve privacy protections for biometric technology like facial recognition and fingerprint readers.

He is a graduate of Harvard College and Yale Law School, where he received the Paul and Daisy Soros Fellowship for New Americans.

NARDOS BEKELE-THOMAS

RESIDENT REPRESENTATIVE OF THE UNITED NATIONS DEVELOPMENT
PROGRAMME AND RESIDENT COORDINATOR, UNITED NATIONS - KENYA
@unnardos

Nardos Bekele-Thomas is the resident representative of the United Nations Development Programme (UNDP) and the resident coordinator of the United Nations system in Kenya. She is a seasoned and experienced UN official and was until recently serving in a similar capacity in Benin.

Bekele-Thomas has conducted extensive research on private sector development, supported the strengthening of African business associations, provided advisory services and played an advocacy role in the promotion of women and youth empowerment and the development and management of micro, small and medium-scale enterprises. Based on her strong belief, she has carried out policy studies and developed programs on the promotion of entrepreneurship and business skills training for employment and job creation. As Chief Technical Advisor, she has served the Government of Uganda (1994-98), and played an advocacy and advisory role in favor of youth enterprise development, private sector development, rural socio-economic transformation and effective Decentralized Governance.

Bekele-Thomas has a master's degree in Economic Development, Monetary Economics and Econometrics from New York University (NYU) and a PhD candidate also at NYU. She is the author of several papers and monographs and she is fully bilingual in French and English.

TONY BLAIR

FORMER PRIME MINISTER, GREAT BRITAIN AND NORTHERN IRELAND
@tonyblairoffice

Tony Blair served as prime minister of Great Britain and Northern Ireland from May 1997 to June 2007. He was also the leader of Britain's Labour Party (1994-2007) and a member of Parliament for Sedgefield, England (1983-2007). Blair is the Quartet representative to the Middle East. He represents the United States, the United Nations, Russia and the European Union, working with the Palestinians to prepare for statehood as part of the international community's effort to secure peace.

He has launched the Tony Blair Faith Foundation, the Tony Blair Africa Governance Initiative and the UK-focused Sports Foundation. The Faith Foundation promotes respect for the world's religions through education and multifaith action. The Africa Governance Initiative operates in Rwanda, Sierra Leone, Liberia, Guinea, Ethiopia and Nigeria. It aims to help build the governments' capacity to tackle poverty and deliver programs that will improve ordinary people's lives, from public services and rural development to infrastructure and job creation.

MARCUS BLEASDALE

DOCUMENTARY PHOTOGRAPHER @marcusbleasdale

Marcus Bleasdale is a documentary photographer who uses his work to influence policy makers around the world. His work on human rights and conflict has been shown at the US Senate, the US House of Representatives, the United Nations and the Houses of Parliament in the UK. Bleasdale's work also appears in *The New Yorker*, *The New York Times*, *The Sunday Times Magazine*, *The Telegraph Magazine*, *Stern*, *Le Monde*, *TIME Magazine*, *Newsweek* and *National Geographic Magazine*.

Exhibitions include "The Rape of a Nation," the Federal Building NYC (2006), the Central Library, Chicago (2006), the Holocaust Museum LA (2006), Visa Pour L'Image (2007), Nobel Peace Centre Oslo (2007), Ministry of Foreign Affairs France (2008), Henie Onstad Kunstsenter, Oslo (2009), US Senate (2009), UN (2009), the Houses of Parliament UK (2010), US House of Representatives (2011), and Fotografiska, Sweden (2013). He has published two books "One Hundred Years of Darkness" (2002) and "The Rape of a Nation" (2009).

Bleasdale has been awarded the UNICEF Photographer of the Year Award (2004), The OPC Olivier Rebbot Award for Best Foreign Reporting (2005), Magazine Photographer of the Year award POYi (2005), The Alexia Foundation Award for World Peace (2005), the World Press Awards (2006), the Freedom of Expression Foundation Norway (2007), the Days Japan (2009), the Anthropographia Award for Photography and Human Rights (2010), the Hansel Mieth Award (2010) and the Photo Book of the Year Award POYi (2010), Freedom of Expression Foundation Norway (2011), the Webby Award (2011) News and Politics for "Dear Obama" and the Hood Medal for Services to Photography from Royal Photographic Society (2012). In 2012, Bleasdale's film for MSF was nominated for an Emmy together with other VII photographers. In 2013 Bleasdale's work for *National Geographic Magazine* won a World Press Photo Award and the Photography Award at the Overseas Press Club of America.

Bleasdale is a senior fellow of the Enough Project to end genocide and crimes against humanity.

PHIL BUCHANAN

PRESIDENT, CENTER FOR EFFECTIVE PHILANTHROPY @philCEP

Phil Buchanan, president of the Center for Effective Philanthropy (CEP), is a passionate advocate for the importance of philanthropy and the nonprofit sector and deeply committed to the cause of helping foundations to maximize their impact. Hired in 2001 as the first chief executive of CEP, Buchanan has built a research team, secured funding, developed a research agenda and managed the development and introduction of new performance assessment tools — leading the growth of the organization into its role as the leading provider of data and insight on foundation effectiveness.

Buchanan is co-author of many CEP reports, a columnist for *The Chronicle of Philanthropy*, and a frequent blogger for the CEP Blog. In addition, his articles and op eds have appeared in a range of publications including *The Financial Times* and *Stanford Social Innovation Review*. Buchanan was named to the 2007, 2008 and 2014 "Power and Influence Top 50" list in *The Nonprofit Times*.

He holds an MBA from Harvard University and received his undergraduate degree in Government from Wesleyan University. Buchanan was born in Canada, grew up in Oregon and currently lives in Lexington, Massachusetts with his wife, two daughters and two exceedingly charismatic cats, Clyde and Flora.

BRITTANY BUTLER

EXECUTIVE DIRECTOR, CHARACTER LAB @TheCharacterLab

Brittany Butler is executive director of Character Lab, a nonprofit on a mission to develop, disseminate and support research-based approaches to character that enable kids to learn and flourish. They are a small team of researchers, designers and educators who are working to do three things: discover the ideas and strategies that build character; translate those good ideas to useful products and do everything they can to ensure that people who work with students do what the research says is best.

Prior to coming to Character Lab, Butler worked in a qualitative and quantitative research capacity at UCLA and the RAND Corporation and also in a management capacity as the founding Executive Director of a public health nonprofit in post-Katrina New Orleans. She studied Psychology at Yale and earned a MPP from the Harvard Kennedy School as a Dubin Fellow at the Center for Public Leadership.

PAULA CABALLERO

SENIOR DIRECTOR FOR ENVIRONMENT AND NATURAL RESOURCES
GLOBAL PRACTICE, WORLD BANK GROUP @WorldBank

Prior to joining the World Bank Group in July 2014 as Senior Director of the Environment and Natural Resources Global Practice, Paula Caballero, was the director for Economic, Social and Environmental Affairs in the Ministry of Foreign Affairs of Colombia. In this role, she managed the team responsible for formulating foreign policy on a broad range of sustainable development issues including climate change, biodiversity, land degradation, fisheries, agriculture and transboundary systems, working closely with a wide array of national and international counterparts. She was a leading voice and negotiator in international fora, including the United Nations Framework Convention on Climate Change and the Post 2015 framework. Together with Prince Albert of Monaco, she was awarded the Zayed International Prize for the Environment in 2014 for her contribution to “environmental action leading to positive change.” Earlier in her career, she served as Regional Technical Advisor in Natural Resource Management for Latin America and Caribbean at UNDP. She was also assistant executive director for the Advisory Committee on Protection of the Sea (ACOPS), and has worked with academia, media and the private sector.

A Colombian national, Caballero has a master’s in International Relations (Transboundary Water Management) from the Pontificia Universidad Javeriana and a BA in Literature and Society from Brown University.

EDMUND CAIN

VICE PRESIDENT, GRANT PROGRAMS, CONRAD N. HILTON FOUNDATION
@EJC45

Edmund J. Cain oversees all domestic and international grant programming at the Conrad N. Hilton Foundation, including overall responsibility for the Foundation’s strategic planning. Prior to joining the Foundation, Cain served as director of The Carter Center’s Global Development Initiative, which facilitated national development strategies in post-conflict countries. A senior member of The Carter Center’s Peace Program team, Cain advised former President Carter on global development issues and participated in election monitoring missions. Prior to that, Cain had a long career with the United Nations serving in Malaysia, Myanmar and Afghanistan, and was a UN resident coordinator in Turkey and in Egypt. He was also the first director of the United Nations Development Programme’s (UNDP) Emergency Response Division. In that capacity he oversaw the formulation of UNDP’s disaster response policy and led missions to war-torn and disaster-affected countries. Cain also served in the UN Secretariat as the chief of staff to the UN Undersecretary General for General Assembly and Political Affairs.

A Fellow at the Harvard Center for International Affairs and Senior Fellow at UCLA’s Luskin School of Public Affairs, Cain holds a master’s degree in Public Affairs from the University of Oregon and a bachelor’s degree in Political Science and International Affairs from the University of Delaware.

ALSESSANDRO CARLUCCI

FORMER CEO, NATURA @naturanet

Alessandro Carlucci joined Natura at age 23 and became CEO after 15 years of working in different departments and countries.

During his tenure as CEO, Natura’s net income has grown fourfold, from R\$1.7 billion to R\$7 billion, becoming the biggest CFT and Direct Selling company in Brazil. With the openings of the Mexico and Colombia operations, their international business grew quickly. Among several others social and environmental highlights, the company has been “carbon neutral” since 2007 and reached the goal of 33% reduction of CO2 emissions between 2007 and 2013. Natura is recognized as one of the most sustainable companies in the world. Natura Brand also became the preferred cosmetic brand in Brazil and the most admired company in all sectors for nine years in a row.

Carlucci is also chairman of World Federation Direct Selling Association (2011-2014), board member of the Board of Directors of Redecard (2010-2013), board member of Itaú-Unibanco Advisory Board (2013-present), board member of the Alcoa Advisory Board Latin America, (2012-present) and recently became chairman of the Board of BSR (Business for Social Responsibility).

He has received a BS in Business Administration from FGV (São Paulo - Brazil) and completed executive education programs at the FDC-Kellogg School of Management and AVIRA Program-INSEAD (Fontainebleau, France).

He was born in São Paulo, Brazil with Brazilian and Italian citizenship, been married for 20 years and has 3 children.

MARSHALL CHASE

ASSOCIATE DIRECTOR, BSR @mchase96

Marshall Chase leads BSR’s work with global manufacturing companies, focused on supply chain, climate and human rights issues. With a strong background in corporate environmental management and on-the-ground experience in emerging economies, Chase works with BSR members on international sustainability strategy development and execution, as well as on product, service and supply chain assessments. He also manages BSR’s work on conflict minerals, and supports BSR’s information and communications technology and transport and logistics practices.

Prior to joining BSR, Chase led the development of business services and partnerships at the American Chamber of Commerce in Armenia, and managed environmental initiatives as a consultant to major real estate companies in the Washington, DC, area. He has experience in sustainable business development as a Peace Corps Volunteer and consultant in West Africa.

Marshall holds an MBA and MS in Corporate Strategy and Sustainable Enterprise from the University of Michigan, and a BA in Government from Dartmouth College.

TAKUNDA CHINGONZO

CO-FOUNDER, NEOLAB TECHNOLOGY AND NEOEFFECT @tchingonzoh

Takunda Ralph Michael Chingonzo is a tech savvy, inspirational leader who loves working on cutting edge technology and discovering ways to monetize such technology in emerging economies. Chingonzo is the co-founder of Neolab Technology P/L, a multiple award winning start-up that is currently working on bringing free internet access to the public. He is also the co-founder of NeoEffect, a social start-up working towards the empowerment of underprivileged youth through IT literacy in southern Zimbabwe. Chingonzo is passionate about entrepreneurship and has successfully rolled out initiatives such as the MX project and BOOT Africa that strive to promote student start-ups in tertiary institutions.

Chingonzo is currently studying for a bachelor's degree in Quantity Surveying and is also working towards a CISCO certification in network security. Upon the completion of his Washington Fellowship, he plans to roll out WiFi services on the "free WiFi" network called Saisai that is being developed by Neolab. He also intends on expanding his social initiatives to other tertiary institutions in Zimbabwe and southern Africa.

SEÁN CLEARY

CHAIRMAN, STRATEGIC CONCEPTS; EXECUTIVE VICE CHAIR, FUTUREWORLD FOUNDATION

Seán Cleary is chairman of Strategic Concepts (Pty) Ltd, executive vice chair of the FutureWorld Foundation and a director of Companies.

He served in the South African Navy before a diplomatic career in the Middle East, US and Namibia, where he initiated negotiations between Namibia's political parties, the release of political prisoners and adoption of a Bill of Rights, en route to independence.

He is on the Faculty of the Parmenides Foundation, and lectures on global corporate strategy, conflict resolution and development economics in South Africa, the US and Europe. He also lectures on national security at the South African Defence Staff College. He chairs the Advisory Boards of the Global Economic Symposium and Operation Hope, is a board member of Rocky Mountain Institute, a trustee of the South African Foundation for Conciliation and a strategic adviser to the World Economic Forum.

He studied social sciences and law and holds an MBA from Henley Business School.

ALEX COUNTS

PRESIDENT AND CEO, GRAMEEN FOUNDATION @AlexCounts

Alex Counts founded Grameen Foundation and became its president and CEO in 1997, after having worked in microfinance and poverty reduction for 10 years. A Cornell University graduate, Counts' commitment to poverty eradication deepened as a Fulbright scholar in Bangladesh, where he witnessed innovative poverty solutions being developed by Grameen Bank. He trained under Professor Muhammad Yunus, the founder and managing director of Grameen Bank, and co-recipient of the 2006 Nobel Peace Prize. Since its modest beginnings, sparked by a \$6,000 seed grant provided by Professor Yunus (who was a founding board member and continues as director emeritus), Grameen Foundation has grown to a leading international humanitarian organization with an annual budget of approximately \$25 million.

Counts has propelled Grameen Foundation's philosophy through his writings, including "Small Loans, Big Dreams: How Nobel Prize Winner Muhammad Yunus and Microfinance Are Changing the World." Counts has also been published in *The Washington Post*, the *International Herald Tribune*, the *Stanford Social Innovation Review*, *The Miami Herald*, *The Christian Science Monitor* and elsewhere. In 2007 he received the Distinguished Alumni Award from Horace Mann School.

Before leading Grameen Foundation, Counts served as the legislative director of RESULTS and as a regional project manager for CARE-Bangladesh. He speaks fluent Bengali and lives in Washington, DC, with his wife, Emily, and their cat, Seymour.

IAN CROZIER

INFECTIOUS DISEASES SPECIALIST

Dr. Ian Crozier is a Vanderbilt-trained infectious diseases specialist originally from Bulawayo, Zimbabwe. Over the past six years, primarily through the Accordia Global Health Foundation and at the Infectious Diseases Institute (Kampala, Uganda), he has focused on developing clinical reasoning skills in African clinicians providing complex care in HIV/AIDS.

In August 2014, he was deployed by the World Health Organization to the Ebola Treatment Unit at Kenema General Hospital in Sierra Leone. After becoming infected, he was evacuated to Emory University Hospital, becoming critically ill, but emerging last October after a six week hospitalization. He has been called potentially the sickest Ebola survivor ever.

CAROL DAHL

EXECUTIVE DIRECTOR, THE LEMELSON FOUNDATION @LemelsonFdn

Dr. Carol Dahl is the executive director of The Lemelson Foundation. With a background in discovery sciences, innovation programs and global health and development, Dahl leads the Foundation's work to use the power of invention to improve lives.

Prior to joining the foundation in July 2011, Dahl worked for the Bill and Melinda Gates Foundation in various roles, including as founding director of the Global Health Discovery Program and as director of staff for the overall Global Health Program. During her tenure at the Gates Foundation, Dahl built the platform discovery innovation programs Grand Challenges in Global Health and Grand Challenges Explorations.

Previously, Dahl served as vice president for Strategic Partnerships at Biospect Inc. (now Pathworks Diagnostics). From 1990 to 2001, Dahl worked at the US National Institutes of Health (NIH) in several capacities, including as founding director of the Office of Technology and Industrial Relations at the National Cancer Institute (NCI) and program director at the National Center for Human Genome Research. Throughout her tenure in government, Dahl received numerous awards for her work stimulating innovative technologies, including DNA sequencing technology, bioengineering, bioimaging, and nanotechnology, and contributing to the launch of critical genomics resources, such as the Tumor Gene Index.

She serves on the advisory committee of the US Agency for International Development (USAID) Global Development Lab, and on the executive committee of the Aspen Network of Development Entrepreneurs (ANDE).

STEVE DAVIS

PRESIDENT AND CEO, PATH @SteveDavisPATH

As president and CEO of PATH, Steve Davis combines his extensive experience as a technology business leader, global health advocate and social innovator to accelerate great ideas and bring lifesaving solutions to scale. He oversees PATH's work of driving transformative global health innovation to save and improve lives, reaching 219 million people in 2013.

Davis' commitment to human rights and global development grew from his early work on refugee programs and policies, and from his later focus on Chinese politics and law. He has been a leader and strategist for a range of private and nonprofit organizations, including as CEO of the global digital media firm Corbis, director of social innovation for McKinsey & Company and interim CEO of the Infectious Disease Research Institute.

Davis is a member of the Council on Foreign Relations (CFR), serves on the boards of InterAction and Global Partnerships and sits on several advisory groups, including the World Economic Forum's Global Agenda Council on Social Innovation and the Clinton Global Initiative's Global Health Advisory Board.

Davis earned his BA from Princeton University, his MA in Chinese studies from the University of Washington and his JD from Columbia University.

STELLA DAWSON

CHIEF CORRESPONDENT, GOVERNANCE AND ANTI-CORRUPTION, THOMSON REUTERS FOUNDATION @stelladawson

Stella Dawson joined the Thomson Reuters Foundation in July 2012 to build coverage of corruption and governance, and to integrate it into their reporting on humanitarian issues. For 25 years, Dawson has reported on international economic policy and finance at Reuters from the United States and Europe, frequently appearing on radio and television. She won awards for her coverage of the European Central Bank in its early years under President Jean Claude Trichet and led Reuters global coverage of financial crisis as Economics and Markets Editor between 2007 and 2010. Dawson has reported on the dot.com crash, the Asia currency crisis and Internet productivity boom.

Before joining Reuters, she worked in Virginia as a radio and television reporter and at a daily newspaper. When news is not breaking, she can be found cycling or climbing mountains.

SOPHIE DELAUNAY

EXECUTIVE DIRECTOR, MÉDECINS SANS FRONTIÈRES - US @Sophie_Delaunay

Sophie Delaunay is executive director of Doctors Without Borders/Médecins Sans Frontières (MSF) in the United States. She first became involved with the organization in 1993 in administrative and finance roles, then worked extensively in program management both in the field and at headquarters. Delaunay has worked on MSF projects in Thailand, Rwanda, China and Korea, as well as in the French and US offices. She also conducted in-depth evaluations of MSF programs in Liberia, Darfur, Central African Republic and China.

Besides her MSF work, Delaunay worked for three years as program director in ESTHER, a French government AIDS agency, where she supervised the organization's programs in 18 countries.

She holds a master's degree in International Business from Le Havre University in France, and a master's degree in Political Science from Yonsei University in Korea. She has contributed to multiple publications, including a book about North Korean asylum seekers.

SASHA DICHTER

CHIEF INNOVATION OFFICER, ACUMEN @sashadichter

In his role as Chief Innovation Officer, Sasha Dichter oversees Acumen's work in metrics and impact, Global and Regional Fellows Programs and +Acumen. He is also responsible for developing new financial products for Acumen.

Dichter is also a noted speaker and blogger on generosity, philanthropy and social change, the author of "The Manifesto for Nonprofit CEOs," and the creator of Generosity Day. His talks have been featured on TED.com and at the DO Lectures and he has been recognized as an Innovation Agent by *Fast Company*, a top 10 Business Blogger by Say 100 Media, and his writing has been featured by *Harvard Business Review* and *Stanford Social Innovation Review*.

Dichter is proud to serve on the Executive Committee of the Aspen Network for Development Entrepreneurs (ANDE). Dichter's previous work experience includes positions at GE Money, IBM, Bank Rakyat Indonesia and Booz Allen Hamilton.

JUSTIN DILLON

CEO, MADE IN A FREE WORLD @justindillon

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

In 2008, Dillon made his directorial debut in the theatrically released film, "CALL+RESPONSE," which revealed the world's 27 million dirtiest secrets: there are more slaves today than ever before in human history. The film has been seen by over 400,000 people in public venues and has raised over \$250,000 for front-line groups helping to free slaves and rehabilitate victims.

In 2011, Dillon founded the nonprofit organization Slavery Footprint. Partnering with the US State Department, they launched a website which asks the question, "How Many Slaves Work For You?" On the back of the great success of Slavery Footprint, Dillon went on to found Made In A Free World and serves today as its CEO. Made In A Free World (MIAFW) is an organization made up of consumers, nonprofits and businesses working together to end slavery in supply chains. President Obama and Secretary Kerry have both endorsed their work and have asked MIAFW to assist with purifying the Federal Government's supply chains via Executive Order 13627, which is the largest in the world.

PEGGY DULANY

FOUNDER AND CHAIR, SYNERGOS INSTITUTE

Peggy Dulany is chair of the Synergos Institute, a global nonprofit organization helping solve complex problems of poverty and inequality by promoting and supporting collaboration.

Drawing from her experience living and working in Rio de Janeiro as a young woman, she realized that the people most affected by adverse living conditions also have the greatest energy and motivation to solve their problems. The resources they lack are connections to the economic and political realms where necessary changes can affect whole communities.

Dulany founded Synergos in 1986 to facilitate relationships among grassroots groups and government or business leaders and organizations, people who otherwise would not have access to each other, so that they can develop long-term relationships and forge new paths in overcoming poverty. In 2001, she co-founded Synergos' Global Philanthropists Circle with her father, David Rockefeller, to support philanthropic families in using this approach.

Her career has included heading a public high school program for drop-outs and consulting with the United Nations and the Ford Foundation on health care and family planning, and with the National Endowment for the Arts on nonprofit management and planning. She was Senior Vice President of the New York City Partnership, where she headed the Youth Employment, Education and Community Affairs programs.

Dulany is an honors graduate of Radcliffe College and holds a Doctorate in Education from Harvard University. She has sat on over thirty nonprofit and corporate boards including Stone Barns Center for Food and Agriculture, the Rockefeller Brothers Fund and the Africa-America Institute, among others. She runs two socially responsible businesses: a grass-fed beef and guest ranch in Montana and an ecotourism operation in Namibia. Through Synergos, she also guides wilderness retreats that offer participants a safe space in which to reflect on their deepest purpose in life.

CAROLYN DURAN

CONFLICT MINERALS PROGRAM MANAGER AND SUPPLY CHAIN DIRECTOR, INTEL CORPORATION @carolynvanchai

Carolyn Duran is the conflict minerals program manager and supply chain director at Intel Corporation. Within her role, Duran oversees Intel's conflict-free work, including the company's recent milestone that it is now manufacturing and shipping conflict-free microprocessors. To date, her team has met with more than 85 smelters in 21 countries to develop an effective supply chain audit process. This process has in turn paved the way for the global Conflict-Free Sourcing Initiative.

Duran also leads a team of highly-skilled technologists who are responsible for ensuring Intel's supply chain meets worldwide chemical regulatory compliance requirements. In addition, her team is responsible for establishing leading-edge supply chain solutions for the chemicals used in advanced photolithography processes.

Duran has been with Intel since 1998, starting as a process engineer in research and development, then moving to supply chain management in 2007. She received her BS in Materials Science and Engineering from Carnegie Mellon University, and her PhD in the same field from Northwestern University. She currently lives in Portland, Oregon with her husband and three sons. Serving on the Board of Directors for the Portland Habilitation Center Northwest, she also volunteers her time toward training and employing individuals with disabilities.

ISAAC KWAKU FOKUO

CEO, AFRICAN LEADERSHIP NETWORK @Prosper4Africa

Isaac Kwaku Fokuo, Jr. is the CEO of African Leadership Network (ALN), a membership community of the most dynamic and influential new-generation leaders in Africa. He is also the principal and founder of Botho Limited, a strategic advisory firm specializing in investments in emerging markets. He has over 15 years of experience in change and project management, supply-chain management, and business development. His areas of expertise include corporate due diligence and governance, process design and implementation, China/Africa relations, political and economic risk analysis and Islamic finance.

He is also co-founder and board member of the Sino-Africa Center of Excellence Foundation, an initiative that promotes the exchange of knowledge and ideas between China and Africa. He was honored as a Desmond Tutu Fellow in 2014. He earned his MBA from DePaul University, MA from the University of Chicago, and BA from Hanover College. Originally from Ghana, Fokuo now lives in Kenya.

WILLY FOOTE

FOUNDER AND CEO, ROOT CAPITAL @rootcapitalceo

Willy Foote is the founder and CEO of Root Capital. He began his career as a journalist in South America, then moved to Wall Street in Latin American corporate finance. Later, he won a business journalism fellowship in Mexico, where he discovered the challenges faced by agricultural businesses and small-scale farmers who lacked access to credit and markets.

He founded Root Capital in 1999 and has since grown the organization to over 130 employees, with clients across Latin America and Africa, and \$125+ million in assets. Root Capital received the Skoll Award for Social Entrepreneurship in 2005. Foote was named an Ashoka Fellow in 2007 and a Young Global Leader by the World Economic Forum in 2008, became a member of the Young Presidents' Organization (YPO) in 2009, was listed as one of Forbes' "Impact 30" in 2011 and is a Henry Crown Fellow (Class of 2012). He is on the Executive Committee of the Aspen Network for Development Entrepreneurs (ANDE) and is a life member of the Council on Foreign Relations.

Foote holds an MS in Development Economics from the London School of Economics and a BA from Yale University.

ELISE FORD

DIRECTOR OF INVESTMENTS, HUMANITY UNITED @HumanityUnited

Elise Ford joined Humanity United as a director of Investments in October 2013 and is responsible for Humanity United's Thematic Work in the field of Building Peace. Over the last year, she has been leading a strategic review for Humanity United's work in this space, exploring how they organization can support efforts to respond quickly to escalating risks of violence, as well as scoping the foundation's potential role in building peaceful and inclusive societies in the long-term.

Prior to joining Humanity United, Ford held a number of senior policy and campaign positions in Oxfam International in Europe, East Africa and West Africa. As the policy and campaign lead within Oxfam's emergencies team, Ford led policy analysis and campaigns on humanitarian crises and conflict. She has extensive experience in Africa, including Mali, Burkina Faso, Kenya, Ethiopia and Somalia. Ford has authored and co-authored a number of publications on international engagement in Somalia, the impact of conflict in Mali and food security.

Ford has previously worked for the EU and the Organization for Security and Co-operation in Europe. She holds a degree in social and political science from Cambridge University and a master's degree in public administration from the College of Europe.

AUBREY FOX

EXECUTIVE DIRECTOR, INSTITUTE FOR ECONOMICS AND PEACE-USA
@aubreyfox1

Aubrey Fox is the executive director of the Institute for Economics and Peace (IEP)-USA, a nonprofit global research organization dedicated to shifting the world's focus to peace as a positive, achievable and tangible measure of human well-being and progress. Founded in 2009 by the Australian entrepreneur and philanthropist Steve Killelea, the mission of the organization is to measure peace through well-defined conceptual frameworks and quantifiable metrics. The Institute is best known for the Global Peace Index, which ranks 162 countries on their peacefulness. It also publishes research on Mexico, terrorism and the economic costs of violence containment.

Prior to joining IEP, Fox was a member of the senior leadership team of the Center for Court Innovation, an organization which helps the justice system aid victims, reduce crime, strengthen neighborhoods and improve public trust in justice. His work at the Center included launching the Centre for Justice Innovation, an institution that seeks to promote criminal justice reform in the United Kingdom.

He graduated with a master's degree in Public Policy from the University of California at Berkeley, served as a VISTA Volunteer in San Antonio, Texas, was a Warren Weaver Fellow at The Rockefeller Foundation and a member of Coro's Leadership New York program. He is the co-author of "Trial & Error in Criminal Justice Reform: Learning from Failure" (Urban Institute Press, 2010).

ADAM FREED

CONSULTANT, SUSTAINABILITY PRACTICE, BLOOMBERG ASSOCIATES
@AdamMFreed

Adam Freed works in the Sustainability Practice at Bloomberg Associates, a pro bono consultant service established by Michael Bloomberg to help cities improve the quality of life for their citizens. Previously, he was the deputy managing director of The Nature Conservancy's Global Water Program, where he focused on helping cities have safe, sustainable and reliable water supplies and on mitigating corporate water risks.

Prior to the Conservancy, Freed served as the deputy director of the NYC Mayor's Office of Long-Term Planning and Sustainability, where he oversaw the implementation of and process to update the city's long-term sustainability plan (PlaNYC) and advised the Mayor on sustainability and climate-related issues. In this role, Freed developed and managed the city's climate resilience program. Before joining the Bloomberg Administration, he was the assistant comptroller for NYC in the Office of the New York State Comptroller, where he led the review of large-scale economic development projects and crafted corporate governance strategies for the State's \$150 billion retirement fund.

Freed received his master's in Urban Planning from New York University and was a Mel King Community Fellow at MIT. He currently resides in NYC with his wife and two sons and is a Lecturer at Columbia University and a member of the NYC Water Board.

TOM FRIEDEN

DIRECTOR, CENTERS FOR DISEASE CONTROL AND PREVENTION
@DrFriedenCDC

Tom Frieden, MD, MPH, is director of the Centers for Disease Control and Prevention (CDC), the American health protection agency. Since 2009, Frieden has intensified CDC's 24/7 work to protect people from health threats — preventing foodborne and healthcare-associated infections, helping Americans quit smoking, combating anti-microbial resistance and extending life-saving treatment and disease prevention in more than 50 countries.

As New York City Health Commissioner from 2002–2009, Frieden helped reduce smoking, eliminate artificial trans fats from restaurants, eliminate colon cancer screening disparities and initiate the country's largest community-based electronic health records project. From 1992–1996, he led New York City's tuberculosis control program that reduced multidrug-resistant cases by 80 percent. Frieden then worked in India helping build a tuberculosis control program that has saved three million lives.

Frieden received medical and public health degrees from Columbia University and infectious diseases training at Yale University. He started his CDC career as an Epidemic Intelligence Service officer and has written more than 200 scientific publications.

GLEN GALAICH

CEO, THE PHILANTHROPY WORKSHOP @ggalaich

Dr. Glen Galaich is CEO of The Philanthropy Workshop, the leader in ongoing strategic philanthropy education and networking — inspiring individuals and families to give better. His work on behalf of human rights and philanthropy has spanned more than a decade. He previously served as CEO of San Francisco-based The Philanthropy Workshop West.

His career in strategic philanthropy started with the founding team of the Global Philanthropy Forum where he was responsible for launching the first and second Conferences on Borderless Giving. He also served at Human Rights Watch as the deputy director of development for North America where he had strategic oversight of the Human Rights Watch Council, a network of supporters and opinion leaders committed to raising money for, and awareness of, human rights in five major cities. Galaich has written and published on the role of ethnicity in the formation of political parties, human rights and in the use of political violence and repression in sub-Saharan Africa. He serves on the board of GuideStar USA.

He holds a PhD and an MA from the University of Colorado at Boulder in Political Science, and a BA in Political Science from the University of California at San Diego.

JACOB GAYLE

VICE PRESIDENT, MEDTRONIC PHILANTHROPY @MDTPhilanthropy

Dr. Jacob A. Gayle is the vice president of Medtronic Philanthropy, leading the philanthropic and community affairs programs of Medtronic, Inc. since he joined the company in August 2011.

Gayle has a distinguished career in international public health and diplomacy that has spanned three decades and several of the world's leading health, development and philanthropic institutions, including deputy vice president of the Ford Foundation, senior public health officer for the US Centers for Disease Control and Prevention (CDC) and various other health and social development roles with US Agency for International Development (USAID), United Nations, World Bank and Carter Center.

A lifelong devotee to academia, Gayle completed his PhD in International/Community Health (Health Education) at The Ohio State University, where he also earned his MA in Community Health Education and MSc in Preventive Medicine. At Oberlin College, he completed a BA in Psychobiology. Gayle received tenure as associate professor of Community Health at Kent State University before joining CDC in 1989, and has since served as adjunct associate professor at Rollins School of Public Health at Emory University. His scholarship has been published in key professional journals and his leadership contributions within numerous professional conferences and deliberations. Currently, he serves Oberlin College as a member of its board of trustees, and is a member of the Institute of Medicine Board on Global Health.

MARK GERZON

FOUNDER AND PRESIDENT, MEDIATORS FOUNDATION @CTL_Mediators

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. The Transpartisan Alliance intends to host a third "alternative convention" in 2016 that, in contrast to the Democratic and Republican, highlights Americans capacity to work together across the political spectrum.

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)

KOHL GILL

CEO AND FOUNDER, LABORVOICES, INC @kohlgill

Dr. Kohl Gill, a quantum physicist turned social entrepreneur, founded LaborVoices in 2010 after observing local labor conditions while working in several South Asian countries as an International Labor Affairs and Corporate Social Responsibility Officer with the US Department of State. LaborVoices provides global brands and their supply chains with what has been missing: an early warning system based on direct feedback from workers, by repeatedly polling workers through their mobile phones. He helps customers obtain strong safety standards and decent working conditions and empowers workers through their own voices. Prior to that, he was a senior policy analyst with the US Department of Energy. Before that, he was a Transparency and Anti-Corruption fellow with Indicorps in the slum areas of Delhi, India.

Gill has a BS in Physics from Caltech and an MS and a PhD in Physics from the University of California, Santa Barbara. He has led LaborVoices to operations in 6 countries on 3 continents and many honors and awards including: Ashoka Affiliate; the Purpose Economy Asia 100; Echoing Green Fellow and the Clinton Global Initiative.

HEATHER GRADY

VICE PRESIDENT, ROCKEFELLER PHILANTHROPY ADVISORS

@HeatherGrady1

Heather Grady is vice president at Rockefeller Philanthropy Advisors, based in the San Francisco office. She leads the organization's strategy and program development in global philanthropy, including collaboratives, global programs, research, publications, presentations and other initiatives. One such initiative is a new collaboration between the Hilton, Ford and MasterCard Foundations, the Foundation Center and UNDP to encourage philanthropy to engage more meaningfully in the Post-2015 Sustainable Development Goals.

Grady tackled community-level and policy challenges firsthand in East Asia, Africa and the Middle East during two decades of development and human rights work, living in settings as diverse as Thailand, Vietnam, China, the Gaza Strip and Sudan. More recently she served as vice president, Foundation Initiatives at The Rockefeller Foundation, overseeing an annual grantmaking budget averaging \$65 million and ensuring significant impact from strategic initiatives in Asian Cities Climate Change Resilience, Impact Investing, Transforming Health Systems, Equitable and Sustainable Transportation and the Alliance for a Green Revolution in Africa (AGRA). Prior to that Grady was the managing director of Realizing Rights: The Ethical Globalization Initiative, founded by former Irish President Mary Robinson.

Grady has degrees from the Kennedy School at Harvard and Smith College. She is conversant in Chinese and Vietnamese. She serves on a number of Boards and Advisory Groups including The B Team, the Business and Human Rights Resource Center and SXSW Eco.

LEITH GREENSLADE

VICE-CHAIR, MDG HEALTH ALLIANCE

Leith Greenslade is vice-chair at the MDG Health Alliance, a special initiative of the UN Special Envoy for Financing the Health Millennium Development Goals in support of the UN Secretary-General's *Every Woman, Every Child* movement. Greenslade is also an investor in several nonprofit organizations that empower women, the chair of a giving circle that invests in women social entrepreneurs working globally and a member of the Peace and Security Funders Group.

Greenslade served on the US Board of GAVI, The Vaccine Alliance and in several positions with the Australian Government, including policy advisor and speechwriter to the Deputy Prime Minister and Minister for Health, economic adviser to the Leader of the Opposition, and chief of staff to the Shadow Minister for Social Security and the Status of Women.

Greenslade holds an MPA from the Harvard Kennedy School, an MBA from the Chinese University of Hong Kong and a First Class Honors Degree from the University of Queensland. Greenslade lives in New York City with her three daughters and is a passionate advocate for the empowerment of women and children.

ANTÓNIO GUTERRES

HIGH COMMISSIONER FOR REFUGEES, UNITED NATIONS @Refugees

António Guterres became the 10th UN High Commissioner for Refugees on June 15, 2005. A former Portuguese prime minister, Guterres was elected by the UN General Assembly to a five-year term. In April 2010, the General Assembly re-elected Guterres to a second five-year term. As High Commissioner, he heads one of the world's foremost humanitarian organizations. UNHCR has twice won the Nobel Peace Prize. Its more than 8,600 staff members work in over 120 countries providing protection and assistance to millions of refugees, returnees, internally displaced people and stateless persons.

Before joining UNHCR, Guterres spent more than 20 years in government and public service. He served as Portuguese prime minister from 1995 to 2002, during which time he was heavily involved in the international effort to resolve the crisis in East Timor. As president of the European Council in early 2000, he led the adoption of the so-called Lisbon Agenda and co-chaired the first European Union-Africa summit. He also founded the Portuguese Refugee Council in 1991 and was part of the Council of State of Portugal from 1991 to 2002. From 1981 to 1983, Guterres was a member of the Parliamentary Assembly of the Council of Europe, as well as chairman of the Committee on Demography, Migration and Refugees. In addition, he has been active in Socialist International, a worldwide organization of social democratic political parties.

Guterres was born in Lisbon and educated at the Instituto Superior Técnico, where he remains a visiting professor. He is married and has two children.

CARRIE HESSLER-RADELET

DIRECTOR, PEACE CORPS @PeaceCorpsDir

Carrie Hessler-Radelet is director of the Peace Corps as of June 2014. She was initially appointed deputy director of the Peace Corps on June 23, 2010. She is a returned Peace Corps volunteer (Western Samoa, 1981-83) with more than two decades of experience in public health focused on HIV/AIDS and maternal and child health.

Since 2010, Hessler-Radelet has spearheaded a comprehensive agency assessment and reform effort to improve efficiency across the organization — the first such endeavor since its founding in 1961. As deputy director, she led the roll-out of the Focus In/ Train Up initiative, which provides targeted technical training to volunteers to increase their capacity-building abilities.

During her tenure, Hessler-Radelet has led the implementation of new policies and processes to improve the health and safety of volunteers, including the requirements codified in the 2011 Kate Puzey Peace Corps Volunteer Protection Act and policies and programs aimed at reducing the risk of sexual assault and violent crime. She was instrumental in instituting the new Office of Global Health and HIV and the Global Health Service Partnership as well as leading an effort to overhaul volunteer recruiting and engage more volunteers in post-service public education activities.

Hessler-Radelet was actively involved in the establishment of the President's Emergency Plan for AIDS Relief (PEPFAR) and was a primary author of PEPFAR's first strategic plan. She was also founder of the Special Olympics in The Gambia in 1986, which is still active there.

Hessler-Radelet holds a master's degree in Health Policy and Management from the Harvard School of Public Health and a bachelor's degree in Political Science from Boston University.

MO IBRAHIM

FOUNDER AND CHAIR, MO IBRAHIM FOUNDATION @Mo_IbrahimFdn

Dr. Mo Ibrahim is the founder and chair of the Mo Ibrahim Foundation which he established in 2006 to support good governance and exceptional leadership on the African continent.

Sudanese-born, Ibrahim has a distinguished business career. In 1989 he founded Mobile Systems International (MSI), a world leading cellular consulting and software provider and in 1998, Celtel International, one of Africa's leading mobile telephone companies which pioneered mobile services in Africa. Ibrahim is also Founding Chairman of Satya Capital Limited, a private equity fund focused on Africa.

Ibrahim has received numerous honorary degrees and fellowships from a range of academic institutions and is also the recipient of a number of awards. He is also a member of the B-team, Clinton Global Initiative, The Giving Pledge, Global Philanthropist Circle (Synergos) as well as a member of UNCTAD's panel of Eminent Persons.

Ibrahim was made commander of the Order of the Lion (Senegal) by President Macky Sall (February 2014) and Commandeur of the Wissam Arch by HM King Mohammed VI of Morocco (July 2014).

HADEEL IBRAHIM

EXECUTIVE DIRECTOR, MO IBRAHIM FOUNDATION @Mo_IbrahimFdn

Hadeel Ibrahim is the founding executive director of the Mo Ibrahim Foundation, which was established in 2006 to support leadership and governance in Africa.

In addition to the Mo Ibrahim Foundation, Ibrahim is a member of the Boards of Mary Robinson Foundation for Climate Justice, the Clinton Foundation, Synergos Institute, Femmes Africa Solidarité (FAS), 1:54 Contemporary African Art Fair, the Governing Board of the African Governance Institute (AGI) and the co-chair of the Africa Center in New York.

Ibrahim is a member of the Advisory Boards of Africa 2.0, a member of Amnesty International's Secretary General's Global Council and MIT Legatum Center for Development and Entrepreneurship. She is a member of the Royal African Society Council, a member of the British Council Provocation Group and is a patron of Restless Development, a youth led development agency.

WALTER ISAACSON

PRESIDENT AND CEO, THE ASPEN INSTITUTE @WalterIsaacson

Walter Isaacson is the president and CEO of the Aspen Institute, a nonpartisan educational and policy studies institute based in Washington, DC. He has been the chairman and CEO of CNN and the editor of *TIME* magazine.

Isaacson's most recent book, *The Innovators: How a Group of Hackers, Geniuses, and Geeks Created the Digital Revolution* (2014) is a biographical tale of the people who invented the computer, Internet and the other great innovations of our time. He is the author of *Steve Jobs* (2011), *Einstein: His Life and Universe* (2007), *Benjamin Franklin: An American Life* (2003) and *Kissinger: A Biography* (1992), and coauthor of *The Wise Men: Six Friends and the World They Made* (1986).

He is chair emeritus of Teach for America, which recruits recent college graduates to teach in underserved communities. He was appointed by President Barack Obama and confirmed by the Senate to serve as the chairman of the Broadcasting Board of Governors, which oversees Voice of America, Radio Free Europe, and other international broadcasts of the United States, a position he held until 2012. He is vice-chair of Partners for a New Beginning, a public-private group tasked with forging ties between the United States and the Muslim world. He is on the board of United Airlines, Tulane University and the Overseers of Harvard University. From 2005-2007, after Hurricane Katrina, he was the vice-chair of the Louisiana Recovery Authority.

Isaacson is a graduate of Harvard College and of Pembroke College of Oxford University, where he was a Rhodes Scholar.

MARY ELLEN ISKENDERIAN

PRESIDENT AND CEO, WOMEN'S WORLD BANKING @womensworldbnkg

Mary Ellen Iskenderian is president and CEO of Women's World Banking, the global nonprofit devoted to giving more low-income women access to the financial tools and resources they require to achieve security and prosperity. Iskenderian joined Women's World Banking in 2006 and leads the Women's World Banking global team, based in New York and also serves as a member of the Investment Committee of its \$50 million impact investment fund.

Prior to Women's World Banking, Iskenderian worked for 17 years at the International Finance Corporation, the private sector arm of the World Bank. Before, she worked for the investment bank Lehman Brothers. Iskenderian is a permanent member of the Council on Foreign Relations, as well as a member of the Women's Forum of New York. She serves as an advisor to the Clinton Global Initiative, is a judge for the annual Financial Times/International Finance Corporation Sustainable Banking Awards and sits on the Board of Directors of Fair Trade USA.

Iskenderian holds an MBA from the Yale School of Management and a Bachelor of Science in International Economics from Georgetown University's School of Foreign Service.

MIRZA JAHANI

CEO, AGA KHAN FOUNDATION USA @AKF_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.

CLAUDIA JUECH

ASSOCIATE VICE PRESIDENT AND MANAGING DIRECTOR, STRATEGIC RESEARCH, THE ROCKEFELLER FOUNDATION @cjjuech

Claudia Juech is associate vice president and managing director for strategic research at The Rockefeller Foundation where she is charged with maximizing the insight coming into and being generated by the Foundation. This includes leading the Foundation's "Scan and Search" processes for sourcing and assessing new potential opportunities for impact, which combine social science research, concepts from venture capital and strategic foresight and ultimately facilitate the organization in making evidence-based decisions about how to deploy its resources.

She also builds and leverages the Foundation's knowledge networks, oversees efforts to integrate knowledge across departments and manages the Bellagio Center. Juech established the Foundation's horizon scanning activities and created a global "Searchlight" network of trend monitoring grantees that provided input into idea generation processes at the Foundation.

Previously, Juech was vice president at DB Research, Deutsche Bank's think tank for trends in business, society and financial markets. Reporting to Deutsche Bank Group's chief economist, she provided decision-making support on a broad range of topics, ranging from economic issues to demographics and healthcare. Juech has a degree in Information Science from Cologne University of Applied Sciences and an International MBA from the University of Cologne.

TOM KALIL

DEPUTY DIRECTOR FOR TECHNOLOGY AND INNOVATION, WHITE HOUSE OFFICE OF SCIENCE AND TECHNOLOGY POLICY @whitehouseostp

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.

GABRIEL KASPER

SENIOR MANAGER, MONITOR INSTITUTE @MntrInstitute

Gabriel Kasper is a senior manager at the Monitor Institute, a consultancy and think tank focused on philanthropy and social change that operates as part of Deloitte Consulting LLP. He has spent nearly two decades helping leading funders to understand the changing context for their work and to make sense of what those shifts will mean for both what they do and how they do it. He tracks emerging trends inside and outside the field and translates cutting-edge commercial innovation methods into new approaches for addressing philanthropic and social-sector challenges.

His work with funders is grounded in first-hand experience, both as a program officer at the David and Lucile Packard Foundation and as a manager of neighborhood programs at a local affiliate of the East Bay Community Foundation.

He is a prolific writer about the future of philanthropy, and has authored popular *Stanford Social Innovation Review* cover stories on "The Re-Emerging Art of Funding Innovation" and "Working Wikily: Social Change with a Network Mindset," as well as the Monitor Institute publications *What's Next for Philanthropy*, *What's Next for Community Philanthropy*, *Intentional Innovation* and *On the Brink of New Promise: The Future of US Community Foundations*.

RANDALL KEMPNER

EXECUTIVE DIRECTOR, ASPEN NETWORK OF DEVELOPMENT
ENTREPRENEURS @rkempner

Randall Kempner is executive director of the Aspen Network of Development Entrepreneurs (ANDE), a global network of organizations that propel entrepreneurship in emerging markets. The network's members provide critical financing and business support services to small and growing businesses (SGBs) that create positive economic, environmental and social impacts in developing countries. ANDE's 200+ members have operations in more than 150 emerging market countries. As executive director of ANDE, Kempner oversees the implementation of ANDE's extensive program and advocacy agenda, including training programs for investing in emerging-market entrepreneurs, promoting investment opportunities in emerging market SGBs and developing standardized financial, social and environmental metrics for impact investment.

Kempner has nearly twenty years of experience in the field of national and international economic development. Most recently, he served as Vice President for Regional Innovation at the U.S. Council on Competitiveness. Prior to joining the Council, he was co-founder of OTF Group, an international consulting firm that advises regions and nations on how to create competitive advantage. Fluent in English and Spanish, he is frequent author and speaker on entrepreneurship-based economic development strategies. His work has appeared in Forbes, Harvard Business Review, Innovations Journal and Stanford Social Innovation Review.

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

NEAL KENY-GUYER

CEO, MERCY CORPS @nealkg

Neal Keny-Guyer joined Mercy Corps in 1994 as CEO. Under his aegis, Mercy Corps has emerged as a leading international humanitarian and development organization with ongoing operations in more than 40 countries, a staff of 4,000 and global revenue of \$383 million. Keny-Guyer has forged new directions at Mercy Corps, most notably implementing global mergers and strategic alliances, placing human rights, civil society and social entrepreneurship at the forefront of Mercy Corps' humanitarian mission and building an organizational reputation for groundbreaking, innovative programming in the world's toughest environments.

Keny-Guyer is on the Board of Trustees of the Yale Corporation and also serves on the Yale President's Council on International Affairs and the Board of Advisors of the Yale School of Management (SOM). In addition, he serves on the Boards of InterAction (as Chair), ImagineNations and the Nike Foundation's Advisory Board.

He holds a BA in Public Policy and Religion from Duke University, an MA in Public and Private Management from Yale University and an honorary Doctor of Humane Letters from Portland State University, Oregon. Keny-Guyer lives in Portland with his wife, Alissa, who is an Oregon state legislator. They have three children.

ZIA KHAN

VICE PRESIDENT FOR INITIATIVES AND STRATEGY, THE ROCKEFELLER
FOUNDATION @ZiaKhanNYC

Dr. Zia Khan is the vice president for Initiatives and Strategy at the Rockefeller Foundation. Khan oversees the Foundation's approach for achieving impact and realizing the organization's mission and goals. He leads the program team in New York, Bangkok and Nairobi and their work in searching for new opportunities, developing strategies and executing initiatives. He also provides direction for the Foundation's commitment to supporting new innovations and capacities in the sector.

Prior to joining the Foundation, Khan was a management consultant and advised senior leaders on strategy and organizational performance. He is a frequent writer and speaker on strategy, innovation, leadership and organizational change. Khan is the co-author of *Leading Outside the Lines: How to Mobilize the Informal Organization, Energize your Team and Get Better Results*.

JIM YONG KIM

PRESIDENT, WORLD BANK GROUP @WorldBank

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 *US News & World Report* and in 2006 *TIME* magazine named him as one of its "100 Most Influential People in the World."

JOAN LOMBARDI

ADVISOR, BUFFETT EARLY CHILDHOOD FUND; SENIOR FELLOW,
BERNARD VAN LEER FOUNDATION @BvLFoundation

Joan Lombardi PhD is an international expert on child development and social policy. She currently serves as senior advisor to the Bernard van Leer Foundation on global child development strategies and to the Buffett Early Childhood Fund on national initiatives. She also directs Early Opportunities LLC, focusing on innovation, policy and philanthropy.

Over the past 40 years, Lombardi has made significant contributions in the areas of child and family policy as an innovative leader and policy advisor to national and international organizations and foundations and as a public servant. She served in the US Department of Health and Human Services as the first deputy assistant secretary for Early Childhood Development (2009–2011) in the Obama Administration, and as the deputy assistant secretary for Policy and External Affairs in Administration for Children and Families and the first Commissioner of the Child Care Bureau among other positions (1993–1998) during the Clinton Administration. Outside of public service, she served as the founding chair of the Birth to Five Policy Alliance (now the Alliance for Early Success) and as the founder of Global Leaders for Young Children.

Lombardi is the author of numerous publications including *Time to Care: Redesigning Child Care to Promote Education, Support Families and Build Communities* and co-author of *Beacon of Hope: The Promise of Early Head Start for America's Youngest Children*. She serves as the president of the Board of 1000 Days, a member of the Board of Trustees of Save the Children and a member of Investing in Young Children Globally, a project of the Institute of Medicine and the National Research Council.

GRAHAM MACMILLAN

DIRECTOR, CORPORATE SOCIAL RESPONSIBILITY AND BUSINESS
PARTNERSHIPS, CITI @Citi

Graham Macmillan is director of Corporate Social Responsibility and Business Partnerships at Citi. He is responsible for working with Citi businesses to drive economic and social impact with clients and other key stakeholders while contributing to Citi's broader Citizenship reporting requirements. Previously, Macmillan was senior program officer for Financial Inclusion at the Citi Foundation where he managed the Foundation's international grantmaking program in nearly 90 countries while also leading investments in innovation, thought-leadership and research. Initially at the Foundation, he managed the Foundation's Microfinance and Enterprise Development portfolios.

Prior to Citi, Macmillan was senior director of VisionSpring, a leading social enterprise selling consumer products to promote economic development. He is a member of the Executive Committee of the Aspen Network for Development Entrepreneurs (ANDE) and was a term member of the Council on Foreign Relations.

Macmillan received his BA from Colby College, MSc from NYU Wagner and MBA through a joint program at NYU Stern, London School of Economics and HEC Paris School of Management.

JEREMY MALCOLM

SENIOR GLOBAL POLICY ANALYST, ELECTRONIC FRONTIER FOUNDATION
@EFF

Jeremy Malcolm joined Electronic Frontier Foundation (EFF)'s international team in 2014, to lead their work fighting for more balanced intellectual property laws and policies for Internet users and open innovators. His last position was in Malaysia working for the global NGO Consumers International, coordinating its program Consumers in the Digital Age.

Malcolm graduated with degrees in Law (with Honours) and Commerce in 1995 from Australia's Murdoch University, and completed his PhD thesis at the same University in 2008 on the topic of Internet governance. His background is as an information technology and intellectual property lawyer and IT consultant. He enjoys acting, writing and coding, and his ambitions include writing an original science fiction novel, learning to juggle and learning Japanese (ideally both at once).

Malcolm is admitted to the bars of the Supreme Court of Western Australia (1995), High Court of Australia (1996) and Appellate Division of New York (2009). He is a former co-coordinator of the Civil Society Internet Governance Caucus, founder of Best Bits and currently a Steering Committee member of the OECD Civil Society Information Society Advisory Council.

ED MARCUM

VICE PRESIDENT FOR INVESTMENTS, HUMANITY UNITED
@HumanityUnited

Ed Marcum joined Humanity United in 2006 and serves as vice president for Investments. In this role, he is responsible for several programmatic portfolios, including corporate engagement and supply chain strategies, technology and human rights and Humanity United's peace building efforts in Liberia, South Sudan and Sudan. Marcum is also a founding board member of the Freedom Fund, the world's first private donor fund dedicated to identifying and investing in the most effective front-line efforts to end slavery.

Prior to joining Humanity United, Marcum was the deputy executive director of World Links, where he oversaw programs focused on improving educational outcomes and economic opportunities for youth in developing countries through the use of information and communications technology. Marcum also previously served as executive director of Global Education Partnership, a nongovernmental organization that provides entrepreneurship and job skills training to low-income youth in Kenya, Tanzania, Guatemala and Indonesia.

Marcum holds a bachelor's in political science from the University of California at Berkeley and a MBA/MA degree from The Wharton School/Lauder Institute at the University of Pennsylvania.

ALEXANDRE MARS

CEO AND FOUNDER, EPIC FOUNDATION @alexandremars9

Alexandre Mars is a serial entrepreneur and engaged philanthropist who started his first venture at 17. Over the past 15 years, he successfully launched and sold several companies in Europe and the United States across sectors spanning business and technology. In 1996, he founded A2X — one of Europe's first web agencies — at age 21. He ran his own venture fund, Mars Capital, from 1998–2001. In 2001, he founded the mobile marketing firm Phonevalley and within a few years, the company became the largest mobile marketing agency in Europe and was acquired by Publicis Groupe in 2007. He sold ScrOOon — a social media management system he launched in 2006 — to Blackberry in 2013.

Mars is passionate about fighting inequalities. In 2014, he founded Epic Foundation to bridge the gap between a new generation of donors — philanthropists, corporations and foundations — and organizations supporting children and youth globally. Epic is developing new tools focused on enhancing how donors select, monitor and experience their impact. His vision is to disrupt the philanthropic industry by combining technology and partnerships with change-making leadership.

Mars lives in Brooklyn with his wife and three children, who he adores traveling with. Passionate about music and sports, Mars enjoys jazz music and watching Brooklyn Nets, New Orleans Saints and New York Yankees games. He ran both the Paris and New York City Marathons and practices mixed martial arts.

TOM MCPARTLAND

CEO, ELMA PHILANTHROPIES SERVICES @Khonvoum

Tom McPartland is the CEO and member of the Board of ELMA Philanthropies Services (US), Inc., ELMA Philanthropies Services (Africa) (Pty), Ltd. and ELMA Philanthropies Services (East Africa), Ltd., and brings to his role at ELMA a broad background of senior management positions in public and private business in the areas of general management, investment banking, business and strategic development, intellectual property law and the negotiation of complex business transactions.

McPartland's for-profit history includes leadership positions with the Redwood Capital Group, Liberty Digital/TCI Music (public company founder and former CEO), the Zomba Group of Companies (North America) and the Bertelsmann Entertainment Group (Worldwide Deputy General Counsel and Head of Business Development). McPartland also brings to ELMA an extensive non commitment through prior Board positions on the New York State Association of Independent Schools, The Cloud Forest School Foundation, the Russian Gift of Life (Co-founder), the Green Vale School (former Board Chair), Old Westbury Garden (Presentation Chairman) and the Russian Children's Welfare Society (current Board Member).

TONY MELOTO

FOUNDER, GAWAD KALINGA @tonymeloto

Tony Meloto is the founder of Gawad Kalinga (GK), a movement that builds integrated, holistic and sustainable communities in slum areas with a vision to end poverty for five million Filipino families by 2024.

At a young age, Meloto was exposed to the squalid living conditions of the poor, as his home was near a shoreline squatter community where poverty was pronounced. After graduating from Ateneo de Manila University with a BA in Economics, he worked as purchasing manager at Procter & Gamble. In 1995, Meloto started working with the poor in the slums of Bagong Silang, Caloocan City, through a youth program which ultimately evolved to become Gawad Kalinga. The GK movement has been implemented in almost 2,500 communities in the Philippines and other developing countries such as Indonesia, Cambodia and Papua New Guinea.

Described as a radical optimist, Meloto is now building an inclusive platform for global partnerships, particularly in Europe. By providing internships and volunteer services at 32 European universities (22 of which are in France), Meloto hopes to create a bridge between Europe and Asia so opportunities in the Philippines and other emerging economies are discovered.

Most recently, Meloto was awarded the 2012 Skoll Award for Social Entrepreneurship and the 2011 Nikkei Asia Prize for Regional Growth from Japan, as well as selected as the 2010 Social Entrepreneur of the Year from Ernst and Young in the Philippines.

NATHALIA MESA

EXECUTIVE DIRECTOR, FUNDACIÓN CARULLA @aeioTU

Nathalia Mesa is the executive director of aeioTU - Fundación Carulla, an operating foundation that has played a significant role in the transformation of the early childhood development (ECD) sector of Colombia, South America. Fundación Carulla created aeioTU six years ago, a social enterprise that has a network of 27 ECD centers serving 13,000 children with a Reggio Emilia inspired curriculum. A longitudinal study led by Rutgers University has proven that after 20 months in the program, children have an improvement on 30% effect on weight per height and important and stable cognitive positive effects, particularly on receptive vocabulary. There is a positive effect of 90% in vocabulary reported in the girls who attended the program, equal to a receptive verbal development improvement in 15 months. By proving that it is possible to change the course of life of these children, aeioTU has opened the way for additional philanthropic investors and for the national and local governments to invest in ECD and increase the standards.

Born in Medellín, Colombia, Mesa has Business Administration and Economics degree from the University of Georgia. She was an economist researcher at the Latin American Center for Competitiveness and Sustainable Development and at the INCAE Business School in Costa Rica and then worked for eight years at AVINA, a foundation with Swiss-origins that invest throughout Latin America in social entrepreneurs and high impact networks.

AMINA MOHAMMED

SPECIAL ADVISOR TO THE SECRETARY GENERAL ON POST 2015 DEVELOPMENT PLANNING, UNITED NATIONS @UN

Amina Mohammed was appointed in July 2012 by the United Nations Secretary General Ban Ki-moon as special adviser on Post-2015 Development Planning. Mohammed brings to the position more than 30 years of experience as a development practitioner in the public and private sectors, as well as civil society.

She was formerly CEO and founder of the Center for Development Policy Solutions, a newly established think tank to address the policy and knowledge gaps within the government, parliament and private sector in development and civil society for robust advocacy materials. Prior to that, Mohammed served as the senior special assistant to the President of Nigeria on the Millennium Development Goals after serving three Presidents over a period of six years. She was charged, in 2005, with the coordination of the debt relief funds towards the achievement of Millennium Development Goals in Nigeria.

Mohammed has served on numerous international advisory panels and boards, including the Global Development Program of the Bill and Melinda Gates Foundation, the Secretary General's Global Sustainability Panel, the Hewlett Foundation on Education, African Women's Millennium Initiative, the ActionAid International "Right to Education Project," the Millennium

Promise Initiative and the Institute of Scientific and Technical Information of China. She is a governor of the International Development Research Centre in Canada, and currently chairs the Advisory Board of the United Nations Educational, Scientific and Cultural Organization (UNESCO) Global Monitoring Report on Education.

Mohammed received the National Honours Award of the Order of the Federal Republic in 2006 and was inducted in the Nigerian Women's Hall of Fame in 2007. She has four children.

KAYLEE MONIZ

PHILANTHROPIST

Kaylee Moniz, 17, is a junior at Boulder High School. She's also concurrently enrolled at the University of Colorado, with a focus in premed and molecular biology. At 10, Moniz became the youngest female to reach the summit of Kilimanjaro (19,341 ft). While in Tanzania she visited the Amani Children's Home in Moshi where she was inspired to help raise funds for the organization. She wrote about her experiences in Dreamers and Doers, a book about women who've climb Kilimanjaro.

During the summer of 2009, she was part of a team to climb fourteen, 14,000 foot peaks, in fourteen days to help her close friend and support the search for a cure for Pulmonary Hypertension. The team exceeded their goal of \$25,000 and completed the challenge in only 8 days. In 2012, she co-led with her twin brother Matt, a 2011 National Geographic Adventurer of the Year, a team of teenagers to Everest Base Camp, to raise money and visibility for the American Himalayan Foundation's Stop Girl Trafficking (SGT) program. The group raised over \$15,000 for SGT, which helped over one hundred young girls avoid the horrors of trafficking.

This year, Moniz is again working with the American Himalayan Foundations Stop Girl Trafficking program, with a goal of increasing awareness and funding, to help put an end to the tragic practice in Nepal. She hopes to return to Nepal soon to work as a volunteer at the SGT schools.

MICHAEL MONIZ

CO-FOUNDER, PRESIDENT AND CEO, CIRCADENCE @Circadence

Michael J. Moniz is the co-founder, President and CEO of Circadence and has established the company as a leader in the Cyber Defense and Network Optimization market. Notably, in 2008, he led the company to a first place ranking in the Deloitte Fast 50. Under his direction, the company has secured 31 patents, many focusing on high-growth market segments such as cloud and mobile computing.

Moniz shares his business expertise and contributes guidance as a board member and strategic advisor for several corporate and non-profit organizations including the ATLAS Institute at the University of Colorado, Boulder the Fund for Peace in Washington, DC, the Outdoor Foundation, dZi Foundation and Northern Therapeutics. He was educated at the University of Colorado and Harvard University. He attended the Aresty Institute of Executive Education at the Wharton School.

Moniz has been a two-time finalist for Ernst and Young's prestigious Entrepreneur of the Year Award, and he is featured in the *New York Times* best-selling book "How to Act Like a CEO" by Debra Benton. Based on his technology expertise, he has been an invited speaker at several national and international conferences, including the NATO Bioterrorism Conferences in Madrid, Spain and the TRC of the Sultanate of Oman for Research, Innovation and Entrepreneurialism.

Always pursuing ever-greater challenges, Moniz, an avid alpinist, co-holds the world speed record for his ascent of the 50 highest mountains in the US in 43 days. He has summited five of the Seven Summits, including Denali, Aconcagua and Mt. Everest, and is one of the few individuals to hold the distinction of summiting two 8,000 meter peaks (Mt. Everest and Lhotse) within 24 hours. He recently summited Cho Oyu, the world's 6th highest peak at 26,906 ft, in May 2014. In 2010, *National Geographic* named Moniz one of their Ultimate Adventurers.

ILIANA MONTAUK

DIRECTOR, GAZA SKY GEEKS, MERCY CORPS @ilianamontauk

Iliana Montauk is the director of Gaza Sky Geeks, the first startup accelerator in Gaza, launched in 2011 by the global humanitarian organization Mercy Corps. Gaza Sky Geeks fills a critical need in Gaza, where young tech talent is abundant but opportunities are in short supply. Initially, the Mercy Corps program provided technology entrepreneurship training and competitions. Over the last year, the program has ramped up its efforts as a full-blown startup accelerator, bringing in the first private international investment to Gazan startups, and providing valuable mentorship opportunities for startup founders, particularly women.

Montauk's interest in harnessing tech entrepreneurship for development in conflict areas arose from her past experience at Google, Monitor Group (now part of Deloitte Consulting), a microfinance organization and Wamda, a magazine focused on startups in the Arab world.

She graduated summa cum laude from Harvard in 2006 with a degree in history and literature of France and the Middle East and completed a Fulbright in Jordan in 2012 on startups as a type of social innovation. Originally from Poland, Belgium and the San Francisco Bay Area, Montauk speaks five languages, including Arabic.

JANICE MWENDAMERU

TRUSTEE, SAFARICOM FOUNDATION @SafaricomFDN

With a telecoms career spanning over 10 years and seven years of experience in corporate social investment, Janice Mwendameru has been involved in various levels of governance and strategic leadership in her role at Safaricom, a leading Telecommunications Company in East Africa.

Safaricom Foundation provides a formal process for charitable contributions to communities and NGOs in Kenya who are key partners in responding to social and economic development issues in the country. It supports initiatives that provide sustainable solutions to the most pressing social challenges and its focus areas are education, health, economic empowerment, environmental conservation, arts and culture and disaster relief. Safaricom Foundation's strategic directions contribute towards Kenya's development agenda and the Millenniums Development Goals.

Being a member of a board of directors in a social investment oriented organization has enhanced Mwendameru with acumen in grant making processes, project management skills and a general overview of Corporate Social Responsibility. Together with the board, Mwendameru has overseen growth in private, public partnerships with communities in Kenya and has been in the forefront in providing thought leadership in maternal health among other areas.

Mwendameru holds a BA in Communication, Public Relations from Daystar University and has certifications in Project Management. She lives in Nairobi, Kenya.

JANE NELSON

DIRECTOR OF CORPORATE SOCIAL RESPONSIBILITY INITIATIVE,
HARVARD KENNEDY SCHOOL; SENIOR FELLOW, BROOKINGS
INSTITUTION @Kennedy_School

Jane Nelson is director of the Corporate Social Responsibility Initiative at Harvard Kennedy School, and a nonresident senior fellow at the Brookings Institution. She was a director and senior advisor at the International Business Leaders Forum from 1993 to 2009, and has been a senior associate with the Institute for Sustainability Leadership at Cambridge University, and an advisor to the Clinton Global Initiative. In 2001, she worked with the United Nations Global Compact in the office of the UN Secretary-General preparing a report for the General Assembly on cooperation between the UN and the private sector. Prior to 1993, Nelson worked for the World Business Council for Sustainable Development in Africa, for FUNDES in Latin America and as a vice president at Citibank working for the bank's Financial Institutions Group in Asia, Europe and the Middle East.

Nelson has co-authored five books and over 80 publications on corporate responsibility and the role of the private sector in development, and five of the World Economic Forum's Global Corporate Citizenship reports. Nelson serves on the Boards of Directors of Newmont, the Abraaj Group, FSG, Chevron's Niger Delta Partnership Initiative, the ImagineNations Group and the International Council of Toy Industries CARE foundation. She serves on advisory councils for the IFC, Abbott, ExxonMobil, GE, APCO Worldwide, the Center for Global Development, the Initiative for Global Development and The Rockefeller Foundation's Bellagio Center.

A graduate of the University of Natal in South Africa and Oxford University, she is a former Rhodes Scholar and recipient of the Keystone Center's 2005 Leadership in Education Award.

JOSH NESBIT

CEO, MEDIC MOBILE @joshnesbit

Josh Nesbit is the CEO of Medic Mobile, a nonprofit technology company supporting 9,000 health workers across 20 countries in Africa, Asia, Latin America and the US.

Nesbit was a pre-medical undergraduate student at Stanford when he spent the summer working at St. Gabriel's hospital in rural Malawi. He observed patients walking up to 100 miles to see the hospital's single doctor and community health workers walking over 30 miles to deliver reports by hand. He also observed stronger cell phone reception in the Malawian rural village than back home in California. The next time he returned to the hospital, he was carrying a suitcase of \$10 Nokia phones. The impact of communication was undeniable.

Medic Mobile recently received a Skoll Award for Social Entrepreneurship. Nesbit is an Ashoka Fellow, PopTech Social Innovation Fellow, Echoing Green Fellow and Rainer Arnhold Fellow. He was selected by Devex as one of 40

Under 40 Leaders in International Development, received the Truman Award for Innovation from the Society for International Development and was named by *Forbes* as one of the world's 30 top social entrepreneurs.

RANDY NEWCOMB

PRESIDENT AND CEO, HUMANITY UNITED @randynewcomb

Randy Newcomb is president and CEO of Humanity United, one of the largest private donors in the field of international human rights. Founded by Pam and Pierre Omidyar, Humanity United seeks to build peace and advance human freedom in the corners of the globe where these ideals are challenged most.

Newcomb leads all aspects of Humanity United's operations and strategy across a team that engages globally. He works closely with the founders and the trustees to ensure that Humanity United achieves its long-term mission and strategic objectives.

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

Newcomb was a fellow at the Center for Social Innovation at Stanford University and an international development fellow at the University of Bath, England. He holds a Doctor of Education from the University of San Francisco and a Master of Science degree in development economics from the University of Bath.

SANIA NISHTAR

FOUNDER AND PRESIDENT, HEARTFILE @SaniaNishtar

Sania Nishtar is the founder of many health institutions in Pakistan, the NGO Heartfile, Pakistan's Health Policy Forum and Heartfile Health Financing. She served as a federal minister in Pakistan's 2013 Interim Government, where she held four portfolios. Internationally, she is part of many global health initiatives and a member of the board of several international agencies as well as agencies in Pakistan. She serves as co-chair of the WHO Commission on Childhood Obesity and is a widely considered thought leader on health policy. In addition to being a regular plenary speaker or chair at global health meetings, she is also a key voice in health policy and governance reform in Pakistan.

Nishtar is the author of six books, more than 100 peer reviewed articles and around the same number of op-eds. She is the recipient of Pakistan's Sitara e-Imtiaz, the European Societies Population Science Award, the Global Innovation Award and many accolades from the International Biographical Centre, Cambridge and the American Biographical Center. Nishtar holds a fellowship of the Royal College of Physicians and a PhD from Kings College, London. She was a college best graduate and received 16 gold medals, a record which remains unbroken to date.

JANET NKUBANA

PRESIDENT AND CO-FOUNDER, GAHAYA LINKS

Janet Nkubana is a businesswoman and naturally talented speaker with the voice, heart and determination to empower the underprivileged women of Rwanda. Growing up in a refugee camp, it was hard for Nkubana to imagine life beyond the camp. But she managed to beat the odds against her by going to school and securing a church scholarship, which assured her a good education and a ticket out of the camp. She remembers on her first day of secondary school having to borrow her mother's shoes before she got her own pair. Such memories are what drive Nkubana today to help those who are less privileged because she would have never left the refugee camp without the help of others.

Nkubana is president and co-founder of Gahaya Links Limited Rwanda, a handcraft export company. She is also a board executive of the Private Sector Federation's Chamber of Commerce and Services. Nkubana was awarded the Hunger Project's "Africa Prize for Leadership for the Sustainable End of Hunger in 2008" as well as the Visionary Award from the Museum of Art and Design in New York for improving the lives of thousands of women and maintaining traditional basketweaving techniques.

She also founded the Gifted Hands Innovation Center where women share life experiences and make lasting friendships as they work on their handicrafts.

ROBERT OTTENHOFF

PRESIDENT AND CEO, CENTER FOR DISASTER PHILANTHROPY

@BobOttenhoff

Robert G. Ottenhoff, a veteran in philanthropy, nonprofit leadership and entrepreneurship is president and CEO of the Center for Disaster Philanthropy (CDP). Prior to joining CDP, Ottenhoff spent a decade as president and CEO of GuideStar, an industry leader in the provision of high-quality data to help donors make better decisions and improve nonprofit practice. While there, Ottenhoff developed a sustainable business model which supports free and fee-based services to more than 10 million users. He also led efforts to build partnerships with more than 150 leading US and community foundations, and oversaw the development of guidestar.org into a nationally respected, comprehensive source of reports and services on more than 1.5 million nonprofits.

Ottenhoff is known for his entrepreneurial spirit, strong technology focus and quest to make an impact on the world. In addition to his role at CDP, he serves on the board of Inspirit Foundation (formerly Vision TV), Grameen Foundation USA, Link TV and Write on Sports. He also serves on the advisory committee of the Netherlands-America Foundation.

Ottenhoff holds a bachelor's degree from Calvin College and a master's degree in Planning from Rutgers University. He frequently writes and comments on nonprofit and philanthropic issues, and has been quoted in a variety of media, including television, radio and print publications such as "NPR", the *New York Times*, *The Chronicle of Philanthropy*, *Wall Street Journal* and *Forbes*.

OLARA OTUNNU

PRESIDENT, UGANDA PEOPLE'S CONGRESS AND LBL FOUNDATION FOR CHILDREN

Olara Otunnu is a distinguished international statesman who is widely acclaimed for his diplomatic acumen and negotiating skills. He is current president of the Uganda People's Congress and president of the LBL Foundation for Children. Otunnu has served as UN under-secretary-general for Children and Armed Conflict from 1997-2005, president of the International Peace Academy from 1990-1997, Uganda's minister of foreign affairs, Uganda's permanent representative to the United Nations, president of the UN Security Council, chairman of the UN Commission on Human Rights and vice president of the UN General Assembly.

Otunnu is active in many civic initiatives and organizations. He currently serves on the boards of several organizations, including the Carnegie Endowment for International Peace, the Aspen Institute, Carnegie Corporation of New York, the International Selection Commission of the Philadelphia Liberty Medal, Aspen France and the Jury for the Hilton Humanitarian Prize. Otunnu is widely recognized for his contributions to international peace and security, conflict prevention, reform of multilateral institutions, human rights and the future of Africa.

Otunnu was educated at King's College Budo, Makerere University, Oxford University and Harvard University, where he was a Fulbright Scholar.

RAJESH PANJABI

CO-FOUNDER AND CEO, LAST MILE HEALTH @rajpanjabi

Raj Panjabi is co-founder and CEO of Last Mile Health (known as Tiyatien Health in Liberia) and associate physician in the Division of Global Health Equity at Harvard Medical School, Brigham and Women's Hospital. At age nine, Panjabi narrowly escaped a civil war in his home country of Liberia. He returned to serve the people he had left behind, co-founding Last Mile Health, an enterprise creating a new workforce to save lives in the world's most remote villages by employing local villagers and giving them the training, equipment and support they need to become professional health workers. Described by *Forbes* as "a healthcare model for one billion people," Last Mile Health has been featured by the *Wall Street Journal*, The Aspen Institute and Big Bang Philanthropy. Their work has also been recognized by President Bill Clinton and Liberian President Ellen Johnson Sirleaf.

Named a "Social Disruptor" by the *Forbes* 400 Summit on Philanthropy, Panjabi is a fellow of the Draper Richards Kaplan Foundation, Mulago Foundation and Echoing Green as well as an advisor in Global Health to the Clinton Global Initiative. He is a recipient of the Global Citizen Movement Award, the Segal Family Foundation Rising Star Award and the Johns Hopkins University Outstanding Recent Alumni Award.

FRAN PERRIN

FOUNDER AND DIRECTOR, THE INDIGO TRUST @FRANINDIGO

Fran Perrin is the founder and director of 'The Indigo Trust', one of the 18 Sainsbury Family Charitable Trusts. The Indigo Trust aims to help the most disadvantaged with innovative solutions to social problems and focuses on the impact and potential of the internet and mobile technology in African countries. They also consider innovative projects, which utilize Information Technologies to support development outcomes in any sector including the health, education, human rights and agricultural spheres. They believe the best solutions to Africa's challenges will be devised by Africans. Therefore, they also support technology innovation hubs across the continent, with the aim of having a catalytic effect on the number and quality of projects being developed in-country.

Perrin was formerly an advisor at the Prime Minister's Strategy Unit, in the UK Cabinet Office. Fran is a board member for The Philanthropy Workshop and was named as UK Philanthropist of the Year 2012 by Spears. Her approach to philanthropy was featured in the "Million Pound Donors" study by Kent University's Centre for Philanthropy. She chairs the charity, Publish What You Fund which successfully established the international aid transparency initiative and she also campaigns for increased transparency by grant makers through her 360 Giving campaign.

MANU PRAKASH

ASSISTANT PROFESSOR OF BIOENGINEERING, STANFORD UNIVERSITY @Stanford

Manu Prakash is a physicist working at the molecular scale to try and understand no less than how the world really works. As he told *BusinessWeek* in 2010, he is humbled and inspired by nature's own solutions to the world's biggest problems. "I build and design tools to uncover how and why biological systems so often outsmart us. I believe one day we will be able to understand the physical design principles of life on Earth, leading to a new way to look at the world we live in."

Prakash's ultra-low-cost, "print-and-fold" paper microscope won a \$100,000 grant from the Gates Foundation in 2012. Prakash developed a pocket-size paper microscope that is powerful enough to detect a malaria parasite in a drop of blood, yet costs just 50 cents. Prakash's newest device, inspired by a music box, leverages punch cards and a hand crank to carry out complex chemical analyses. Changing the holes on the cards determines which chemicals will be released when. Prakash envisions scientists using the apparatus to test soil chemistry or detect different kinds of snake venom, but it could be modified to run almost any kind of assay. Prakash's inventions may be designed to address complicated problems, but their low cost and simple designs make them accessible to everyone.

Born in Meerut, India, Prakash earned a BTech in Computer Science and Engineering from the Indian Institute of Technology in Kanpur before moving to the United States. He did his master's and PhD in Applied Physics at MIT before founding the Prakash Lab at Stanford University.

FERDINANDO REGALIA

SOCIAL PROTECTION AND HEALTH DIVISION CHIEF, INTER-AMERICAN DEVELOPMENT BANK @the_IDB

Ferdinando Regalia heads the Social Protection and Health Division at the Inter-American Development Bank (IDB). He is responsible for leading innovative private-public collaboration initiatives such as Salud Mesoamerica 2015, which seeks to reduce maternal and child health equity gaps in Mesoamerica, and the SPOON Initiative which aims at preventing under-nutrition and obesity among infants in Latin America.

Prior to this position, Regalia served as advisor to the IDB Vice President for Sectors and Knowledge (2008-2009), as chief of Social Policy and Economics at UNICEF South Africa (2008-2007), as social protection specialist in the Sector Operations Department 2 (Central America, Dominican Republic and Mexico) and poverty economist in the Poverty Unit at the IDB (1999-2006). In these roles, he led the preparation of key lending operations and technical assistance projects in social protection, health and labor markets as well as analytical studies in these areas.

Regalia has published in peer-reviewed journals such as *Journal of Development Effectiveness*, *Population Studies*, *Population Health Metrics* and *Journal of Labor Economics* and is the author of working papers and book chapters on social protection and result based financing mechanisms. Regalia, of Italian nationality, holds a PhD in Economics from Universitat Pompeu Fabra, Spain.

MARY ANNE RIBEIRO

CEO, PUPA

Mary Anne de Amorim Ribeiro is currently the founder, shareholder and president of PUPA Education, a "PP — Profit and Purpose" startup company, designed to improve early childhood care in low-income communities and Base of Pyramid Markets.

Previously Ribeiro served as the CEO and board member of ZOOM Group, an educational company that designs contents based on LEGO education technology, which is also the exclusive distributor in Brazil. She also accumulated several important business leadership roles such as president of MSC (Mediterranean Shipping Company), a leading world container transport company, president of Sunlog/Medlog Logistics of Brazil and president of Uniter of Brazil. Ribeiro has also served as vice chairwoman of Centronave (Centro de Navegação Transatlântica), a main shipping owners association.

She holds a graduate degree in International Relations from Tufts University in Boston, and a bachelor's degree in Business Administration from Mackenzie University in São Paulo.

JASON RISSMAN

MANAGING DIRECTOR, OPENIDEO @jasonrissman

As Managing Director, Jason Rissman leads the OpenIDEO team in expanding the impact of IDEO's Design Thinking methodology by allowing people everywhere to collaborate on pressing global issues. OpenIDEO is an open innovation platform and community that hosts sponsored challenges on topics ranging from Ebola and renewable energy, to early childhood development and youth employment. Rissman also helps lead the Amplify program, a collaboration with IDEO.org sponsored by the UK's Department for International Development. Amplify is a series of 10 open innovation challenges that aim to reshape international aid through human-centered design.

Prior to his role at IDEO, Rissman helped Google.org launch and grow projects that utilized technology for social impact across a broad range of issues, including: civic engagement, response to natural disasters, protection of endangered languages, expansion of internet access, combating illicit networks and supporting free expression.

Rissman is passionate about social innovation, collaboration, early-stage ventures and the potential to recruit new ideas and talent to tackle long-term challenges. His optimism is fueled by the inspiration of managing and advising startups, producing theatrical productions, working with micro-entrepreneurs in Nicaragua and long ago running his own hotdog stand.

He received his MBA from the New York University's Stern School of Business where he won a \$100,000 competition, and a BA from Cornell, where he was the Harrop and Ruth Freeman Prize Winner for Peace Studies. He also won a Pilsner Urquell-sponsored trip to Prague, which he regrets not taking.

PETER ROBERTSON

CHAIRMAN, BOARD OF TRUSTEES, WORLD AFFAIRS COUNCIL
@world_affairs

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.

DOUGLAS SABO

VICE PRESIDENT, HEAD OF CORPORATE PHILANTHROPY AND RESPONSIBILITY, VISA INC. @dsabo

Douglas Sabo is vice president, head of Corporate Philanthropy and Responsibility at Visa Inc. In this role, he oversees Visa's global philanthropic strategy, partnerships and programs, with a focus on financial inclusion, financial literacy, humanitarian support, community involvement and employee engagement. He also collaborates with internal stakeholders across Visa on the company's corporate responsibility strategy and initiatives.

During his tenure at Visa, Sabo has had a particular focus on aligning Visa's core business — the electronic movement of money — with opportunities to help create pathways to financial inclusion for the world's 2.5 billion unbanked adults. He has led or supported the launch of financial inclusion partnerships in Brazil, Nigeria, Ghana, Rwanda, India, the US and elsewhere, working with organizations such as GSMA Mobile for Development, CARE, Women's World Banking, Kiva, NetHope, the Cash Learning Partnership, USAID and the Inter-American Development Bank.

Sabo currently serves as a member of the Executive Committee of the Contributions Council of the Conference Board. He also has served as a founding member of the de facto board of the Better Than Cash Alliance, a member of the Steering Committee of the Center for Financial Inclusion's "Financial Inclusion 2020" initiative and as a former chair of the National Cyber Security Alliance.

Sabo graduated with high honors from Wesleyan University with a degree in Government and was elected to Phi Beta Kappa. Sabo also holds an Executive Certificate in Sustainable Management from the Presidio Graduate School.

In his spare time, he enjoys chasing his two young daughters (ages 3 and 1) around the house.

FREDERIC SICRE

MANAGING DIRECTOR, THE ABRAAJ GROUP @fsicre

Frederic Sicre has over 20 years of experience in engaging the private sector on global issues, regional development agendas and community building. He spearheads the Abraaj Strategic Stakeholder Engagement Track (ASSET) at The Abraaj Group that works with leaders from all fields, including governments, private sector, media and culture.

Prior to joining the Group, Sicre spent 16 years as managing director and member of the Executive Board at the World Economic Forum where he first established the Forum's activities in Africa and the Middle East. Sicre was made responsible for the Center for Regional Strategies, with a particular focus on global growth markets and the Annual Meeting in Davos. He also acted as the editor of "South Africa at Ten," a book celebrating the first ten years of democracy in the country.

Sicre is the chairman of the Mustaqbali Foundation and serves on the board of Dubai Cares, Education for Employment and Junior Achievement's MENA Board. He is also a member of the United Nations Global Compact Business For Peace Steering Committee and a member of the World Presidents' Organization.

Sicre holds an MBA from IMD, Switzerland, a bachelor of arts and sciences from Villanova University, Philadelphia and is a fellow of Stanford University.

SHAMINA SINGH

EXECUTIVE DIRECTOR, MASTERCARD CENTER FOR INCLUSIVE GROWTH @shaminasingh

Shamina Singh is the executive director of the MasterCard Center for Inclusive Growth. In this position, she is responsible for the Center's consistent achievement of its mission to advance sustainable and equitable economic growth and financial inclusion around the world. In her previous position as global director of MasterCard's Government Social Programs, she worked to digitize social subsidy programs in over 40 countries.

Prior to joining MasterCard, she led Government and Public Affairs for Nike and spent five years with Citigroup's Global Community Development Group. Over the course of 15 years in the public sector, Singh held senior positions within the Clinton Administration and the US House of Representatives.

She is a Young Global Leader with the World Economic Forum, a Henry Crown Fellow with the Aspen Institute and served on the Presidential Advisory Commission on Military Leadership Diversity. Singh serves on the Advisory Boards of Data & Society, the Beeck Center of Social Impact & Innovation at Georgetown University and Care.com, a public company operating in 11 countries connecting care providers and families.

Singh has a graduate degree in public policy from the Lyndon B. Johnson School for Public Affairs at the University of Texas, Austin and has completed executive programs at Harvard's Kennedy School of Government, Yale's Jackson Institute for Diplomacy and the India School of Business.

BRADFORD SMITH

PRESIDENT, THE FOUNDATION CENTER @fdncenter

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

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

Smith serves on the board of directors of the Tinker Foundation and the advisory board of the United Nations Trust Fund for Human Security.

Smith holds an MA in economics from the New School for Social Research in New York.

GAYLE SMITH

SPECIAL ASSISTANT TO THE PRESIDENT AND SENIOR DIRECTOR,
NATIONAL SECURITY COUNCIL @NSCPress

Gayle Smith is special assistant to the President and senior director at the National Security Council (NSC), where she is responsible for global development, democracy, stabilization and humanitarian assistance issues. She was previously a senior fellow at the Center for American Progress, co-chair of the ENOUGH Project and co-founder of the Modernizing Foreign Assistance Network. During the Clinton Administration, Smith previously served as special assistant to the President and senior director for African Affairs at the NSC, and as senior advisor to the Administrator and chief of staff of the US Agency for International Development.

Smith was based in Africa for over 20 years as a journalist covering military, economic and political affairs for the BBC, Associated Press, Reuters, Boston Globe, Christian Science Monitor, Toronto Globe & Mail, London Observer and Financial Times. Smith has also consulted for a wide range of NGOs, foundations and governmental organizations including UNICEF, the World Bank, Dutch Interchurch Aid, Norwegian Church Relief and the Canadian Council for International Cooperation. She won the World Journalism Award from the World Affairs Council and the World Hunger Year Award in 1991, and in 1999 won the National Security Council's Samuel Nelson Drew Award for Distinguished Contribution in Pursuit of Global Peace.

Smith is a member of the Council on Foreign Relations and has served on the boards of Oxfam America, the Africa America Institute, ASSET, USA for Africa and the National Security Network. She also served on the policy advisory boards of DATA, the Acumen Fund and the Global Fairness Initiative, and was the Working Group chair on Global Poverty for the Clinton Global Initiative from 2005 to 2007.

NINA SMITH

EXECUTIVE DIRECTOR, GOODWEAVE INTERNATIONAL @GoodWeave

Nina Smith is the founding executive director of GoodWeave International, which works to end child labor and other forms of modern slavery in the carpet industry and to replicate its market-driven model in other sectors. Since 1999, Smith has developed and led GoodWeave operations, which include market engagement, standard-setting, product certification, inspection and monitoring of informal supply chains, removal and rehabilitation of child laborers and a range of worker protection programs.

Smith is an advocate for children's rights and an expert on addressing labor rights violations in manufacturing supply chains. She has presented globally on these issues at events organized by Harvard University, the American Bar Association: Rule of Law Initiative and Stanford Graduate School of Business, TedX Dhaka among others. She is a 2005 winner of the Skoll Award for Social Entrepreneurship, acknowledging her work to employ market strategies for social change, and in 2012 she received The Center for

Nonprofit Advancement's EXCEL Award for excellence in chief executive leadership.

A fair trade advocate and expert for two decades, Smith was formerly the executive director of The Crafts Center and a crafts export consultant to the Tibetan Government-in-Exile in Dharamsala, India, where she oversaw the development of new market-driven product lines and artisan training. Smith currently serves the board of the Fair Labor Association, and has previously served other boards including the Fair Trade Federation and The Tibet Collection.

Smith is a graduate of Tufts University, and is a practitioner affiliate of the Social Enterprise Graduate Degree program at American University.

RIK STAMHUIS

CO-FOUNDER AND MANAGING DIRECTOR, JIRO-VE @Rikstamhuis

Rik Stamhuis is the co-founder and managing director of Jiro-Ve. Jiro-Ve is a social enterprise that, through a network of franchisees, rents out rechargeable solar lights to the people in Madagascar, with the aim of eradicating expensive and dangerous candles and kerosene lights. To date 7,500 people have benefitted from this service and 20 new jobs were created.

It was after having worked in East Africa for two years that Stamhuis realized that despite the fact that a lot of great solar products had been developed for the bottom of the pyramid, many remained inaccessible to this group due to limited purchasing power, insufficient training or products not being available at the right time. It was for these reasons that he co-founded Jiro-Ve with an inclusive business model aiming to eliminate all those barriers.

The efforts of Jiro-Ve have been internationally recognized by Bid network, EY, SOCAP and Global Social Benefit Institute. But most importantly Jiro-Ve has created a positive impact on people's lives, providing evidence of what can be achieved but also serving as a humble reminder of what is yet to be done.

JULIA STASCH

PRESIDENT, JOHN D. AND CATHERINE T. MACARTHUR FOUNDATION
@macfound

Julia Stasch is president of the John D. and Catherine T. MacArthur Foundation. With assets of more than \$6.3 billion and annual global grantmaking of \$250 million, and offices in Chicago, Mexico City, Moscow, Delhi and Abuja, MacArthur is one of the nation's largest philanthropies. She previously led US Programs at the Foundation, directing programs in housing, digital media and learning, justice reform, community development and public policy.

Previously, Stasch served as chief of staff for Chicago's Mayor Richard M. Daley and the City's Housing Commissioner. She led a \$1.3 billion initiative in affordable housing and the \$1.5 billion Plan for Transformation of Chicago's public housing. In the first Clinton Administration, Stasch was deputy administrator of the 20,000-person General Services Administration, which is responsible for federal agencies' real estate and technology.

Stasch was president and CEO of Shorebank Chicago Companies, including South Shore Bank, the nation's first community development bank. She worked at Stein & Company, a Chicago-based real estate firm, which grew from a start-up to a company of more than 200 with projects that included Chicago's Metcalfe Federal Building, United Center and McCormick Place. As President and COO, she led efforts to increase opportunities for women and minorities in the construction industry.

Early in her career, Stasch was a Vista volunteer and public school teacher. She holds a summa cum laude degree from Loyola University Chicago and a master's degree from the University of Illinois at Chicago.

NICK THOMPSON

CEO, AFRICA GOVERNANCE INITIATIVE @NP_Thompson

Nick Thompson leads the Africa Governance Initiative (AGI). He works to make the case for the importance of effective government to African development.

AGI promotes responsible governance in African countries so that the needs of its citizens can be met. AGI is currently working in Rwanda, Sierra Leone, Liberia, Guinea, Nigeria and Ethiopia. To achieve this vision, AGI provides practical advice and support to help African leaders to bridge the gap between their vision for a better future and the capacity of their governments to achieve it.

Before becoming CEO, Thompson set up AGI's program in Sierra Leone in 2008 and their Liberia program in 2009. He was AGI's chief operating officer from 2009 to 2012. Prior to joining AGI, Thompson worked for the UK Government advising Ministers on a range of policy areas including trade, energy and the environment.

Thompson completed his undergraduate studies at the University of Nottingham.

JANEEN UZZELL

GLOBAL DIRECTOR OF OPERATIONS, GLOBAL RESEARCH AND EXTERNAL AFFAIRS AND TECHNOLOGY PROGRAMS, GE
@ruralhealthgirl

Janeen Uzzell is the Global Director of Operations with the GE Global Research (GEGR) External Affairs and Technology Programs (EATP) team. She manages and oversees all operational and business development aspects of external funding for technology programs in the areas of healthcare, aviation and energy while carrying out the strategy and vision of the EATP organization. Prior to her current role, Uzzell was the director of Healthcare Programs and healthymagination for GE Africa where she led a team focused on building solutions for health in the world's most challenging and compromised environments.

Uzzell has been a lead advocate in positioning GE as a trusted advisor in rural health. She strategizes with Ministries of Health, Heads of State and global partners on how to best align GE's innovation to solve global health challenges and expand access to healthcare through "disruptive" models. Her strategic focus on healthcare solutions in low resource setting has afforded her leadership on several United Nations and Global Health councils and she has co-authored joint publications focused on maternal and newborn health.

Uzzell holds a BS in Mechanical Engineering from North Carolina A&T State University and a MBA in International Business from Fairleigh Dickinson University. Noted as an expert in maternal and newborn health, she also serves as an advisor for innovative technology solutions for various organizations and co-chairs the Medical Device Task Force for the Innovative Working Group hosted by the UN.

DAN VIEDERMAN

CEO, VERITÉ @Verite_DanV

As CEO of Verité, Dan Viederman has worked closely with NGOs, governments, investors and the biggest multinational brands in the world to improve working conditions and eliminate human rights violations across geographies and business sectors. For the impact that Verité has had on the millions of workers around the world, Viederman was the winner of a 2007 Skoll Foundation Award for Social Entrepreneurship, and was named 2011 Social Entrepreneur of the Year in the United States by the Switzerland-based Schwab Foundation for Social Entrepreneurship.

Viederman has managed NGOs in developing countries since 1993 and worked with internationally-recognized institutions such as the World Wildlife Fund (WWF) and Catholic Relief Services. He has lived extensively in Asia and speaks Chinese.

Viederman is a graduate of Yale University, the Columbia University School of International and Public Affairs and Nanjing Teacher's University.

LINA VILLA-CORDOBA

EXECUTIVE DIRECTOR, ALLIANCE FOR RESPONSIBLE MINING

Lina Villa-Cordoba is executive director for the Alliance for Responsible Mining (ARM), which is based in Colombia. At ARM, Villa-Cordoba has led the development of the Fairmined standard for gold and associated precious metals. ARM works for the sustainable development of Artisanal and Small-scale Mining (ASM) with a worldwide network of experts and partners. Their mission is to set standards for responsible ASM and to support and enable producers to deliver Fairmined certified metals and minerals through economically just supply chains to the markets, in order to contribute towards the transformation of ASM into a socially and environmentally responsible activity and to the improvement of the quality of life of marginalized artisanal miners, their families and communities.

Before ARM, Villa-Cordoba co-founded REFLEJARSE, a Sustainability Consultancy where she is still a partner. She has always been close to the realities of ASM through her previous work with ARM and by being part of the Oro Verde and Amichoco team between 2003–2009.

Her professional background is in business and she holds an MA in Governance and Development from the Institute of Development Studies, IDS.

RON WALDMAN

PROFESSOR OF GLOBAL HEALTH, MILKEN INSTITUTE SCHOOL OF PUBLIC HEALTH, GEORGE WASHINGTON UNIVERSITY @Ron_Waldman

Ron Waldman, MD began his career as a volunteer in the World Health Organization's Smallpox Eradication Program, serving for two years in rural Bangladesh. He joined the Epidemic Intelligence Service of the US Centers for Disease Control and Prevention in 1979 and was assigned to the Michigan State Health Department where he became the principal investigator on case-control studies that established the association between aspirin and Reye Syndrome. He also worked with the Ministry of Health in Somalia and, with colleagues, helped establish the epidemiology of refugee health.

After two years as CDC's regional epidemiologist based in Abidjan, Cote d'Ivoire, in 1985 he became director of the Technical Support Division of CDC's International Health Program Office and worked on both child survival projects and disaster response. From 1992 through 1994 he was the coordinator of the Cholera Control Task Force at the World Health Organization in Geneva. From 1994–1999 he was assigned by CDC to be technical director of the USAID-funded BASICS program, a global child survival effort. During this time he also worked in emergency relief in the Balkans and Central Africa. In 2004–5 he was WHO's coordinator during the tsunami emergency in Aceh, Indonesia. In 2007 he became team leader for Strategic Preparedness in the Pandemic Influenza and Other Emerging Pandemic Threats Unit of the US Agency for International Development. In 2010 he served as the US Government's health sector coordinator in the Haiti earthquake relief effort and, later that year, as senior public health

advisor to the UN Humanitarian Coordinator during the Pakistan floods disaster response.

He joined the faculty at George Washington University in July 2012.

JANE WALES

CEO, GLOBAL PHILANTHROPY FORUM AND WORLD AFFAIRS COUNCIL
VICE PRESIDENT, THE ASPEN INSTITUTE @JaneWales

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 World Affairs (formerly 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 @darrenwalker

Darren Walker is the 10th president of the Ford Foundation, but his connection to the institution and its mission — as a beneficiary, grantee and grant maker — has spanned his entire life.

As a child, Walker was a member of Head Start's inaugural class in 1965, before attending Goose Creek, Texas, public schools. At the University of Texas, Pell Grants and scholarships helped finance his college and law school education. Both programs were Ford Foundation-funded pilot initiatives.

After a 10-year career in corporate law and international finance at Cleary Gottlieb Steen & Hamilton and UBS, Walker served for seven years as chief operating officer of the Abyssinian Development Corporation, Harlem's largest community development organization and a Ford Foundation grantee.

From Harlem, he joined The Rockefeller Foundation, where he ultimately rose to vice president, and oversaw all domestic and international programs. Nearly a decade later, he was recruited to the Ford Foundation as vice president responsible for education, creativity and free expression programs, as well as the foundation's four Africa offices.

In 2013 the Ford Foundation trustees appointed him chief executive, and today he oversees more than \$12 billion in assets, \$500 million in grants and 10 international offices. He also serves on various boards — including Rockefeller Philanthropy Advisors, Friends of the High Line, New York City Ballet and the Arcus Foundation — and is a member of the Council on Foreign Relations.

DAVID WASKOW

DIRECTOR, INTERNATIONAL CLIMATE ACTION INITIATIVE, WORLD RESOURCES INSTITUTE @davidwaskow

David Waskow is the director of World Resources Institute (WRI)'s International Climate Action Initiative. The Initiative is focused on international cooperation that catalyzes and supports action on climate change at the national level in developed and developing countries. The initiative includes work on the elements of a 2015 international climate agreement.

Waskow has worked for many years at the intersection of environmental and development issues. Prior to WRI, he directed climate change policy at the development organization Oxfam America, where much of his work focused on climate finance issues. Prior to joining Oxfam, Waskow served as the international program director for Friends of the Earth.

He has testified before Congress on responses to climate change and on trade issues, and he is frequently a go-to source on climate change for the media, from *The Washington Post* to *The New York Times*.

Waskow has graduate degrees from the University of Chicago and the Woodrow Wilson School of Public and International Affairs at Princeton University; his undergraduate degree is from Brown University.

DANIEL WATTENDORF

PROGRAM MANAGER, BIOLOGICAL TECHNOLOGIES OFFICE, DEFENSE ADVANCED RESEARCH PROJECTS AGENCY @DARPA

Lieutenant Colonel Daniel J. Wattendorf, MC, USAF, joined Defense Advanced Research Projects Agency (DARPA) as a program manager in the Defense Sciences Office in 2010. His interests focus on applying methodological advances in genomics and biotechnology to optimize health and prevent disease — specifically to achieve simple solutions that improve health care at the point-of-care, anywhere.

He holds a BS in microbiology from Cornell University and a medical degree with distinction from George Washington University. He completed a residency in family medicine at the National Capital Consortium; a residency in clinical genetics at the National Human Genome Research Institute (NHGRI), National Institutes of Health (NIH); a fellowship in clinical cytogenetics at Georgetown University and a fellowship in health policy from the Office of the Director, NHGRI, NIH.

Wattendorf previously served as director, Air Force Medical Genetics Center and program manager for an Advanced Concept Technology Demonstration integrating advanced diagnostics and informatics with surveillance systems to rapidly detect natural and hostile pathogens in the Office of the Air Force Surgeon General. In addition to his DARPA programs, he is a geneticist at the National Naval Medical Center and the Cancer Genetics Branch, National Cancer Institute, NIH.

GAVIN WILSON

CEO, IFC ASSET MANAGEMENT COMPANY LLC @IFC_org

Gavin Wilson has been CEO of IFC Asset Management Company (AMC) since its founding in 2009. A wholly-owned subsidiary of the International Finance Corporation (IFC), AMC raises and manages third-party capital, investing in IFC transactions in developing countries. As of March 2015, AMC had approximately US\$8.1 billion of assets under management in eight funds and had committed approximately US\$4.5 billion in 59 emerging market companies and 6 private equity funds.

Prior to joining AMC, Wilson was a Managing Director in the Investment Banking Division at Goldman Sachs, which he joined in 1996. He co-headed Goldman's EMEA Industrials Group and was previously head of the firm's New Markets investment banking execution team, focused on the emerging markets of EMEA. Wilson began his career at McKinsey and Company. He joined the World Bank Group as a Young Professional in 1988, working in the Bank's Africa Region and in IFC's investment and advisory businesses including a stint as IFC's Resident Representative in Poland. He subsequently served as a Special Advisor at the Bank of England before joining Goldman Sachs.

Wilson holds a BA from the University of Oxford and an MBA from Stanford University, where he was an Arjay Miller Scholar. He is a member of the World Economic Forum's Global Agenda Council on Sustainable Development.

Wilson chairs AMC's investment committees and is responsible for AMC's overall management and strategy.

CHRISTIANNA WOOD

CHAIRMAN, GLOBAL REPORTING INITIATIVE; FORMER CEO, CAPITAL Z ASSET MANAGEMENT @GRI_Secretariat

Christianna Wood has over 30 years of experience managing institutional capital on a global basis in traditional and alternative asset classes. Currently, Wood is the chairman of the board of the Global Reporting Initiative based in the Netherlands, the leading standard setter of global sustainability reporting standards.

Previously, Wood was the CEO of Capital Z Asset Management, the largest dedicated sponsor of hedge funds, having sponsored 17 hedge funds totaling almost \$7 billion. Wood was also the senior investment officer for the Global Equity unit of the California Public Employees' Retirement System (CalPERS), where she was responsible for over \$150 billion in equity, bond and alternative assets.

Wood is also on the Boards of the H&R Block Corporation and the International Securities Exchange. Additionally, Wood is an independent director of Grange Insurance and The Merger Fund. Ms. Wood is a Trustee of Vassar College, serves on the Investment, Audit, Budget and Finance Committees and is Chairman of the Vassar College Trustee Investor Responsibility Committee.

Wood has an MBA in Finance from NYU and BA degree in Economics cum laude from Vassar College. She also attended the London School of Economics and University College, London.

JOCELYN WYATT

CO-LEAD AND EXECUTIVE DIRECTOR, IDEO @jocelynw

Jocelyn Wyatt is the co-lead and executive director of IDEO.org. Wyatt's work focuses on identifying nonprofit and social enterprises with whom to partner and designing innovative solutions related to water and sanitation, agriculture, energy, health, financial services and early childhood education. Wyatt specializes in building social enterprises and advising businesses in the developing world, where she uses the market to effect social change. Wyatt oversees IDEO.org's business development, fundraising and operations and works to spread IDEO.org's learnings through the social sector.

Prior to joining IDEO in 2007, Wyatt worked in Kenya as an Acumen Fund fellow with an agro-pharmaceutical company involved in the production of malaria treatments. She served as VisionSpring's interim country director in India, where she helped increase the distribution of low-cost reading glasses to the urban and rural poor. She also did training, project management, and business development for Chemonics International, a contractor for USAID.

Wyatt received an MBA from Thunderbird School of Global Management and a bachelor's degree in anthropology from Grinnell College in Iowa.

BASSEM YOUSSEF

FORMER HOST, AL-BERNAMEG; SPRING FELLOW, INSTITUTE OF POLITICS, HARVARD KENNEDY SCHOOL @DrBassemYoussef

Bassem Youssef, dubbed the Jon Stewart of the Arab World, was the host of popular TV show Al-Bernameg — which was the first of its kind political satire show in the Middle East region. Originally an online 5-minute show, Al-Bernameg became the most watched show in the history of Egyptian TV with an average of 40 million viewers every week, in addition to over 2 million subscribers on YouTube and 700 million views on his own channel and other channels.

In recognition of his success, Youssef was named among the *TIME* Magazine most influential list for 2013 — under the “Pioneers” category. In June 2013, Youssef hosted Jon Stewart on Al-Bernameg in Cairo marking the season’s peak.

The show continued to gain tremendous success through its humorous yet bold criticism of the ruling regime and President Morsi, representing the Muslim Brotherhood. Soon after the show started airing, complaints were filed against Youssef, accusing him of insulting Islam, President Morsi and disrupting public order and peace. Eventually, Al-Bernameg team held a press conference where Youssef announced the termination of the show due to pressure on both the show and the airing channel.

Bassem Youssef is currently a spring fellow at the Institute of Politics at the Kennedy School of Government at Harvard.

Youssef majored in cardiothoracic surgery, passed the United States Medical License Exam (USMLE) and is a member of the Royal College of Surgeons (MRCS).

DISRUPTORS AND DECISION MAKERS: IT TAKES US ALL



(From Left to Right) Jane Wales and Jim Yong Kim

WEDNESDAY, APRIL 22
11:00 AM

WELCOME: JANE WALES

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

IN CONVERSATION WITH... JIM YONG KIM

President, World Bank Group

JANE WALES

Jane Wales: Good morning! I'm Jane Wales, and I want to welcome you to the Global Philanthropy Forum and welcome those who are watching by live stream as well. If you took advantage of speed networking, you've already learned that the Global Philanthropy Forum is a community. You are now part of that community. We're committed to international causes. We care about results. So, thank you for being among us.

For those of you who arrived last night, I reminded you that — back when we were founded in 2001 — the adjective *global* referred to the scope of the giving, whereas now it describes the givers, so you will find sitting with you philanthropists from Mumbai, from São Paulo, from Lagos, from London, from Paris. I hope you'll get to know each other. I know you'll find that each person's got a different set of priorities, a set of concerns they want to address, and each has got their own strategy; but what we have in common is a view that inequality is really the compelling moral issue of the day — or, since I'm in Washington, I should say it is the great strategic challenge of the day — because it's that as well. It's both.

And while we've looked around the world — and many of you come from countries that have been experiencing really enviable economic growth — that growth is rarely broad based; it's rarely inclusive. And in fact you'll learn from Seán [Cleary] later that inequality is in many ways baked into the structure of the global economy. So, it turns out markets can't solve all problems. And governments can't solve all problems. And even the most ingenious nonprofits can't solve all problems. It actually takes us all. So, we're going to focus on three challenges that require the engagement of the public, the private and the charitable sectors. We'll describe three stories, and consider the ways in which we might affect the ending in positive ways.

The first is the story of modern-day slavery. It's forced labor. It's human trafficking. It's the smuggling of people by those who profit from others' pain. Governments have outlawed these practices. While policies are necessary, they're not always sufficient. We've all been seeing in the news over the past several days the horror of thousands of people drowning in the Mediterranean as they try to escape conflict, as they try to escape poverty, as they seek a better life. The Syrian, Iraqi and Afghan refugees are thrice victims. They've suffered from violent conflict. They've suffered great loss. And now they suffer from the greed of smugglers who take advantage of their situation. Those are the stories that make it into the news. But of course, as you all

know that there is silent slavery — slavery that is taking place every day. And because supply chains have grown so complex, so hard to monitor, there may be slavery in the supply chain of my favorite supermarket. There may be slavery in the supply chain of the electronics industry that allows us to be connected to each other. And there may be slavery in the supply chain of the clothing store that my nephews love to frequent. And the fact is, supply chains have become so complicated that it is perfectly possible for a company not to know that there is slavery within it. So, these three industries, wishing to abide by the law, have turned to nonprofits like Verité to ask them to do a supply-chain audit to help them understand if there is forced labor in that supply chain and to help them ferret it out and shut down the supplier with slaves. And you are supporting those organizations that are doing it. All three sectors have worked to rewrite the story of slavery. So it's taken us all.

The same is true if you look at issues like health epidemics. In three post-conflict countries — Guinea, Sierra Leone and Liberia — an Ebola outbreak became an epidemic almost overnight. Why was that the case? These were countries that had recently emerged from conflict. They had strong governments that were working to build sustainable institutions. But they did not have the strong health systems that they needed. At the same time, Nigeria had a very different experience. In Nigeria the outbreak was contained. Now, what was the difference?

The difference was that in Nigeria the Gates Foundation and Aliko Dangote's foundation [the Dangote Foundation] had gotten together with Rotary International to build the capacity to eradicate polio from northern Nigeria. In the process they partnered with UNICEF [United Nations Children's Fund]. They partnered with the [US] Centers for Disease Control [and Prevention]. And they partnered with the Nigerian Ministry of Health. They were able to stand up clinics. They were able to train medical personnel. They were able to develop the habits of collaboration among each of these different actors. In essence, they had created a health system for one task that could then be repurposed for yet another. And that's the difference between an epidemic and an outbreak that's contained. In the end it took all three sectors—it took us all.

The third area that we're going to focus on is the issue of unstable climates, of weather extremes. All of you are very focused, I know, on the fact that governments will be getting together in Paris in December to agree on a climate convention. And when they get together, they're going to be relying on science that has been developed in academia, in think tanks, in the nonprofit sector. They are going to turn to financing mechanisms that have been invented by the nonprofit sector. And when they make their decisions, if they are able to speak in unison, they'll send a signal to private investors that there will be demand for resource-efficient products. There will be demand for clean energy. There will be demand for clean transport. There will be a demand for new approaches to food production. They will draw in and tap markets at the same time. Once again, it takes all three sectors. It takes us all.

So, for the next couple of days you are going to hear from people who have deep experience with these and other stories that illustrate the point that we can work across sectors to get the hard job done.

Let me just make a few announcements though before we start. The first is that, if you've already had a mind-blowing conversation with Hakeem and Myma Belo-Osagie or Tsitsi Masiyiwa or another philanthropist from Africa, you know that the African Philanthropy Forum will be having its conference in Kigali [Rwanda] on October 26 and 27. You can keep the conversation going. Just find Pearl Darko — use your GPF Connect to do that — and talk to her about it. If you've also found you had absolutely terrific conversations already with a Brazilian philanthropist you can continue that conversation in São Paulo [Brazil] because Paula Fabiani who runs IDIS [Institute for the Development of Social Investment], which is our partner in Brazil, is working on their annual conference on November 12 in São Paulo. And, third, if you were really touched by what you learned, as I was last night, from French philanthropists about the work they are doing with unemployed youth and the elderly, if you want to continue the conversation when you head to Paris for the climate talks, you will have an opportunity to meet French philanthropists who will show you the lay of the land and the work that they do.

The fourth thing I wanted to say is that if you have friends who wish they were here but couldn't be here, tell them we're live streaming. They can listen in. They just need to check out philanthropyforum.org/live to follow what we're doing. If you want to tweet about what you're learning, use hashtag #GPF15 and follow us on gpf.org. Finally, let me just tell you about GPF Connect because I know you're all deeply connected. You can go on GPF Connect on your tablet or your smartphone. You can access the conference agenda if you left it behind. You can manage your own schedule, and you can find one another to set appointments and connect with fellow participants. If you've lost your password, the front desk will tell you what it is.

Now I get to introduce Dr. Jim [Yong] Kim. As you all know, the fundamental mission of the World Bank is to disrupt poverty, disrupt that cycle. But President Kim was a disruptor long ago. When he cofounded Partners in Health with Paul Farmer, whom you all know, he became frustrated when the WHO [World Health Organization] concluded that antiretrovirals were just too expensive to use in the developing world. So he proved them wrong. Partners in Health went out there, and they used antiretrovirals in Haiti and elsewhere. And they drove down the price. The WHO was so impressed that they hired Jim Kim. Then, in the early 1990s — in 1993 — he challenged the World Bank. He said, "You should stop relying on gross domestic product [GDP] as a measure of development." He knew then what we know now, and that is that economies can grow with only a handful experiencing the gain. So he argued that's not the right way to measure and to evaluate where we stand on poverty alleviation. And, as you know, he's since been made president [of the World Bank].

Dr. Kim has done something remarkable, though, at the World Bank, and that is to set truly audacious goals. Now, we all know that the Millennium Development Goal of cutting in half the number of people living in abject poverty was reached. It was achieved. It was achieved five years ahead of time. Buoyed by that, Dr. Kim has set two more remarkable objectives. The first is to end extreme poverty by 2030. The second is to share prosperity with those in the bottom 40 percent of economies around the world. Why is

that significant? That's significant because he has placed inequality squarely at the center of the World Bank's agenda. So, please join me in welcoming Dr. Jim Kim.

JIM YONG KIM

Thank you. It's good to see you.

JANE WALES

Thank you so much. Now, Dr. Kim has had more than a busy week. As you all know, this has been the spring meetings of the World Bank and the IMF [International Monetary Fund] for the past week. So, we're particularly grateful to you for joining us.

JIM YONG KIM

Thank you, Jane. It's great to be here, great to be back with the Forum and finally I get to be here in person. So, that's great.

JANE WALES

Given the progress made on poverty alleviation — all the low-hanging fruit has already been plucked — how are you going to go about financing? How do we go about financing the ambitious goal that you put forth? And where are the really great ideas coming from?

JIM YONG KIM

First of all, I believe in setting targets because if you set a target with a clear end date, you're supposed to ask yourself, *Are we structured as an organization to actually deliver on the target?* And if you're not, you have to rethink what you're doing. So, we had 2 billion people living in poverty in 1990. Now 25 years later, it's about 1 billion people. In 1990, 2 billion out of a total of 5.3 billion was equal to 35 percent; and now 1 billion out of 7.3 or 7.4 billion is around 12 percent. So, the overall percentage of people living in extreme poverty in the world has gone down by two-thirds. But the last billion, I'll tell you just how difficult it is, because by 2020, in just five years, more than half the people living in extreme poverty will be living in fragile and conflict-affected states. So, you know, Sierra Leone, Guinea and Liberia. The presidents were just here for our meetings at the World Bank. It's going to be countries like those that face so many difficulties. I came here directly from a meeting with all of our country directors, and that was the theme they brought up again and again. We now are going to face the problem of ending extreme poverty in some of these most difficult places. What is our plan? It's going to be very, very tough.

We think that it's difficult because of natural disasters and just bad things that happen in the world, and you can't stop all of those. We won't be able to get the number of people living in extreme poverty below 3 percent, but that 3 percent will be fluid — people will be moving in and out of poverty. But to get it to 3 percent will be really hard. If you look back over 25 years and

ask yourself what the relationship between economic growth and poverty alleviation has been and then project forward and make an assumption — for example, that the average rate of growth over the next 15 years will be around 4 percent, which I think in this day and age is a pretty optimistic forecast — we'll get down to about 8 percent or so, the number of people living in extreme poverty.

So, somehow we have to speed up the rate of economic growth but, even more importantly, we have to change the relationship between economic growth and poverty alleviation, so every point of economic growth has to have a greater impact on poverty alleviation. Now, the question is, How do you do that? Well, in a speech I gave a couple of weeks ago, we looked really specifically at what we've learned. What have we learned over a very long time now — 50 years or so, back when President [Robert S.] McNamara really began focusing on poverty? There are three important lessons. I'll talk about it more, but all of this is to say that this is not just something we threw out there, you know, as a dream. We have this thing on our wall as you walk in the building that says, "Our dream is a world free of poverty." And the first question I asked our team was, "So, when is this going to stop being a dream, and when are we going to have a plan?" So, we're now trying to put a plan together. It's very complicated, but it's also a fantastic challenge.

We have to have growth. There's no question about it. We have to invest in people. I mean, this is one of the things that's really changed over the past 20 years. When I was here in Washington literally protesting the World Bank as part of the 50 Years Is Enough movement, we tried to close the Bank at its fiftieth anniversary. When we were here, we were fundamentally arguing, "You're focusing too much on GDP growth alone. You've got to focus on investing in people." At that time we had this crazy idea that you also need to invest in social protection, literally in Social Security-type programs. And back in those days, while some people in the Bank were talking about more health care spending, more education spending, very few were talking about all-out social protection programs. But now we are the biggest supporters of these conditional cash transfers — social insurance-type programs — because we found out that they actually work. We have so many studies that show this. One of the questions I asked is, "Why do we have so many studies on conditional cash transfers?" And somebody said, "Well, first and foremost it's because they were really unpopular and people ideologically thought that they would take away the motivation to work." So, we actually studied whether social protection programs in poor countries take away the motivation to work, and the answer was overwhelmingly no. In fact, it gets them into formal employment far more often than discourages them from work. And that is now the three-pronged strategy: grow, invest, insure. We have to get deeper into it. We've got to fill out the details, but that's the plan.

JANE WALES

So, before we get to the insure part, because I want to make sure we cover that as well, when you describe these cash transfers it's literally cash going into the hands of the poor. And there was this fear that somehow it would be misused.

JIM YONG KIM

Right.

JANE WALES

Turns out not.

JIM YONG KIM

The great thing is that this was really pioneered — many of you know this story — in Brazil and Mexico. In Brazil it was Bolsa Familia, and in Mexico it was Oportunidades. What they showed was that not only do we lift them out of poverty but their children go to school more frequently. Their children's nutritional status improves. Their own health status improves. Moreover, economic growth is spurred because so many of the poorest use that money for consumption, so the economy grows.

The other thing, though, is we've actually found that in countries that don't have the infrastructure to be able to apply conditions and follow them up, even unconditional cash transfers have a very positive impact in the poorest countries. So, this was a hard lesson for the World Bank to take on. But the greatest thing about the World Bank is that we will do the studies, and if the evidence suggests that we were wrong before, we'll change our mind.

We instituted user fees for years, and this was one of the biggest issues that really made us angry at Partners In Health. When we asked people, "Why do you institute user fees for health care?" They say, "Well, people don't appreciate things that they don't pay for." And we said, "You know, we've worked with really poor people for a long time, and I don't think that's true; and if you have no money and someone provides you with health care, you're pretty appreciative." Right? So, we found evidence — convincing evidence — that in cases of malaria, user fees were actually preventing people from getting access to lifesaving treatment. The evidence was there, and now our official stance is that we do not support user fees in the poorest countries. So this is how it's supposed to be: You put forward an argument, but if there's evidence that this goes against, you change your position.

JANE WALES

What's important, particularly for the folks in this room, is that you share that data. The reality is that the World Bank's data are open: They're machine readable; you can compare across data sets. And now foundations are following suit. So, you all took the lead.

Let's go back to grow, invest, insure. By invest you're talking about —

JIM YONG KIM

In people, right.

JANE WALES

So you're talking about education.

JIM YONG KIM

Education and health.

JANE WALES

You're talking about health care.

JIM YONG KIM

Education and health care, but especially education and health care for women and children. Those are the most important investments. And, again, the data are different now. There is a very important study in *The Lancet* that came out a little more than a year ago. Larry [Lawrence Henry] Summers brought this group of people together, and they found that between the years 2000 and 2011 fully 24 percent of the growth in what they call "full income" for people in low- and middle-income countries was attributable to better health outcomes. That's really important on several levels. So, investing in health is important, but it's important only if you actually get better health outcomes.

I see people in the audience. I see Jacob Gayle [of Medtronic Philanthropy]. Jacob remembers the fights we had. I mean, we were arguing for treatment of HIV among poor people, and there were very smart, very good, very moral, ethical people who just said, "You're crazy. It's impossible." And we just kept saying, "So, you're going to tell 25 million people in Africa that they're dead because it's just inconvenient for us to provide treatment?" Again, we won that argument, and it turns out that HIV treatment and the interventions in malaria had a huge impact on increasing full income. So, the very things that we were told were impossible, now as we look back, had the biggest impact on actually increasing people's income — not just having them be healthy but increasing their income. So, the evidence is really clear.

And the evidence on educating girls has been around for a very long time, but now we're getting better and better at connecting educational attainment at 16 years old with economic growth. We can very honestly say — and [José] Ángel Gurría in the OECD [Organisation for Economic Co-operation and Development] has done a lot of great work on this — that not only do you have to invest but you have to get better outcomes. It's not only a matter of building school buildings. It's a matter of really leapfrogging forward generations and bringing good-quality teaching into every classroom. And, again, our experience has been that you can actually do that. You can transform the quality of education even when your teachers are very poor.

We've seen this with one project that we've invested in, a private-sector company called the Bridge [International] Academies, where they are literally bringing Sal Khan [of Khan Academy] into the classrooms in Kenya. They're literally doing that on these little \$25 tablet computers. What Sal thinks is happening is that, not only are the students learning from him and from other great teachers — and not from, frankly, mixed-quality teachers — but even the teachers are learning. He said that having the Bridge Academies

and having those great teachers in the room — and the students actually work off these tablets in the classroom, and the teachers walk around — over time the teaching quality improves as well because they have to know what's on those tablets. I think we can now say without any hesitation that investing effectively in better health outcomes and educational outcomes is going to be the key to your competitive position in the global economy in the medium and long terms. We say that with full confidence. So, it's not just "grow the economy" — you know, exploit your extractive potential and then throw a few coins at your health and education system. That's not what we're saying. We're saying, if you really want to be competitive going forward, you need to think hard about strategic investments in your people.

JANE WALES

So, when we used to talk about education, the biggest issue was a question of access. But now we talk about relevance and quality as well. If you're going to reach the bottom 40 percent, it's going to need to be job-friendly growth. So, give us a sense of what that looks like, number one. And, two, what the jobs of the future are going to be. And, three, how will we prepare the next generation for those jobs?

JIM YONG KIM

Yes. I don't know exactly what the jobs of the future are going to be, but I'm completely convinced that better education in science, technology, engineering and math is going to be really important.

When I was at Dartmouth, we asked some pretty straightforward questions: What's the state of the art in teaching physics and chemistry and math? And everyone would say there's no question that for the first couple of years the best way of teaching those things is with online programs. Carnegie Mellon has developed fantastic introductory programs for physics, chemistry, math and biology that are so sophisticated that after it gives you information and then it tests you, based on how you get the answers wrong it gives you the information again in another way — very similar to what Sal's doing. Sal Khan is doing exactly the same thing with math among young people.

There was a physics professor at Harvard who actually did a study of what happens to college students' brains when they hear physics lectures: Their brains turn off. But, guess what? We still lecture in physics, right? I was asking our own professors, "Why do we still lecture in physics at Dartmouth?" And it was because that's the way we've always done things. So, we're working right now in the Middle East and North Africa region. It's a place where certainly some of the countries have invested a lot more in education, but their PISA [Programme for International Student Assessment] scores are not getting better, so what we're going to try to do is have an integrated curriculum. My vice president for the region — he's an Egyptian gentleman who has been a leading thinker in economic development for years — is beginning to work with Sal Khan; and we're going to work with Carnegie Mellon to see if we can actually bring on some of these online materials — translate them into Arabic and see if we can quickly improve

the quality of education. Same thing with Latin America: Latin America has been investing a lot more in education and, again, their outcomes have been disappointing. So, can we find a way of bringing technology into the classroom so that the outcomes actually get better?

You know, in every middle-income country I visit, their health care expenditures are looking a lot more like the American model than like the Rwandan model or the Turkish model, which focus a lot more on primary care and better health outcomes as opposed to just more investments in equipment and the ability to do procedures. So, there are a lot of things we can do there as well so that we reorient investments in health care into things like community health workers, who have been proven to have a dramatic impact on improving health outcomes.

JANE WALES

Now, on education, I know Patrick Awuah is here, and he founded Ashesi University in Ghana. What he would argue is that while STEM [science, technology, engineering and mathematics] is so important, it's also true that the liberal arts are important, that learning how to learn is big part of it. So, I want to take you to not just the cognitive skills — not just literacy and numeracy — but the non-cognitive skills that are required for employment.

JIM YONG KIM

When I was at Dartmouth, I constantly talked about the importance of the liberal arts, and I believe in it. But just to be honest, I wasn't really sure what I was talking about. What did we really mean by "liberal arts"? Did it mean appreciation of art? Did it mean this learning how to learn? What does that really mean? The good news is there have been people who have really studied that. For any of you who want to dive into this, there's a great book by a professor named Roy [F.] Baumeister called *Willpower [Rediscovering the Greatest Human Strength]*. And then there's the research on grit that Angela Duckworth is doing at U Penn [University of Pennsylvania]. And there's all this great stuff — Dan Ariely, who did *Predictably Irrational [The Hidden Forces That Shape Our Decisions]*. There's so much really interesting stuff now on how people can not only be successful but accomplish things by using an understanding of how the human brain works.

So, in my view now, I don't think there's any magic in taking an art class and all of a sudden having success in life. It's great to be able to take classes in the arts. I think that a liberal arts education is one of the most fantastic experiences anyone can have, but the question is; does everybody have to go to Dartmouth to be successful in life? And the answer is, they can't. So can we do things in, say, basic job-training programs that prepare people for their goal, which is entering the formal labor market? And the answer is yes. What I've learned from my people who work in this area is that technical training is really important, but you can't omit soft skills training. This is not like a sophisticated understanding of teamwork that you'd get from Harvard Business School. It's very basic things like showing up for work on time, how to write basic reports and how to work in the context of a team — basic

soft skills training. If you do those two things and then orient your training to the specific needs of the companies in the area — and it's usually small and medium enterprises — the success rates are so much higher than with generic technical skill training programs. We know this.

Part of it is trying to inculcate people with understanding of the importance of things like willpower, grit and other kinds of things. For example, in Korea, school is so difficult that almost every young Korean person comes out of there with, at the very least, an ability to discipline themselves and get work done. And the grit production is something I'm really talking to the Koreans about because they go to school from 7:00 in the morning until 11:00 at night; and the only reason they stop at 11:00 at night is because it's illegal to study past 11:00 in these private institutions. So, you can go home and study, but you can't take a class after 11:00 PM — and the police have to walk around the area to make sure that these after-school institutes are not continuing to operate after 11:00 PM. So, the students hate the system, right? But because everyone else is doing it; everyone else does it. And if nothing else, we know that this system is producing a lot of grit in young people. It's also producing a lot of suicide, unfortunately, which is the other side of it.

So, we've got to figure out a way to moderate it, but building into your educational process an understanding of the importance of willpower, grit and discipline is really critical. Roy Baumeister argues that there hasn't been much ability to change IQ [intelligence quotient] — and IQ is more or less evenly distributed throughout the world. But what you can really change and what has a huge impact on educational outcomes is teaching the soft skills. So, that's in the school.

And then it turns out that teaching in job-training programs is also really important. We're going to do that, and we've actually started a new collaboration with Dan Ariely to figure out if all the research that they've done on how people's minds work — how people think socially of how people use mental models — if we can use that to somehow change very quickly the development outcomes. So, it's been a lot of fun.

JANE WALES

Now, getting out of poverty is one thing. Staying out of poverty is yet another, right?

JIM YONG KIM

Right.

JANE WALES

And there are shocks — violent conflict, weather extremes, pandemics — that propel whole societies, not only individuals and families but whole societies back into poverty. I think you coined the phrase *frictional poverty*.

So, talk a little bit about climate. You're hoping that countries will grow, will prosper, will share that prosperity, but at the same time that growth should be green growth. What does that growth look like?

JIM YONG KIM

There are lots of different aspects of it. One question is, Can we uncouple growth from greater greenhouse gas emissions? And the answer, generally speaking, is, for the first time, 'yes' because economic growth has continued but greenhouse gas emissions overall have trailed off. There are countries that have done it. We just heard this morning that Brazil has already reached its 2020 target in terms of reducing greenhouse gas emissions. Germany, certainly before they stopped all their nuclear power but even now, has really been successful in uncoupling their growth from greenhouse gas emissions. So, we know it's possible. For all of you, I hope you're working on this.

I think the most important thing to come out of the COP 21 [Conference of the Parties 21] in Paris is we've got to have an agreement on carbon pricing, because right now there's just not enough incentive to put lots of resources into finding better ways of providing energy, for example, without putting more carbon into the air. So, if we have an agreement on carbon pricing, my own sense is that the speed of research on low-carbon technologies is going to really take off. It's already a little bit there, but it's not taking off yet. Many private-sector companies, even the largest emitters of carbon dioxide, are asking us to "please put a price on carbon because the uncertainty is hurting us more than just having a price on carbon." So, GDF Suez [now Engie], the third-largest carbon emitter in the world, was in the spring meetings, arguing for progress on a price on carbon. The private sector is remarkably on board to do that, so if we can get that price on carbon, I think that will be really important.

There are other things we can do. For example, one of the dumbest things that exists in the world right now are fuel subsidies. There are different estimates, but just pure fuel subsidies are about \$500 billion a year. The IMF says you put everything together, the indirect subsidies, and it's over \$1 trillion. We've done a study with the IMF — the IMF led it — that looked specifically at who benefits from fuel subsidies, and we found that in developing countries the top 20 percent receive six times the benefit as the bottom 20 percent, so fuel subsidies essentially are regressive tax. Right now, with the low fuel prices, is the right time to get rid of fuel subsidies. Indonesia has moved. India has moved. And, if they do, that will also be another big way of uncoupling development and growth from carbon emissions. There are plenty of ways to do it. It's just a matter of getting to an agreement in Paris.

JANE WALES

But sometimes good policy is bad politics. The Nigerian government sought to remove its fuel subsidies and paid for it in the polls. So, the question is: where do you get that political will from and the political rewards?

JIM YONG KIM

Well, one of the things I'd love to see is some sort of global agreement in targets for removing fuel subsidies. Can we provide some political cover for politicians? I mean, what if we agreed that everyone would reduce their

fuel subsidies by a couple of percentage points? We'll come up with some number, and if we all made that agreement, politicians could argue, "Hey, look, there's pressure coming at us. Oh, and by the way, here's how we can protect the poorest and provide them direct subsidies but then remove the subsidies for the top 20 percent who are getting most of the benefit." Again, we have to find a political path forward.

JANE WALES

Another source of frictional poverty, of course, is violent conflict. You and Secretary General Ban Ki-moon [of the United Nations] both traveled to the DRC [Democratic Republic of the Congo], where there's been this ongoing conflict that has been so difficult. Tell us what you see as the opportunities for Central Africa and the real challenges they face as they try to eliminate poverty themselves.

JIM YONG KIM

Well, just the basic fact that by 2020, 50 percent of people living in extreme poverty will live in fragile and conflict-affected states. We're going through a complete rethink of how we work in situations of fragility and conflict. First of all, in terms of conflict, one of the things that we've been working on is that the vast majority of violence in the world is interpersonal violence. It's mostly directed against women. So, we're really looking at good examples of how that kind of interpersonal violence has been reduced. The mayor of Cali, Colombia, is a public health physician, an epidemiologist, and in Cali he took an epidemiological approach to reducing interpersonal violence by closing bars at certain times. He did some really bold things, and the levels of interpersonal violence dropped. So, that's one part of the violence issue.

In terms of conflict, I think there are lots of situations where we know that poor education, lack of jobs and lack of opportunity are feeding into violence — that if you've got no other choice and the armed rebels or the extremist groups are the only ones who will actually feed you and pay you, the attraction is very high. So, I think we're in a race against time. If you sit back and say, "We have to improve education and so what we're going to do is build schools first — easy to do — and get kids in schools, and then we're going to do teacher improvement programs so that we get just as high a quality of teachers as in other parts of the world," that's a 30-year process. So, can we then, by using technology, improve the quality of education really quickly? And then with investments in the private sector, for example, can we create the small to medium enterprises that are often the largest job creators? Can we do that quickly? That's the question we're asking.

The reason we're linking to the United Nations [UN] is because when the secretary-general and I traveled together, we found that it really is beneficial for both of us because I actually get to sit in on conversations that I never would sit in on otherwise. He sits with foreign ministers, and they talk about peace agreements. And then he sits with me with finance ministers and the development community, and he gets to hear that kind of conversation. So, with this very close working relationship, we've been able to link peace

agreements with large promises of regional development assistance. And although we don't literally condition one on the other, it's very clear that we feel that respect for a peace agreement — we did an 11-party agreement when we were in the Great Lakes region — is the way that you will unlock these regional development funds.

You know, there's no easy answer. We're scratching our heads on so many different places where there is conflict. Aggressiveness on higher-quality education and really trying to make these difficult investments in small and medium enterprises to try to boost job growth are at the top of our agenda. But we're looking for better ideas, and maybe some people in the audience have them.

JANE WALES

And, the International Finance Corporation — the IFC — within the Bank Group is focused on it, as well.

JIM YONG KIM

Very much so, but it's difficult. It's really difficult.

JANE WALES

And am I right that the Congo has got real potential for electric power, that that's one of the things you're looking at?

JIM YONG KIM

Yes. This is part of the difficulty of this job. In the developed world, 60 percent of all hydroelectric power sources are exploited — 60 percent. In Africa it's less than 1 percent. In the Democratic Republic of the Congo, there's a project called Inga [the Inga Dams] that could potentially provide up to 40 gigawatts of installed capacity. And when we say "installed capacity," it's base load. So, a lot of people say, "You don't need hydroelectric power because you can do it with solar and wind." Well, not yet, right? Because still, it's intermittent power. There has not yet been a single country in the world that has developed on the basis of intermittent power, so we need to provide base load. Now, the Inga Dams, at 40 gigawatts, would increase the overall amount of energy in sub-Saharan Africa by 50 percent. All of sub-Saharan Africa is 80 gigawatts right now, which is less than Belgium, less than Spain. So, you'd go from 80 to 120.

The Chinese can build transmission lines at an additional cost of around 2 cents per kilowatt-hour. The price of hydroelectric power over time can be about 5 cents per kilowatt-hour. But we have trouble because hydroelectric power, especially from dams of this size, is very disruptive and leads to resettlement. Now, let me just point out that every time that the 60 percent of the hydroelectric power that's already been established in the developed world, every time we built those dams, there was disruption. Every time we built those dams, there was resettlement; there was claiming of land.

The difference between hydroelectric power at 40 gigawatts and the equivalent in coal-fired power — which Africa will do if we don't do the hydroelectric power — is about 8 billion tons of carbon per year. So, this is the hard part of it because I don't want to disrupt fish varieties. I don't want to resettle people. It's not something I want to do, but development is always messy. You've got to look at it and say, "So, what then do we do?" Do we sit back and say, "Well, at least our hands are clean," and then Africa goes forward and does coal? Or do we try to move forward and find a way that we can do a big hydroelectric project in the Congo while being as careful as we can to do it in a responsible way? This is why development is so messy. The resettlement issue is huge. We have to be so careful. We have to really respect the rights of the people who are resettled. We just have to remember that all of you came in on airplanes and on trains and on roads that used eminent domain to reclaim the land and move people in every one of the developed countries. So, it's going to happen in developing countries. The question is, how can we find a way forward that's the most humane and that really does help lift people out of poverty?

JANE WALES

You mentioned China. Are we doing all that we need to do and should do to engage China in global governance when it comes to economic development?

JIM YONG KIM

We certainly are at the World Bank Group. There is no question. Let me give you some basic data that people are surprised by. I have a very close relationship with China, and China increased its donation to the IDA [International Development Association]. We have a special fund, a no-interest concessional loan window for the poorest countries, and we need donations every three years. The country that increased its donation the most on this last round was China. They went from about \$50 million to a \$300 million direct donation, and then they gave us a \$1 billion concessional loan. They increased by far the most given by any donor, and over the next three years China's going to increase their borrowing from us dramatically. So, we're very engaged with China, and they have \$3.7 trillion in reserves. They have a national development bank that has \$2 trillion in reserves, and they want to play a major role in the development of Asia. They've got the Silk Road Project. What they're doing I think is 100 percent predictable, right? They're a major economy. They want to have a big impact on the entire region and on the world, so all of their recent activity should not have come as a surprise to anybody.

JANE WALES

I know that many of the Americans in the room are worried about the fate of the trade agreement, the TPP [Trans-Pacific Partnership] in Asia. They're worried that, while President [Barack] Obama supported giving a much larger voice to China in the IMF, that's been blocked in Congress and there is

some risk about funding our Ex-Im Bank [Export-Import Bank of the United States]. In other words they're worried that, in fact, we're sending, let's just say, an inconsistent signal. By 'we' I mean the United States. Is there, in your view, a price to be paid?

JIM YONG KIM

Let me put it this way: The Americans I think are in a very real sense the most generous people in the world. And many of you in the room are evidence of just how incredibly generous Americans are. But there is a whole other conversation going on right now, which is, if you're really interested in ending extreme poverty, what do you have to do to supply what these countries need to actually get there?

Let me tell you one very interesting thing that happened at the spring meetings. On Saturday we had a development committee, and the topic was financing for development. The most striking thing in that room — and it was remarked upon by everybody — was that regardless of the economic status of a particular country, the one thing everyone agreed on was that they really wanted help in improving domestic resource mobilization. The poorest countries kept saying, "We need help. We're below 15 percent of GDP in terms of our tax base. We want help because we want to control our own destiny. We don't want everything to be based on conditionality coming from donors. We want to get things under control."

Another thing they talked about was stopping what they called "illicit flows," which means not necessarily illegal arrangements but arrangements in which powerful companies pay no taxes in the countries where they are extracting wealth. So, I think one of the things we have to wake up to is that because of smartphones everybody in the world knows how everyone else lives, and the desire to share in that life is now universal. It's not about charity anymore. It's really about what role you are going to play in helping these countries and these poor people reach their aspirations. China is saying they want energy, they want roads, they want airports, and we're going to be involved in building them all over the world. I think that's a huge part of what we mean by ending extreme poverty.

Let me put it this way: It's great that we had a concert on the mall [Global Citizen 2015 Earth Day] with 300,000 people and kids who want to open up their piggy banks and send money. That's fine. But at the end of the day, what you need are energy and roads and airports and quality education and quality health care. And these things are going to require a tremendous amount of capital. They're going to be disruptive. They're going to be difficult, just as those things were when we built them here, and that's the game now. I would hope that the generous American people and the generous American politicians will embrace that reality and assess from the ground up what our overall role is going to be. You know, as myself, I'm now speaking as an American citizen.

GLOBAL TRENDS, RISKS AND REWARDS — WHERE ARE WE NOW, WHERE ARE WE GOING?



(Left) Peter Robertson (Right) Seán Cleary

WEDNESDAY, APRIL 22

1:00 PM

WELCOME: PETER ROBERTSON

Chair, Board of Trustees, World Affairs Council @world_affairs

REMARKS: SEÁN CLEARY

Chair, Strategic Concepts; Executive Vice Chair, FutureWorld Foundation

PETER ROBERTSON

Welcome back. I'm glad you had lunch, and I hope you enjoyed it. Welcome back also to our web audience. If you're live-tweeting at this event, the hashtag is GPF15.

The Global Philanthropy Forum, which you've heard me say before in previous years, is a project of the World Affairs Council. My name is Peter Robertson, and I'm chairman of the Board of the Council and a failed retiree. But I'm a very proud chairman — proud of the World Affairs Council and proud of its amazing project, this Global Philanthropy Forum. I'm also a very fortunate person in that I'm the one who's able to take credit for the stunning results of all the energy, imagination and innovation that occurs on a daily basis with Jane Wales and her remarkable staff. Give them a hand. They do truly remarkable work every day, and it's a real privilege to be connected to that group of people.

And, again, Jane has, not surprisingly, conducted a fascinating conversation with an inspirational individual, Jim Yong Kim. It was pretty inspiring. I've listened to him before, and I think he is a tremendous, tremendous speaker who is somehow able to bring things down to simple language that even I can really understand. His ambitious goals to end poverty by 2030 and promote shared prosperity are just wonderful goals, and I'm sure many of you share that sentiment. I'm an optimist, and I do believe that he's got every reason to be optimistic.

As I look at the faces of the people gathered in this room together today, I can see committed philanthropists and strategic business leaders from all over the world ready to take on some of the toughest challenges that humanity faces. At the World Affairs Council, we describe the complex issues that we explore as those that will take a combination of philanthropy, government and business to ultimately resolve. And, as Jane said in the previous session, tackling these big challenges truly will take us all. There are very few of these big challenges that can be resolved by any one of these groupings — whether it be government or business or philanthropy — but together I think we not only can but have to take on these enormous challenges that you folks will be talking about today. I hope that the conversations we'll have over the next couple of days will help you deal with these complex issues and will be fruitful and help you in your quest, which after all is to have a lasting impact.

It is my pleasure now to introduce Seán Cleary, who can help set the stage for the conversations to come by providing broad economic, political, technological and environmental context in which we're all operating. Seán is chair of Strategic Concepts and executive vice chair of the FutureWorld Foundation. He's an expert on development economics, global corporate strategy and conflict resolution. I read a little bit about him on the internet, and he's an expert on a whole bunch of other things that I couldn't even begin to describe, but economics, global corporate strategy and conflict resolution. So, please join me today in welcoming Seán Cleary.

SEÁN CLEARY

Thanks indeed. When somebody gives an introduction like that, you know that he's hiding his light under a barrel and that the person he's introducing is probably worth much less than the person who did the introduction. So, thank you. That was a superb introduction.

I think that Jane has been completely brilliant in terms of the way in which she started this conversation we'll have over the course of the next couple of days. I think the wonderful thing about President Kim is not only the fact that he has revolutionized the way in which the World Bank looks at many of the challenges that it faces but that he has this extraordinary ability to take complex issues, get to the heart of the challenge that is locked up in that complexity and then develop a plan and a program to actually address it. That's extraordinarily rare, as all of us know.

Where are we today? The first thing we can say is that as far as the global economy is concerned, we're past the worst in the United States. February looked very good; the unemployment rate was down to 5.5 percent. Roughly 300,000 jobs were created. March wasn't quite as good. The new jobs created dropped to 126,000. There was an abrupt slowdown in hiring. And perhaps the more frightening element of it is that most of the jobs are not terribly well paying. In fact, new graduates are mostly employed in jobs that don't require graduate skills.

If we move out of the United States, which is the bright light on the global picture at the moment, the world looks a little bit more depressing. The US is really, in the advanced economies, the only economy that is growing substantially somewhere close to where we would like to have it. The reason for this is because what got us out of the depths of the crisis was actually a whole series of unconventional monetary policies because there was no money in the kitty to do fiscal policy; as a result, central banks around the world had to produce a tremendous amount of cheap money to try boost expenditure as widely as possible.

The banking sector was in a total collapse. The reason why sovereign debt had to be incurred by advanced-economy governments and why taxpayers had to bail out the financial sector was because the financial industry as a whole was in a disastrous condition. Capital adequacy and liquidity have therefore been the major focus of what's being undertaken meanwhile, and fiscal, financial and structural reforms are needed going forward to be able to get us back onto an even keel.

We still have to balance stability and economic growth, and that's particularly difficult in the Eurozone and Japan at present; and long-term debt has unfortunately increased, so the deleveraging that was required to get us back onto an even keel actually hasn't taken place. Moral hazard has been exacerbated because financial institutions have been bailed out by taxpayers and we still have a massive overhang of household debt. If you look at what the IMF projects with respect to growth going forward, the picture is pretty depressing. There are no great V's; we've passed those. But if you look at the overall performance of all the economies visible on that chart, you'll see the trend is down from where it was, so we're not going back to business as usual or growth as normal. Even more depressing, nobody really knows what's going to happen. These are a short cross-section of forecasts for the global economy released in January, and as you can see they range from 3.3 to 2.6 for 2014, 3.6 to 2.8 for 2015 and 4 to 3 for 2016. So, the bottom line is we don't actually know.

The debt problem is the real one. We are \$57 trillion more in debt than we were before the crisis in 2007. That gives you some sense of the effect of cheap money in getting us up to this particular point, but it should give you pause about its sustainability. Now, if we take that as a point of departure, the real question that we all have to think about — public, private and nonprofit sectors — is what's likely to happen down the way. The wonderful thing, again, about President Kim's presentation is he's not too put off by this. He knows what needs to be done, and he knows that you're likely to get it right only if you've got a plan and you execute against the plan. And then he made that marvelous remark: If the evidence suggests that you were wrong, you change your mind and you change the plan. Now, that's a very sensible, pragmatic, intelligent way to deal with it, but you can be left blindsided, as his predecessors at the bank and Christine Lagarde's predecessor at the IMF was, and most governments were, when we moved from the latter part of 2007, when the subprime crisis broke, all the way through the collapse of Lehman toward the end of 2008 and the bailouts that had to begin from April 2009.

So, what do we think is going to happen going forward? The first thing is that the geoeconomic trend, where the center of global economic gravity shifts from the Atlantic to the Pacific, is likely to be a secular trend out to at least 2030. Second, and more worryingly, the trend that we've seen over the past decade of higher returns to capital and falling returns to labor, which translates automatically into rising inequality and social tensions, seems to be a structural trend under the foreseeable circumstances. That's going to be exacerbated by breakthrough technologies in the infotech space, the biotech space, the nanotech space and what's being increasingly called the cognotech space, which are interacting with one another and impacting each other in ways that are going to transform the world of work and the world of education.

Meanwhile, geopolitics is back on the stage. We've got challenges in East Asia. We've got challenges in the Middle East and North Africa. We've got challenges in Eurasia. And all of this is generating highly significant flows

of forced migrants, which are putting political pressure on the receiving countries of these waves of migration; and that, in weak economic circumstances, necessarily causes great difficulties. Partly for that reason but for some others as well, the paradigm of representative democracy, on which we based most of our thinking in the West for the past 150 years, is under a significant amount of stress at the moment. We're seeing a reversion in some parts of the world to more-primitive ethnic, religious and other cultural identities, and it's not entirely clear that the world of nation states — which has its roots in 1648 at the Peace of Westphalia, and has been applied as the organizing principle of interstate relations since then — is in fact going to be the dominant paradigm over the next 30 or 40 years.

Last, we have this enormous challenge associated with the size of our human footprint, at 7.26 billion last month on a planet that before 1924 had never experienced 2 billion people. The impact of rising population with higher consumption and larger levels of waste on an environment defined by limited resources, is completely uncertain in the context of climate and the context of water scarcity and the context of extreme weather events and the context of ocean acidification. We know some of the effects but, quite frankly, we don't understand how the system works and therefore we can't predict with any accuracy where the inflection points lie or what the shocks are likely to look like.

So, very quickly, this geoeconomic shift from the Atlantic to the Pacific seems to be a secular trend. Short-term projections suggest that the emerging and developing markets are growing at much faster rates than the advanced economies. If you project that out to 2018, as here from the IMF, you can see the US share falling, the Chinese share rising, the Japanese share falling and the ASEAN [Association of Southeast Asian Nations] share rising. If you have a look at it in terms of the OECD figures out to 2030, you get confirmation of the longer-term projection with respect to this.

Now, don't get confused. These figures aren't accurate. They're projections. Don't believe them, for God's sake, but do recognize that all of our existing knowledge suggests that this is a longer-term secular trend. In one way it's just a reversion to earlier trends. This shows economic history in context. It's nice to be able to do 2,000 or 1,000 years just like that, isn't it? But that's the relative share of GDP of different parts of the world over the course of the past 1,000 years. The interesting thing is, around 1700, India peaked and started declining. Around 1820 China's first peak happened, and it started declining relative to the rise of the West as a result of the industrial revolution. Western Europe's peak occurred shortly before the end of the past century, the period of high Victorian splendor. And the United States peaked as a share of the global economy about 1952. So, we shouldn't get too excited about this particular phenomenon. It's part of a long historical shift that is cyclical in nature, rather than representative of some sort of remarkable decline.

The second point was higher returns to capital and falling returns to labor. For falling interest rates, if you have capital at your disposal and good credit with financial institutions, it leads to increased leverage. And if you have

the ability to make investments at very low cost due to very significant leverage, then obviously the wealth-to-income ratio increases significantly. But, as those opportunities are available only to a small segment of the total population, it follows that you will get rising inequality under those circumstances; and unless human behavior changes dramatically, that is likely to lead to further social tensions.

We've spoken a lot about medical epidemiologists today. Two rather good ones, from the University of York, Richard Wilkinson and Kate Pickett, did an extraordinary study called "The Spirit Level" some years ago, which showed phenomenally tight correlations of inequality with high social pathology. And the interesting thing about this is that even the privileged in highly unequal societies suffer higher levels of social pathology. So, there's a very strong correlation between better equity within society and lower manifestations of social pathology and a very distressingly high correlation between high levels of inequality and social pathology.

Now, if that were a moment in time, it would matter less. But it's not: It's a trend. And it's a trend because the economic landscape is changing dramatically. Globalization and robotics are probably the two most fundamental drivers with respect to this particular phenomenon. We're now at a point where technology inflection points, in a whole variety of different areas, are reducing the need for semiskilled and unskilled human labor almost entirely. In the context of new technological opportunity, it's simply more cost-effective to make the shift — from heart surgery to auto manufacturing to audit and accounting and legal precedent search — to digitally-driven technologies.

I mentioned earlier that most of the new jobs being created at the moment for college graduates have not historically been the jobs that college graduates were looking for. It seems very likely that that trend will continue. This comes out of a rather remarkable study the Canadians finished in 2014, looking at all the technologies that they could identify, in something called a Metascan, that were coming through the pipeline, and they made guesstimates about when they'd come to economic maturity. This is the pipeline of energy technologies, that for agricultural and natural manufacturing technologies, that for digital and communication technologies, that for nanotechnology and new materials science, that for health technologies and that for neurotechnology and cognitive technologies. Now, the bottom line is we have no idea how these will combine. We don't know how many will reach maturity. We don't know in what form. We don't know in what way, with what impact. It's simply true that we've reached a stage of human development where we have more R&D [research and development] coming out of more science, coming out of the system today than we have had by orders of magnitude in the whole of history to date. And the implications of this for both income and education are fairly extraordinary.

The conclusion is quite simple: There's going to be large-scale disruption of educational models, the world of work and social models in society, and we're going to need flexibility, adaptability, extraordinary levels of social

capital and social cohesion to be able to manage these transitions. There are huge opportunities. Substitutions of existing materials, particularly mineral-based materials in a whole range of industrial applications, are going to produce extraordinary opportunities for companies. Optimization of existing processes using big data, faster computing speeds and the like is going to transform the world. Virtualization of activities that are currently provided through physical processes is going to become evermore common. It's entirely possible that very high percentages of the world will travel virtually 20 years from now, rather than physically by getting on airplanes.

If you find that improbable, as I still do emotionally, think about what you would have felt if I'd said to you 20 years ago that an extraordinarily high percentage of people under the age of 20 would choose to sit in front of a Facebook screen or do Twitter on their mobile phones instead of interacting with humans. Behaviors change remarkably in a variety of different ways, and this is largely driven by the technologies that we have at our disposal. We control our technologies, but eventually our technologies come to control us, and this remarkable by-play between determining what you will incentivize and what you will permit, and what you will prohibit, and how your mind changes once you are faced with a whole variety of new technological options, is a wholly remarkable experience.

Now, the core of what I want to leave you with in respect of all this is quite simple: All of this is changing our world. It's changing our politics. It's changing our economics. It's changing our occupational opportunity. It's changing the way we think about and tackle challenges. The level of disruption, bringing both opportunity and threat over the next 20 years is, I am quite sure, going to be much greater than anything we have experienced to date. As a result of that, there is almost no doubt that political tensions will increase, social tensions will increase and we're going to have to be remarkably agile, extraordinarily smart and very effective in sharing insights and perspectives in order to develop the degree of social cohesion and innovative response that we're going to require in this fast-changing world.

Thank you very much.

COMING TOGETHER TO SUPPORT COMMUNITIES IN TIMES OF CRISIS



(From Left to Right) Zia Khan, António Guterres, Gayle Smith, Olara Otunnu and Neal Keny-Guyer

WEDNESDAY, APRIL 22
1:20 PM

ANTÓNIO GUTERRES

High Commissioner for Refugees, United Nations

NEAL KENY-GUYER

CEO, Mercy Corps

OLARA OTUNNU

President, Uganda People's Congress; President, LBL Foundation for Children

GAYLE SMITH

Special Assistant to the President and Senior Director, National Security Council

MODERATOR: ZIA KHAN

Vice President for Initiatives and Strategy, The Rockefeller Foundation

ZIA KHAN

Good afternoon, everyone, and welcome to this next session, which I think will be a fascinating discussion. My name is Zia Khan. I'm a vice president of The Rockefeller Foundation, and it's my great honor to welcome our distinguished panelists here for a conversation on coming together to support communities in times of crisis. I'd also like to welcome our web audience; and if you are live-tweeting, please use the hashtag GPF15.

As we've just heard from Dr. [Jim Yong] Kim and just now from this fascinating presentation, we've made great strides as an international community in the alleviation of poverty. But as we see the averages increase, there is another story, which is what is happening to the poorest and most vulnerable. We're increasingly seeing around the world how they are facing new problems that weren't really in existence 50 years ago. These are new chronic stresses like rising sea levels or increasing frequency of acute shocks like extreme weather events or conflict or disease outbreaks or often all three combined together at worst. We know that our current systems, which were designed in a previous era, really aren't fit to purpose anymore, and we need to rethink how we can help these vulnerable communities address these challenges.

At The Rockefeller Foundation, one of our big goals is to build resilience, which we define as building the capacity of entities, either individuals or communities or cities, to prepare for disruptions, to recover from shocks and stresses and to adapt and grow from these disruptive events. My colleagues and I have learned through a range of our work, from an initiative on 100 Resilient Cities to address the problem of growing vulnerabilities from urbanization, to the Global Resilience Partnership, which we've started with USAID [United States Agency for International Development] and the Swedish International Development Agency to address the problem that one in three dollars that is spent in development is often lost due to recurring crises. We've learned that we need a new way to think about how to protect

communities from these emerging crises and also, importantly, how we need to collaborate differently across sectors — academia, government, the development sector, the private sector and communities themselves. How do we come together in new ways to address the new challenges that we're facing and that we just learned about in the previous session?

To explore this topic, we're extremely lucky to have a panel of four distinguished speakers. I'll keep my introductions short because you have the full biographies in your book. Immediately to my left, António Guterres is the UN High Commissioner for Refugees [UNHCR]. Before joining UNHCR, High Commissioner Guterres spent more than 20 years in government, including serving as the prime minister of Portugal. Neal Keny-Guyer, on the far end, is the CEO of Mercy Corps, an international nonprofit that supports people after conflict, crisis and natural disasters. Under his leadership, Mercy Corps has emerged as a leading international humanitarian and development organization with ongoing operations in more than 40 countries. To his right, Olara Otunnu is the president of Uganda's People's Congress and has held several UN positions, including under-secretary general for Children in Armed Conflict and chairman of the UN Commission on Human Rights. He is also the president of the LBL Foundation for Children. And finally, Gayle Smith serves as special assistant to the president and is a senior director of the National Security Council. She worked in Africa for over 20 years as a journalist, covering military, economic and political affairs for the BBC [British Broadcasting Corporation] and the Associated Press, among other news organizations. Before we begin, join me in giving a warm hand to our panelists for what will be a great discussion.

What I'd like to do is ask our panel to share some opening thoughts and perspectives on this topic and maybe even start with the following question: over the next 10 years, what are the kinds of crises that we have to worry about most that will create the biggest vulnerabilities? And, for those crises, what needs to change in how we respond to them in terms of how organizations come together and collaborate?

Maybe, High Commissioner Guterres, we could begin with you?

ANTÓNIO GUTERRES

Thank you very much. First of all, I am not optimistic about the next 10 years in relation to crisis. I think we'll go on witnessing a multiplication of crises and a growing complexity of the crises, both in relation to conflict and in relation to natural disasters and other related aspects.

We live in a world where not only is there no global government system, but there never was a global government system. Power relations became unclear, so unpredictability and impunity became the name of the game. Crises tend to emerge where they are least expected, and this is having a dramatic impact in the lives of people. For the first time since the Second World War, we have reached more than 50 million people displaced by conflict in the world. The staggering escalation is the following: 2011, 14,000 per day; 2012, 23,000 per day; 2013, 32,000 people per day. People are displaced by conflict.

On the other hand, we see the combination of megatrends: global warming, population growth, food insecurity, water scarcity — all these things are becoming more and more interlinked and having a bigger and bigger impact in a world that is also smaller and smaller. The combination of these crises creates an environment in which humanitarian needs are growing in a way in which we no longer can handle them alone. Partnership among governments, international organizations, the civil society and business is the key ingredient to allow us not to be overwhelmed by what I think will go on in the next 10 years as a very, very complex world in which more and more people will be dramatically impacted by these crises — even if the global economy will grow, even if probably the number of absolute poor will diminish, even if many positive things will develop, even if new technologies will create a lot of opportunities for everybody. Those areas of the population that are more dramatically impacted are going to suffer, and we need to be prepared to work together to address that suffering.

ZIA KHAN

Thank you. Gayle?

GAYLE SMITH

I'd say the two big things that are coming — I think we're already seeing a lot of it — is state fragility, states that for whatever reason are not strong enough to withstand the kinds of shocks that occur, and then a host of transnational threats. Many of us in this room have been through the Ebola crisis, which is not yet over, but there is a great example of something. A virus does not ask for a visa. It is not confined to one country, and it is the kind of threat that necessitates a different response than some of the kinds of crises we've seen in the past.

I think in looking forward — in addition to constantly improving a model, which works in part — I think there are three C's we need to think about.

One is to not underestimate the complexity of these crises. I used to think, 15 or 20 years ago, that I was dealing with something called a complex political emergency. I don't think those compare to the kinds of things we're seeing today. So, while some of the solutions are generically absolutely on point, delivering them is really, really difficult because of the complexity of a range of crises, where the constraints are access — literally being able to get to people — where the constraints are that you need a Biosafety Level 4 gear and protocol in order to respond, are significant. So, complexity is number one.

Capacity is number two, and I think there's a good news/bad news story we can play with. The good news is the capacity on the ground in countries that are affected has increased substantially. We've invested in that as a government. Our NGOs [non-governmental organizations] have invested in that, and people are also — as they do all over the world — taking matters into their own hands. So, there's a tremendous capacity to build, and building that capacity is key, but we also need to build the capacity of the international system. The international system has never seen the number, scale or complexity of crises we're dealing with now. USAID runs something

called Disaster Assistance Response Teams [DARTs]. It's considered a pretty intense period in time where you have something between the equivalent of 1.5 to 2 DARTs in the field. Right now we've got five or six, depending on how you count it, and we are regularly looking at where we're going to need a couple more. What that means for the government, for the international system and for the NGO community is investing in the capacity of very, very skilled responders. The sentiment to respond is a great one. This is a discipline. You've got to be really, really skilled to run an operation in Syria. You've got to know engineering, logistics, politics, culture, development. You've got to know a whole lot of things. So, investing in that capacity.

The last thing, to build on António's point — and I think many of the things that people here contribute is complementarity — not everybody should do everything, but there are ways that the pieces of this jigsaw puzzle could come together, whether it is the communities themselves on the ground and civil society, NGOs, domestic and international, governments, the UN and other international organizations or the private sector figuring out what that new division of labor looks like going forward.

I'll end with one example, which is on logistics. One of the things that has happened with greater frequency is that companies that know about logistics can offer a whole lot about how you, at scale, get something from point A to point B. So, there are all sorts of ways that we can forge that complementarity, but I would say it's got to be a little bit more deliberate than we have been up to now if we're going to meet the challenges that my friend António describes.

ZIA KHAN

Thanks. We saw in Nigeria how they mobilized companies with logistics capabilities to really help the Ebola response. I think that's a great point. Olara?

OLARA OTUNNU

Roughly speaking we have natural disasters and human-generated disasters. They are related of course. But in terms of their nature as well as the response, they are also distant. In the next 10 years, I see the worst source of crises still remaining: human-made disasters and two factors playing predominant roles here. I think horizontally we shall continue to see the issue of identity being the main catalyst for conflict, whether it is ethnicity or a sense of religious affiliation, but the horizontal dividing line will continue to be a major fault line.

The second factor I see is more vertically expressed. It is the social economic divide. Across the globe without exception, the gap is becoming dramatic — the galloping gap between those who have everything and more and those who are sinking deeper and deeper into despair. So, these two factors I think will continue to define and shape conflict in the next 10 or so years.

In my view once conflict has broken out, we have very poor capacity to handle and respond to it internationally, much worse locally. So, clearly, the

emphasis has to be prevention because we have much better intelligence in terms of prevention. We now have a much better idea of the causes. We see the trends. We see the divide growing. We see all these things in open daylight. So, prevention has to be the point of emphasis.

Second, in societies which have already gone through conflict but are now in the so-called post-conflict situation, must focus on its sustainability. Some rehabilitation has taken place — a smattering of reconstruction — but not yet credible enough to be sustained. So, sustainability has to be our emphasis.

Finally, I agree with António. I agree with Gayle that no single actor is well equipped to deliver on this: not the state because in many cases the state is partisan — is part of the problem — has been greatly weakened and needs to be rebuilt; and not the private sector alone — you've got a very important role to play — and of course the philanthropies. So, it is the combination. It is getting an architecture of collaboration that works. Again, there are many examples one can give with regard to this. I think I'll stop there in terms of the initial remarks.

ZIA KHAN

Thank you very much. Neal?

NEAL KENY-GUYER

As we can tell, this is the happy after-lunch conversation as we look at the world. I'm also tempted to say that everything that needs to be said has been said, just not everyone has said it. I don't know if I could add too much to my colleagues here. What I would say, when I look out over the next 10 years, I would agree. I almost would evoke the memory of Charles Dickens and say I see a tale of two worlds. That first world so many people in this room have invested in, have helped make better, and it's encouraging and exciting. It's a world that's moving ahead. It's a world where absolute poverty has been halved over the last 30 years. It's a world where technology shows enormous promise and potential. When we just look at that potential, particularly when you think of bringing clean water, clean energy and enough food, it's enormous. We listen to Bill Gates and Hans Rosling — one of my favorites — and I think there's a lot to be encouraged about.

On the other hand, there's also a tale of another world, and that is a world where we have an unprecedented confluence of complex crises, increasing fragility and a growing number of fragile states. As Jim Kim said, the 50 percent of the world's extreme poor live in fragile states now. So, we have no hope of eliminating absolute poverty if we can't make a difference in these fragile places. As António said, we have the most number of people — over 50 million displaced by violence — at any time since World War II. Add to that just under 100 million people in need of humanitarian assistance. These are unprecedented numbers, and I guess my biggest fear is that this second world is increasing at a scale and a pace and complexity that really threatens to undermine all this good progress that we've made. I would say that really is the challenge of our times.

We talk about the three C's, whether it's cause by contagion, climate or conflict, and we have to find a way to address this rising fragility. And the reality is, all of those strategies and methodologies and partnerships that enabled such progress in that first world may not be adequate in the second world. We do not have a good history of coming together as a global community in terms of fragile states, so that is the real challenge. And I do think there is an incredible role for the world of philanthropy and foundations, and in part I would encourage everyone to up your risk profile a bit and focus more on these fragile states. It's great to do work in India, and India is wonderful to do, but also there are tremendous opportunities and needs right now in South Sudan, Central African Republic, the DRC, northern Nigeria — supporting those organizations and local groups who are representing an alternative to Boko Haram.

Those are the real challenges, and then continuing to invest in leveraging technology and innovation because that's absolutely critical. We don't know what works in these places, and we need more technology and innovation in those kinds of places. And, obviously, where we all need to step up is the whole issue of evidence and learning — absolutely critical. The last number I saw — and I hope it was a mistake and I hope my older brain is remembering this wrongly — is less than 1 percent of foundation funding goes into research. I think this research and learning is so critical for today's world.

GAYLE SMITH

Just a quick footnote to that: The good news on that front is that a lot of the gains we've seen in development have been because of evidence, whether it is data and evidence or evidence of success — right, the demonstration effect? In the case of fragile states or humanitarian response and resilience, tragically but to a potentially good end, there is enough experience out there now that there is data and evidence to be had and used. And I would echo the comment just made: marshalling that evidence, elevating that evidence, because it's been a real driver of the change I think we've seen in areas like health, food security and other areas. It's not the instinct to bring it to bear in crises and fragile states and humanitarian response. Or it's not the understanding that you could really have evidence. But we actually do. We actually do, and your help and participation in furthering that would be a huge contribution.

ZIA KHAN

So, Gayle and Neal, you put your finger on one important bottleneck — the mobilizing of evidence — and I'm curious because in everyone's opening statements there was broad convergence around what is needed. You know, themes like prevention, sustainability, capacity building and an architecture for collaboration; and it feels to me like there's broad agreement on what needs to be put in place. So, the question I'd like to pose now is: What is stopping that from happening if everyone agrees to it? What are the barriers, or why is collaboration not happening? Why is evidence not being brought to bear? What do you see as some targeted points of intervention or solution? What would be most helpful in your perspective?

ANTÓNIO GUTERRES

First of all, a lot of cooperation is happening on the ground, and it's important to underline that. International organizations, civil society and even governments are working together and are responding to many of these crises in a fantastic way. I would say that there are a few things that need to be changed, and they have to do with the culture with which you operate.

First, traditionally we would speak about the gap between relief and development, and there was this idea that you do humanitarian aid during the crisis and then we start development processes to guarantee the sustainability. This is no longer possible because we have more and more protracted crises, so we need to do relief and development at the same time. We need to bring together these actors to work together since the beginning. And there you have two different cultures indeed. To overcome this cultural difference is — it's very funny. It's easier to find this capacity to bring things together in the civil society than in governments. In many governments this is dealt with by different departments, and sometimes they don't talk with each other; but many NGOs do both relief and development, and many foundations do both relief and development. So, this is one of the things that I believe is essential to bring us more strongly and more effectively together.

And then it's technology. There are enormous opportunities created by technology in these areas, provided we know how to do it. I'll give you an example. In Jordan today, biometrics and iris scanning are used for a Syrian refugees and their family to receive a monthly allowance — because of their vulnerability — in the bank to guarantee that there is no fraud but also to guarantee that there is total security in relation to infiltrations of groups and things of the sort.

Which means, if we are able to forget about those old humanitarian ideas — that you move the trucks, you dig the wells, you bring the food — and you look into modern ways to address the needs of people and to make them participate and assume ownership in the things that are done using technology. Using more and more knowledge-based approaches, I think we will be able to multiply our capacities and our efforts.

OLARA OTUNNU

May I just say this? I think it is true that collaboration has improved within the United Nations' institutions, between the United Nations and NGOs, between New York multilateral institutions and Brussels. It's improved. What has not happened in a similar way is the application of lessons learned. With a lot of lessons learned, there is no great evidence that we are applying the lessons that have been learned. By and large we still wait to be jolted by a dramatic outbreak, and then we rush to where that outbreak has taken place or where high politics is involved. We go to where high politics is involved. So, by and large we are still not having the full benefit of the volumes and volumes of the lessons learned. We need to do a lot more in that area, and we need to do more to both prevent but also to respond to situations where no high politics is involved — ordinary situations of intercommunal violence, ethnicity, religion, poverty — respond more in those situations.

GAYLE SMITH

I think we also need to look at systemic solutions. For all the right reasons, every time there's a crisis everybody wants to respond, and everyone that I have worked with since the invention of the cell phone. I started in all of this when we were sending telexes and the fax machine was invented. This is something that can contribute. In every case that's been right, but we haven't systematized that. So, how do we think about getting the people who know about those applications together with the experts who know crisis response — and not just international responders but also, importantly, people from these communities who are best suited to define the way you can get uptake to look at systemic solutions that can either be built into the existing architecture or fashioned in such a way that they can complement. Logistics, communications — all the technological advances that we're talking about and you are focused on — have application in every one of these, but I think what happens, in part because there's a bigger response when the crisis emerges, is that the world runs at it and we throw everything at it and we don't do the systems fixes.

The second gets to a point Olara made at the beginning about both prevention and staying power after the fact: It's the staying power. It's the whole spectrum. If you look at the patterns of assistance and response in most crises, it is this thing you describe: huge interest during the crisis, pretty big push on recovery and rehabilitation. Everybody does everything during recovery and rehabilitation. After about 18 months, people start to move on; and then five to 10 years later, we're all back at the same place, doing the same thing because there's been a net erosion in capacity and therefore increased vulnerability.

So, systems fixes across the board but staying power throughout.

ZIA KHAN

Wonderful. One theme that I'm picking up in the conversation is about what are often called "top-down responses." The responses from governments, from the UN system, from foundations and others, to build the capacities of communities. What do you feel is the biggest change that needs to happen in the big, quote unquote, top-down institutions to help communities solve their problems, address their problems and become resilient themselves?

GAYLE SMITH

Can I speak as a former journalist? I think part of it's the media because I actually think communities are doing that in a lot of cases. I think our teams and our partners work very hard to build that. For example, there is an untold story in the case of Ebola. And I'm extremely proud of what the United States and our partners have done and of the president's leadership, but there is another story there. It is about Liberians, Sierra Leoneans, Guineans, which is about the African Union dispatching over 900 health workers and professionals from across the continent, of young people who formed burial teams to ensure safe burials — that doesn't come through. I think to the extent that you all engage with media and support media, doing more to tell those stories.

I think we can all do more to build that capacity, but I worry sometimes that there is this notion that the world is full of passive people in crises to which we respond, and I think our finding in every single case is that there is always a community foundation upon which we can build. We can build better, but I think we've got to give visibility to that because it changes. I don't like this word, "narrative." It's the new word of the year — it changes people's conception of what is possible. I think it's where a lot of the hope resides because when you see people taking their future in their own hands, which I think you see in every one of these crises, that's kind of the inspiration to keep going because there is a foundation on which to build.

ZIA KHAN

So, Gayle, building on that point...

GAYLE SMITH

Get that media out there.

ZIA KHAN

Yes, I think it's a great point. Building on this point — which I completely agree with — that communities have a lot of capacity, what could we do differently, as government, as civil society, to help enable that capacity? A lot of the responses and development programs sometimes ignore the capacity that's sitting there.

ANTÓNIO GUTERRES

If I may, I think there are two words: one is empowerment and one is resiliency — you mentioned that in your introduction.

The first is empowerment. We still have, many of us working in the field, a lack of respect for the capacity of those who are there. And we need to be able to work in a way that those who are there have the capacity to manage their own things and we only support them. And this idea, to be honest, is many times absent from those who are coming, especially big UN organizations, big international NGOs. The idea is that we operate better if we empower the communities to manage the programs and we support them, instead of managing the programs and they just benefit from what we do.

And the second is resilience. I have to say, when one looks at a country like Lebanon, Lebanon today has one-third of its population who are Syrian or Palestinian. You visit villages in which you have half of the population Lebanese and half of the population Syrian; these communities were able to absorb it, and these communities were able to address these problems. And when we come, many of the situations have already been overcome, but there are enormous fragilities. Whatever we can do to enhance the resilience of the communities is, I think, extremely important — and that is much more to help them develop their own capacities and much less to provide assistance and to provide the kind of things that traditionally we tend to do as a first reaction to a crisis or a situation. Empowering communities and betting on their resilience is, I think, the right way to go.

ZIA KHAN

Neal, you had your hand up.

NEAL KENY-GUYER

Yes. Jumping in quickly: three things. One is all of those from the outside, as part of the relief and development system; a little more humility would help. Second, I think a recognition that those impacted by a crisis, a conflict, whatever the challenge, are always the best agents of their own recovery and development — just a fundamental principle.

And then, third, is a greater focus on local governance. I do think it is fair to say that the whole relief and development community has not done enough to bring forward principles, concepts of governance, good governance. This is why I like the resilience agenda, and Rockefeller deserves a lot of credit for helping enhance that conversation because I think at the essence of resilience is good governance. It's seeing community members as citizens and finding ways to link — where it's appropriate, and it's always tough — with local government in ways that are legitimate, that promote transparency, that promote accountability.

And we all know that you can spend billions and billions and billions of dollars in Haiti or elsewhere, and if you don't crack the governance conundrum, you're not going to make any progress in that; that's the fundamental reason why we haven't seen the kind of gains that we had all hoped for. In the Democratic Republic of the Congo — Jane brought that up earlier — there's been, I don't know, probably billions of dollars spent over the last years in a short-term approach. At one point we, the international community, were trucking in water to camps at \$60,000 a month. There were a number of studies done. And we've now corrected ourselves. Way before there were really opportunities, could you put in a local water infrastructure and system? Could you set up a governance in which the people working with local government can manage that? It's now been done in a number of those camps. The price has dropped to \$7,000 a month. The people, the IDPs [internally displaced persons] themselves, are helping to pay for some of that.

So, there are opportunities to think long term, to build local governance that I think would make a world of difference.

OLARA OTUNNU

May I just say that if by “community” we partly mean sub-regional response — for example ECOWAS [Economic Community of West African States] in West Africa or IGAD [Intergovernmental Authority on Development] in East Africa — that has improved a lot in many parts of the world. If by “community” we mean the local people who are affected by the crises, in natural disasters, yes. Local communities can be exceedingly effective when organized and mobilized. We've seen that with the Ebola crisis in West Africa. But when the conflict is human-made — conflict within communities, among communities — then by definition it gets more difficult because the middle ground is removed even though it exists in fragile form, but it's removed.

Now, even in the midst of conflict, it is clear to me that there are two groups within society that need to be empowered, in whom we need to invest. First and foremost: the women. It just so happens in all the conflict situations I've been in around the globe, under sudden massive pressure the men tend to crumble. It's just a fact. It's a fact. But remaining standing in the middle of that mayhem will be women struggling to pull the pieces together, struggling to feed the family, improvise schooling under trees, do whatever they can to keep life going, when the men have really pretty much disappeared from the scene. So, both in the midst of crisis as well as in the post-crisis situation, investing in the capacity of women is very important. The second group we often forget are the youth because this is the group that can be an army of spoilers of any situation if they are left to drift with no program for them; or they can help rebuild and reorganize the society. So, we can't invest enough in my view in these two groups both in the midst of conflict and in the post-conflict program.

GAYLE SMITH

Yes. Absolutely.

ZIA KHAN

Something we haven't talked that much about is the role of the private sector, and we don't actually have someone up here on stage from the private sector. Everyone mentioned the need for collaboration across sectors. What are some of the unique roles that the private sector can play? What are some of the things that they should start doing more of, and what are perhaps some things that they should stop doing that would be helpful as we think about communities in crisis, as well?

GAYLE SMITH

I think the private sector has gotten more and more engaged and more and more effective. I think a few things. One is, again, the systemic responses. If you look at the impact on things like deforestation and some other areas, of companies that are looking all along their supply chains to see how they make changes at each point, there's a similar theory that I think applies for crisis and conflict. So, that would be number one.

Number two, there are capabilities that they can deliver. Again, logistics is one in the case of Ebola. USAID and our science and technology people did a challenge on developing protective gear that is not so heavy that you can work for only 45 minutes. That's ultimately going to be manufactured and made available, so there are solutions in that regard. There is something that is always critical, which is called money, but I think there are other things.

To take Olara's point about mentoring and training, the private sector can do it very effectively. You look at what some of these young people and young leaders are doing — and I agree with you that they can be the spoilers. That covers up the extraordinary bright side of some of the creativity and innovation we're seeing from young people, who are much more global and exposed than certainly we were. So, invest in them and, again, in a systematic

way. Figure out mentoring programs, where you can offer them the training they need to then go back and be more effective.

The other thing is staying power. One of the things that oftentimes happen in these crises is that the private sector recedes for understandable reasons. Forestalling that where possible but making sure that there is an early return is absolutely critical because in the post-crisis period, if there is a reliance simply on foreign assistance, it's just not going to work. So, again, that staying power.

OLARA OTUNNU

And I would say that in the midst of conflict, I don't see a large role for the private sector. When there is war going on and absolute dislocation, it's difficult. But the private sector has a very important role when the guns have gone silent. Beyond immediate rehabilitation, the long-term reconstruction of societies is where the private sector comes in because you're talking about long-term investments.

GAYLE SMITH

Absolutely.

OLARA OTUNNU

It's particularly small and medium-sized businesses because, unfortunately, part of the side effect of the engagement of the UN and NGOs is a dependency syndrome that is left behind. Particularly when it's been a situation of dislocation for many years, the communities go from being a proud self-reliant community to being dependent on the international community, on hand-outs from the international community, and you need more of the private-sector approach to reinvigorate the sense of self-reliance, the sense of doing something for oneself.

And of course I agree with Gayle that if indeed the women and youth are very important in this, invest! The private sector must invest in the women and the youth.

ANTÓNIO GUTERRES

I would like to distinguish three dimensions. First, the local private sector even in conflict situations remains active.

GAYLE SMITH

Yes.

ANTÓNIO GUTERRES

Go to Somalia. I remember some time ago I was in Dollo Ado in Ethiopia in a refugee camp, and I tried to use my mobile phone; it wouldn't work, so I went to the border with Somalia and my mobile started working with the private companies operating inside Somalia today. The coverage in Somalia of

mobile phones is better than the coverage in Ethiopia. Can you imagine that? And the network, the distribution of money and the way they permanently keep the economy going in this dramatic conflict situation is remarkable. So, I would say wherever markets can work, it's important to support that market's work, and we can help with that. For instance, instead of distributing goods, I'm more and more in favor of cash — unconditional cash to vulnerable families as a subsidy, microcredit to people to create their own businesses and less and less give food, give blankets, give tents and whatever.

Then, in relation to the private sector that is around here, I think there are again two dimensions. One, if you bring development and humanitarian aid together, that creates opportunities for the private sector to operate as businesses, to operate normally. So, those who manage these programs and of course governments — both local governments and donor governments — are key, important international organizations to create opportunities for as much as possible to be done; since the very beginning, the normal functioning of markets is very important in creating opportunities for the private sector.

And then there is the other aspect, which is very relevant for us. A lot of corporations in their corporate social responsibility do a lot of things that are vital for our work. We have reorganized our own organization — shrinking headquarters and reducing costs — thanks to a private-sector supporter. Our logistics has been dramatically improved with pro bono support from the private sector. Registration of refugees is done in remote areas with software developed for us pro bono by, again, the private sector. New forms of energy in camps, again, the private-sector support. And you can go on — mobile technology to distribute money to poor families. The number of opportunities for corporate social responsibility is enormous. I think the mistake is when humanitarian agencies try to go to companies to get money. I mean, money comes from the public, comes from foundations...

GAYLE SMITH

Yes.

ANTÓNIO GUTERRES

...from companies you shouldn't try to get money from. You should try to get the kind of expertise they can provide to you. And it's very interesting: In my experience working with companies, it is a factor of mobilization of the corporate identity, the fact that people from that company are able to work with organizations like mine for specific projects. That becomes an element of the identity of the company itself. So, I see in corporate social responsibility a lot of opportunities that are, again, win-win situations for everyone.

OLARA OTUNNU

There is one category of actors we should add to António's list. Because of the incidence of protracted conflict, by its very nature it generates diaspora all over. It is Lebanon. It is Somalia. It is Sierra Leone. It is Afghanistan. It's a

long list — and a very strong, well-to-do diaspora; and their role, particularly in the midst of conflict, is when others may be afraid to come in. This is the story of Somalia. It's the story of Lebanon. Even as the war was going on, the Lebanese abroad were pouring money into areas where there was some relative quiet. We see this in West Africa. We see it all over. So, the role of the diaspora communities in rebuilding and investing in the old country is very important. This is in addition, of course, to helping bring reconciliation because they have not been as involved in the heat of the conflict.

ZIA KHAN

Neal?

NEAL KENY-GUYER

Yes. I was just going to pick up some points of emphasis. I think the point António made is that the most important private sector is always the local private sector; and I have rarely been in a crisis or environment, even in the heat of conflict, in which it doesn't work. Sure, there's aid getting into Syria today. If you go to the border from Turkey, the trucks that are coming across are providing the bulk of the supplies for people, and that's true in almost every crisis you see.

Second, I think Olara is exactly right about the role of the diaspora, particularly in terms of remittances and their own investment. There's almost \$1 trillion in remittances right now, going into some of the toughest areas. Let's capture that for development, and there are many efforts to do it.

The third thing I would say is I just wanted to give an example: the Philippines. It wasn't a violent conflict, but after the last big storm, Haiyan, my own organization worked with a Philippine bank — a digital bank. We did all-cash payments to people impacted. That was a very efficient way. It was thousands and thousands of people, but the most important thing is every one of them ended up with a bank account. So, you're promoting financial inclusion through the crisis in a way that really supports long-term development and addresses one of the biggest challenges of financial access and inclusion that we face.

GAYLE SMITH

Can I add one more thing to the list? I think all of these points about the local private sector are about keeping markets working, because when local markets collapse, you've got an even bigger problem.

I heard an interesting story the other day about a company with a huge number of employees that invited them to do something about refugees. It sent out an e-mail that said, "Here are the things you can do to educate yourself. Here are the things you can do domestically to work with refugee communities in your own country. Here are the things you can do to contribute." It wasn't obligatory, but what that does is helps build a growing constituency of people who are tracking these things, bringing ideas to the

mix and keeping the levels of attention where they need to be. So, even moving within the workforce to keep people informed and help provide opportunities for them to respond, we've seen in the few cases where I've seen this — and I'm sure there are many more than those of which I'm aware — a tremendous outcome. This is in terms of the immediate crisis but also in building that stable of people who may go into that field, bring one of the tools that you suggest and keep this on the world's radar.

ZIA KHAN

Yes, to the point of the workforce, this is something we often see in the travel and hospitality industry, where they have the assets to help communities and a strong interest in keeping the local workforce safe and healthy, as well.

So, lots of rich food for thought.

HARNESSING THE POWER OF INVENTION



(From Left to Right) Carol Dahl and Manu Prakash

WEDNESDAY, APRIL 22

2:40 PM

MANU PRAKASH

Assistant Professor of Bioengineering, Stanford University

MODERATOR: CAROL DAHL

Executive Director, The Lemelson Foundation

CAROL DAHL

I'm Carol Dahl, executive director at The Lemelson Foundation, and I'm very pleased to welcome you to the session Harnessing the Power of Invention

Just to comment for those of you who don't know The Lemelson Foundation, we are a private family foundation based in Portland, Oregon. Our founder was one of the most prolific independent US inventors, and he knew the power of invention to have impact. Over the course of this morning, I know that innovation and technology have been mentioned a few times. We're going to explore it a bit deeper in this session. At The Lemelson Foundation, we were founded because our founders believe in the power of invention and had seen with their own eyes — based on the 600 inventions that Mr. Lemelson himself had created — the power of invention to transform lives and create a better future and tomorrow. So, we focus on inspiring and educating the next generation of inventors as well as helping to create an environment that will allow them to take their ideas and turn them into products with impact. We believe that while there is a lot of creativity that can be focused on a variety of different problems, one needs to focus on something we like to think of as impact inventing, which is saying to take invention and use it to have positive social impact, to do it in a way that is environmentally responsible, because we do need to change the way we relate to this planet. They need to become financially self-sustaining because the best way we know for products to reach people is if they have a virtuous business cycle.

So, I was really excited when the organizers came and said, "Would you like to moderate this session with Manu Prakash," because I think Manu is the embodiment of impact inventing and you're going to hear why in just a couple of minutes. Manu is assistant professor of bioengineering at Stanford University, and he's doing some very innovative things in a variety of fields, but today we're going to be here to talk about some work that he's been doing around creating low-cost yet high-impact technologies — inventions — that can actually change the way we think about addressing global health issues. In addition, as a side product to that and maybe the more important product of this is going to be the power of these tools to actually enable a next generation of inventors, innovators and scientists, who will ask how they can be involved in solving problems for the future. I am really excited with the opportunity today, and I think you're all going to enjoy this a lot.

I want to start by asking Manu to tell us about these products, these inventions that you've created, and one in particular is a fold-your-own microscope that is only 50 cents and is being used around the world. Tell us a little bit about that project and maybe some of the other projects.

MANU PRAKASH

Thank you, Carol. I think I'll take one step back and first comment on philosophy. I run a lab at Stanford, and the philosophy of the lab is we think about frugal science. The context here is what do we need to democratize science and scientific thinking, and then eventually there is a large class of tools that are needed to get to a point where you could bring that to a very broad range of people. As an academic, of course I write papers and I sit in a corner, but one of things that we think about is How do you think early on about scale? And you prune out a lot of ideas where we cannot imagine scale on an immediate level. There are a lot of things that the lab does. We have been known to not have a focus sometimes. It's not a bad thing.

One of the contexts that we think about is connecting the types of tools that we make that connect science education and global health, and the microscope is one that people have heard of. These are instruments that we actually build in the lab now, where we figured out a manufacturing technique to build microscopes completely flat — on a flat sheet of paper. You fold them together. If we have enough time, I'll fold one in front of you. It takes around three minutes or so. You put them together, but then eventually what you realize is a way to see the world that you were not seeing. At this very moment, touch any surface and you'll realize that there is a microscopic cosmos of which we are just completely oblivious.

When we are out in the field and I'm trying to explain to a colleague of mine in Cameroon, who is helping me with a field study, that the reason you get sick is because of germs that you can't see — that this whole idea that we believe is that germ theory is embedded in people — it was such a hard conversation to even have him believe that. I think the types of tools that we care about inventing are not just from a global health perspective but also what changes people's perception about science because what I see, which was also brought up early on in President [Jim Yong] Kim's comments, was that information is becoming available. We should be really proud of that. But when I see as a scientist that information is getting cheap but experience is getting very expensive, you start thinking about context-dependent science training and who the next generation of inventors are. How do we bring experience to people? That's why I deal a lot with physical objects. That's another aspect of the types of things we do.

CAROL DAHL

Great. Most people when they go to bed at night don't wake up in the morning and say, "You know, what we really need is a cardboard microscope." So, what inspired you? Where does an inventor get inspiration? And what made you feel enabled to actually go ahead and solve that?

MANU PRAKASH

I'm going to twist this question a little bit because you think of me as an inventor. I'll ask this in the room: Who in this room thinks that they are not an inventor? None. But that's the problem. That's exactly the problem: the

fact that we're all problem solvers. You're sweeping your house and the broom breaks. Of course you're going to fix it. And you just take that to an escalated level and you become passionately curious about a problem; and then you have phenotypes, where we're just curiously trying over and over again. So, it's not a function of one idea sparks out. I mean, ideas are so cheap, frankly. In the end you get hundreds and hundreds of ideas, and then you really put a constrain metric. From a context of microscopy — and especially from a context of global health — many tools that we think about, we think about scale.

For microscopy one of our perspectives was how we were going to scale this tool to a very broad range of people. And then immediately, when you start thinking about putting those constraints of both cost and performance in place, there are only a few things left. How you make print newspaper is almost exactly the same way that we use that manufacturing technology to make the microscopes. So, to me it's not a moment. Of course, the moment appears when you are out in the field. I remember very distinctly: We were out in the field in Thailand, and there was a joke being floated around that the man with the key is missing. I don't know if you've heard this joke before. It says you can put up some amount of infrastructure, but it's so precious that nobody wants to use it. So, you will go to a health care center and you'll have this fancy machine sitting there, but of course it's been locked and kept away, and that was one moment to realize that you become a good pilot by flying. You become a good microscopist by actually engaging in your physical material. So, that was very clear in terms of thinking about scale. We put up the barrier. We're going to make an instrument that costs \$1, and let's see what we can do.

CAROL DAHL

When I look at the instrument — and I've watched your TED talk and I've seen it in a variety of venues — I think, Wow. It's actually almost like when I'm done with it, I can throw it in the compost pile, right?

And how many of you have been out in that back room in Africa, where they open the door and they show you, "Look — we have a CAT [computerized axial tomography] scanner. We have an X-ray scanner." It's never been used, doesn't work and doesn't function. Nobody knows how to use it. That compost pile never goes away, right? Yours will. So, how do you think about that — the choice of materials, the impact, the sustainability of the usage of the tool that you're creating?

MANU PRAKASH

If you take a step back, one thing that we're trying to do when I say "democratize science" and "democratize measurements" is not just the notion of it's a product or it's an instrument. It's not. It's a way of thinking. And then eventually there is this feeling in science that you make a black box and in that box a tiny thing is missing, of course, that's completely useless. You put it away. The types of things that we think about have to be modular

to begin with. For example, for the instruments that we built and shipped to people around the world, one of the contexts on science education was that we never actually shipped a completely built microscope to begin with. They have to build the instrument. So, they actually realize what goes wrong.

The instrument that I was going to show you today I've had for two years. And although when we designed it, of course, it was designed around that notion that you incinerate and you throw away an instrument because it costs so little; but in the end, you don't have to. I do a lot of field work in Africa, and even the glass slides don't get thrown away. You wash them up and you use them again. It sort of brings this notion of if you don't design products — especially products that people are going to use — you're providing them a channel to think about it, and they really need to be modular and very open. So, literally if I was to show you all the parts, you would exactly know how it works.

CAROL DAHL

We're going to get a chance to see it in a moment and see how it works, but let me ask you a question first. You've alluded a couple of times to the work you're doing with getting this out as a tool and also to inspire the next generation. Tell us a little bit more about how you think tools like this can inspire the next generation of scientists, inventors and problem solvers.

MANU PRAKASH

When we started the program, we were really focused on global health and we still are. One of the keys was to think about not one single instrument that takes care of all of the diseases. We actually started building disease-specific instruments because in the end you want to know an answer to a specific thing. One thing that started happening was that it was very, very clear early on that eventually what is very crucial is to make people curious. We were in Uganda. I remember this taxi ride, and I was talking to this person and I asked him, "Why did you become a taxi driver?" He was a college graduate, fantastic, did something in science; but if you don't make them curious, who is going to be the next generation of health care workers to begin with?

This is another thing that occurred when we were doing a clinical trial for schistosomiasis in Ghana. A lot of kids get this disease. We went to a school and we lined everybody up; we were taking urine samples from them, and it occurred to us, Of course they should all be doing what we are doing. We taught them microscopy, and they built the microscopes to begin with. And then a realization hit: It's the fact that the parasites that we were looking for are actually environmentally present. You go into the water. You go into a rice field. That's where you get the parasites. The same thing occurred in Nigeria, where we had these kids and for the first time they saw a mosquito feeding on their own blood. You take some scotch tape. You peel off the mosquito. Not only are you seeing how it bites you but your own blood is inside the mosquito, and suddenly something clicks: Ah, I should be sleeping under a bed net.

So, that sort of experience led us to a very clear notion, which we have as a vision. It is an ambitious goal, but just like a pencil we would like every single kid in the world to carry a microscope in their pocket. So, I am never found without this thing because I am trying to propagate that idea. If I'm ever caught without a microscope, I'm in trouble. That starts to create this notion of How do we make people curious? If there was one thing that I could do, that's really one of the focuses because eventually, if you solve that, you immediately realize that curious people care about their surroundings and they will stumble upon solutions.

CAROL DAHL

Yes.

MANU PRAKASH

And one thing that ended up happening is not knowing what this tool is good at or dictating to people what this will be good at. We spent six months in the lab, making 50,000 of them. Initially, we built the first 1,000 by hand, and we realized it's not going to scale. We built instruments in the lab. We made 50,000, and we made a call, asking people: Anybody who wants one, we'll give them away. There are organizations from around 130 countries in the world. Our biggest cost was shipping. We were shipping to South Sudan for \$12 an instrument that had the cost of \$1, so it was cheaper than the postage.

But then we started realizing what people started doing with the instruments, and it was way beyond our imagination. There's a kid in Nigeria who is running a test to detect fake currency. It had never occurred to me that when you start printing fake things, you can detect them with microscopy. There's another pharmacist who is actually looking at fake drugs. That's another factor that we'd never thought of. Our farmers in the United States are deploying these to test for diseases for bees and specially looking at mites. So, the next time you find a dead bee, pick it up and see how it died. It changes my perception of why we make tools to begin with.

CAROL DAHL

Yes.

MANU PRAKASH

We have shifted quite a lot in our thinking as well. If you make open-ended tools, you will enable a lot of people to leverage their power to really be able to take them in directions that you would never be able to.

CAROL DAHL

So, that's a big vision, right? Big vision of getting a microscope of this type in everybody's hands, every child's hands, but I assume everyone's hands, frankly, the farmer out in Iowa wants one too.

MANU PRAKASH

Everybody who's a child at heart.

CAROL DAHL

Right. But then also the global health tools that you're creating and making sure they actually reach places. Tell me, how easy is that? So, you get a prototype. You think you've got an idea. You've got something you can show once on a stage. What does it take to go from that to actually getting something that's out there and reaches everybody physically?

MANU PRAKASH

I don't know. We're not there yet, very clearly, but the one thing I'll mention is that it's easy to get a seed grant. It was \$100,000 in seed grants from the Gates Foundation that started us on this, and actually a \$50,000 seed grant even before that got the idea going. We've been working on this for three and a half years, and it's a lot in terms of when I feel comfortable that I can ship this envelope to anybody around the world.

So, there is clinical work that we are trying to do on an instrument like this, which is disease based, and then there is the science education side, and eventually you start realizing that you have to build structures. It's that gap between going all the way from demonstration — and as an academic you write a paper and you think you're done, and that's absolutely not the case — to going all the way to a point where we're now starting to talk about, Should we talk at a national level in a country? to, say, What happens if every single kid in this country was actually walking around with a microscope? What evaluation agencies should be involved where education doesn't become about just information? Kids find questions that they're curious about and then they will find the information.

It's a long road, and I think just from a context of making that sustainable financially it's people like you who will figure this out, and we would be very open in terms of thinking about things. One perspective is just not giving up and taking the long view.

CAROL DAHL

Right. I'm going to ask you for a one-minute answer so I'm sure to leave time for you to demonstrate for us. One-minute answer: You have a lot of people out here who care about moving this sort of field forward. What kind of advice would you give to them about creating? How do they create that pipeline of more Manus — how do they ensure that people like yourself have your great inventions reach people and have impact? Any advice to folks here?

MANU PRAKASH

I'm going to use this punchline: I'm just a scientist. I think not giving up on something becomes very valuable. Even for an idea like this, it was easy

enough to get going. It was. But then eventually on the long road, when we say, "This is the vision we care about, and we would like to execute on this mission and vision," that starts to be very challenging because of the context of complexity of the world around us. So, frankly, it starts to be that you would like to be able to take the long view and ask yourself, Five, ten years from now, what is the change that we want to see in the world? And stick to that. I feel many times I see that vision being lost because quickly there is a fantastic thing. The moment you start taking it to the next scale, you're a finding a niche application and then you get stuck in it.

And the second view of this is, I think investing in curiosity is probably the most important investment in my mind because I've had enough experiences out in the field — just my own story — and the fact is that if you cannot make those people passionate about solving their problems, and if you cannot make it so visceral as an experience, then it's very hard to just layer a solution and think it's going to work because a solution is a systems thing and it would never pan out. So, I think that's why we spent a lot of time in really thinking about what are the tools for giving the next generation.

CAROL DAHL

Terrific answers, a lot for people to chew on, but now the moment you're all waiting for, a demonstration of the foldscope. Manu, take it away.

A COMPETITION BETWEEN SYSTEMS: GOOD GOVERNANCE OR CORRUPTION



(Left) Mo Ibrahim (Right) Hadeel Ibrahim

WEDNESDAY, APRIL 22

8:00 PM

MO IBRAHIM

Founder and Chair, Mo Ibrahim Foundation

HADEEL IBRAHIM

Founding Executive Director, Mo Ibrahim Foundation

MODERATOR: JANE WALES

JANE WALES

Good evening. Everybody here knows Mo and Hadeel Ibrahim. Mo started by founding Celtel. Then he founded the Mo Ibrahim Foundation and championed the Ibrahim Index of African Governance [IIAG], which we'll talk about a bit. Hadeel is the founding executive director of that foundation. She is based in London. She's really a remarkable young leader and, like Mo, a good friend. She also chairs the Africa Center that's based in New York. And if you haven't been there, you must go there. It's an extraordinary, extraordinary experience.

Mo, I want to start with Egypt. Here we have a situation where [Hosni] Mubarak was tried and now Muhammed Morsi was elected. Morsi has now been ousted. He's been tried. Amnesty International has called it a "sham," this sort of tit-for-tat justice. What do you say?

MO IBRAHIM

Unfortunately, in many of our countries there is this culture of winner takes all, which really doesn't help. We need a more inclusive political process that gives space for the others as well. I mean, we can have different views, but we're all citizens of the same country, so the seclusion of any groups or any sector of the population is not that wonderful. Actually, and unless we really do that, we cannot really talk about democracy because, unfortunately, even in many other countries — not only in our region — democracy means winner takes all. If you have 51 percent, it's fine — you've got the mandate and you just do what you like and you exclude the others — but what about the 49 percent who probably voted for some somebody else? I think it's a culture we need to deal with in general. It's not only in Egypt.

Tunisia gave us maybe a better example of how things can be done in a better way, but other than Tunisia, in that region there's not really much. Of course, if you go to Sub-Saharan Africa you can find some very good examples in Namibia, where the president actually won our prize recently, or in Cape Verde, where there is this mature culture of including the others and consulting. It is very interesting when we announce our prize. I don't know if you have heard about it, but it went to the outgoing Namibian president. The most comprehensive praise for the outgoing president actually came from the Namibian leaders of the opposition parties. It's wonderful. It doesn't even happen here in Washington. Yes? So, I think North Africa can learn a few things from southern Africa, if I may say.

JANE WALES

Hadeel, all these young people were so hopeful. We were all so hopeful. They are obviously no closer to their goal under [Abdel Fattah] el-Sisi than they were under Mubarak. What happens in a situation like that? Do they become cynical, or do they go and organize? What happens in a setting like that?

HADEEL IBRAHIM

I think the challenge is to guard against apathy, as mentioned before, but I also think we're not necessarily telling the story as it's playing out. The way we're told the history of America or the history of the UK is in this linear 1492 and 1776 way, when actually the history of countries now is much more lateral. It's much more global, so I would say that part of the success of the Arab Spring can be judged in the Occupy movement. You can look at these protests that have happened across the world since 2011 — be it in Turkey or in Hong Kong — and you know the fuse was lit in the Arab world and it's going around the world, and maybe in five or 10 years it will come back around to the Arab Spring at a moment when the democracy has been deepened and entrenched and people are ready. But our media organizations — none of us really understand what a fully globalized, connected world means. You know, revolutions will no longer be linear in that way. They're lateral. People are watching what happens: changing a little bit, changing a little bit, changing a little bit; and it's a kind of domino effect. I think if we see it in that way, we can find a way to maintain hope.

One African philanthropist recently took some of the activists from Ferguson [Missouri] — some of the civil rights activists who grew up in Ferguson — to Gaza, and there was dialogue. And these people who probably knew nothing about Gaza before built relationships and had dialogue about what the state monopoly of power entails, and that's the world we live in now. I think how we begin to understand that and tell those stories and mobilize around that is what will give young people hope. To judge the young people in Egypt, as you said — 18 days, or two years, or three years — is unrealistic, but I look at the fact that the people in Burkina Faso last year said no to another term from [Blaise] Compaoré. I would hope our brothers and sisters in Egypt took some pride in that because without one, the other would not have happened.

MO IBRAHIM

Can I just add something, and I hope people appreciate this. We need to look at history: the French Revolution. How long did it really take, and how much blood was shed? How many wars? Look at the German nation. What is the German nation? How long did it take to form the German nation? The problem is many of the countries in the Middle East, many of these countries were created by suspicious agreements — you know, Sykes-Picot or the Ottoman Empire. People just throw down a piece of paper and draw lines: *That is yours. That's mine. This is French. This is English. This is whatever.* So, how to forge a nation? How to create a modern state? It takes time. This happened in Europe a few hundred years ago. Even the United States — how long did it take to create United States? It took a civil war.

The problem for us in the region is that it all happens in the glare of the lights of CNN and the BBC et cetera. It is so much out there like a soap opera. People want the conclusion. They want the guys to get married and happily go off, you know? And it is not like that. It's going to take time. People have to learn democracy. What is democracy? What is it to accept the other? What is it to be a citizen regardless of your religion, your color, your gender or whatever? We need time to do that. So, it is a process and people have to be patient.

JANE WALES

Yes. Now both Egypt and South Africa are two countries that went down in your index of governance [the IIAG]. I know you gave a speech a couple of years ago — the Nelson Mandela speech in 2013 — in which you pointed out and decried inequality within South Africa. Now we've had this anti-immigrant violence in the past several weeks, with several deaths. Is there a connection between the fact of inequality and the perhaps misplaced resentments toward immigrants?

MO IBRAHIM

I said what I believe in that speech. We have to be really honest in dealing with what was going on there, and we criticized the apartheid regime a lot. We did more: We demonstrated. We boycotted. And we also need to be critical of the ANC [African National Congress] and what is going on. And, as I said in my speech, I was there as a friend because South Africa is very important for us in Africa, but there are some challenges for the regime.

There is high unemployment among the young people in South Africa, almost 40 or 50 percent unemployment. That's a serious problem. A culture of entitlement has also been created — some 11, 12, 15 million people living on entitlement. That's not healthy. I raised the question of black empowerment: "Did it help?" I mean, what I couldn't understand was how can we help the black masses by creating a tiny bourgeois black people there? What is the difference between a white capitalist and a black capitalist? You know, what's the difference? Did that really help the people there? It was a slippery road to corruption because of people who are close to those in power. There is also the situation of women in South Africa, a situation of inequality. South Africa was the least equal society. So it's legitimate to ask, 20-odd years after the independence, if it is acceptable for the party of Mandela to preside over the country. Inequality has actually increased. I think it's not acceptable.

So, we need to raise these questions, and there's no point in pushing things under the carpet. It doesn't help. In our conversations in Africa, we need to be honest with each other and say the tough stuff. It has to be said. And actually people accepted this, I mean, the whole government was there in the lecture room, and they gave me a standing ovation. I said, "Okay, guys. You agree. What are you going to do about it?" So, I think we need to have that difficult conversation among ourselves if we really want to move forward.

JANE WALES

Hadeel, fully half the population of South Africa is under the age of 19, so, with the unemployment figures that you cited, that alone would result in these kinds of disparities. Talk a little about the youth in South Africa, the degree to which they feel politically engaged. It sounds like they're cut out of the economy to a large extent.

HADEEL IBRAHIM

Absolutely. Youth is one issue that you can speak to across the continent because that figure is true: The fact that 50 percent of Africa's population is under 19 is a pan-African statistic. One of the challenges is that, if the average age of an African is 19, the average age of an African head of state is about 62 years old. It's a massive gap. What does that mean in terms of how you understand the world? I mean, my father and I see the world quite differently, but we've worked together. We share politics, perspective, but there's a gulf. What happens with less sophisticated and open-minded people than him? It's a big challenge, the marginalization of young people. I realized working in a leadership position from a young age that I actually felt I encountered in the West — America, Europe — that in Africa there is a strong female paradigm. You know, most African men I know are scared of their mother. They're scared of their mother. It's the paradigm.

MO IBRAHIM

It's true. Those African guys know it is true.

HADEEL IBRAHIM

So when you see a female African head of state or now an African woman running the African Union, you understand the spec. It's interesting. I definitely faced more sexism [in the West], but I faced more ageism in Africa. In Africa you must wait your turn. You must respect your elders. That's true. But if I were a 17-year-old living in much of the continent, why should I respect my elders? Looking around me, what exactly have they done that they or I should be proud of? So, the challenge is how do we — how do you and how does my generation and the generation of a lot of people in this room — create a constructive bridge that allows young people access to jobs and brings them into the political processes because the alternative is a rejection of the entire system. Burning down the presidential palace will really undermine the development gains of the past 20 or so years. And if 50 percent of the population is under 20, my argument is *Why burn down the palace when you can take the palace legitimately?* You know? If everybody under the age of 35 votes for you, you've won, right? That's revolution. Win democratically. We talk about it as this demographic bulge. Is it going to be our best asset this century? Is it going to be a crisis? And a lot of it is how to build young people's faith in institutions and allow them at young ages to come into the system and take responsibility.

JANE WALES

Let's start with job growth. We talked a lot with Jim [Yong] Kim about economic development that's job-friendly. What would that look like in your view, Mo?

For example, we've got Larry Summers out there saying that states ought to be investing in infrastructure and employing their young people and others in the building of that infrastructure. And by infrastructure he doesn't mean just roads and ports. He also means schools and clinics. As you think about that, what would be the best way to stimulate job growth in societies like South Africa? What are the policies that should be followed?

MO IBRAHIM

This is a major, major challenge for us. Every year there are 20 million young people coming to the job market in Africa. Where are the jobs going to come from? That is a tough one for us to deal with. People need to understand why mining and oil appear to be something really big in Africa. These industries do not create jobs. If you look at the mining industry, the number of jobs it creates is very small. Service industries generate far more jobs than the mining industry. I was having a conversation with the vice chancellor of a university; it had its anniversary in London the other day, and we were having a debate with them. If you look at our education system, it's completely dysfunctional, absolutely irrelevant. In Africa 2 percent of our students in higher education study agriculture — 2 percent; yet 70 percent of our people live on the land. It's a huge mismatch. Twenty-seven percent of the university students study humanities. So, it's nice, you know, to study Shakespeare and Molière, but are we going to build the bridges and the roads and the ports et cetera by reciting poetry? Come on, guys.

JANE WALES

An engineer speaking. You can tell.

MO IBRAHIM

No, really. Then I asked them, "Can you just tell me when the last time you guys in academia had a meeting with anybody in the business community? What is the linkage between the business community and our academic institutions? Did it ever occur to you to ask the businesspeople, "What kind of skills do you guys need? Where are the next jobs going to come from? What kind of people will it really train?" This conversation is essential. What's happened is a bunch of bureaucrats sitting in our education ministries and some nice academics sitting in their ivory towers are just churning out educated but unemployable students. One interesting statistic — I always talk data, and we need to teach everybody in Africa that we'll always need to talk data, information. That's the biggest struggle, actually. The higher educated you are, the less chance you get a job. Think about that. What a waste of money.

That in my view is a major challenge, and that challenge lies completely in the lap of the governments because the governments are really the sponsors

of education. I mean, yes, there is education, but it's marginal. They are the suppliers of education. They need to get their act together there because if we fail to train our kids for useful job-seeking skills for the future, we are in for major, major trouble.

We've seen the terrible news of those 1,000 people drowning in the Mediterranean. It's incredible. It's maddening how those young people are losing their lives crossing. People do that out of despair. Nobody is going to do that trip except in desperation. This boat which capsized was a 20-meter boat. You know that? A 20-meter boat, with 700 people aboard. How? Can you imagine 700 people crammed in a 20-meter boat going across the Mediterranean? The Med is a very violent sea, by the way. And you don't do that except when you have total despair. We cannot drive our young people to their deaths in the middle of the Med or to violence in the streets. We really must pay attention.

The demographic card can be very useful for Africa because if you look at the global development in the area of demography, what's happening? China, thanks to the one-child policy, has a huge shortage coming. They have a crunch coming in the number of young people. They already started shifting factories out of China. Europe — most of the European countries have a major deficit in that. Japan — they stopped having babies. So, Africa has a great opportunity. That can probably be a factor in the wealth of the future if we do it right, but we have to generate the skills necessary to do that. So, it is a two-edged sword.

JANE WALES

Yes. So, we're not creating jobs, but wealth is being created. Countries throughout Africa are opening and connecting their economies. They're privatizing state-run industry. There's a lot of wealth that has been created.

Talk a little bit about entrepreneurship, which is a big part of it. And, then, I also want to talk about trade within Africa. You left Sudan when you were, what, 25?

MO IBRAHIM

Yes, 23 or something.

JANE WALES

Twenty-three. You already knew you were an entrepreneur. You had that drive, that creativity. Could you have succeeded in the same way had you stayed in Sudan? And if you were that 23-year-old again today, where could you succeed in the way in which you did?

MO IBRAHIM

I have a better question for you than that one. If Obama's father took him to Kenya instead of leaving him in Hawaii, what do you think Obama would be doing now in Kenya? He would probably be driving a bus there. Yes?

JANE WALES

And that is for lack of opportunity. I mean, in the case of entrepreneurship, you need a certain ecosystem. You need the rule of law.

MO IBRAHIM

The environment around you needs to enable people to move forward — and a society which has mobility entrenched in its culture, where the failure is not a stigma. I hear in the Silicon Valley it is a good thing to put in your CV [curricula vitae] that you failed because you learned something hopefully. That is really important to create the right environment around that. What we see now is a world driven by entrepreneurs, by disruptors, whatever you call them. And it is really interesting to see how fast the changes are happening around us. You look at great companies like GE [General Electric] or IBM or Ford — how many years did it take to build a great company? You know, five years ago there was no Uber. Today it has a market cap of \$50 billion — I don't know how much it is now; I'm sure it's become \$60 or \$70 billion — in five years' time. WhatsApp in two or three years became a \$19 billion business.

In the whole environment, the elders, in front of the young entrepreneurs, are falling one after another. It's very possible now: You start a business and you go global. You absolutely go global in no time. In the past, how many years did it take any business to go global? One hundred years to really cover what is going around you. So, the whole globalization and the business environment issue around us are changing. It's really opening opportunities for great companies to come up out of nowhere, and that gives great opportunities for people from developing countries. Entrepreneurs now come out of Africa, come out of China, come out of India. Great things are happening all around us, and I'm not sure that we're all really appreciating how deep the transformation is. A tsunami is coming, and you guys in America had it good for a long time, but it's going to change.

JANE WALES

Thank you for that sympathetic look.

Hadeel, you know there are innovation hubs popping up all over Africa now. Randall Kempner is here, and there are several people in the audience who have been involved in investing, either working with intermediaries that are investing in small and growing companies or doing so themselves. Yasmin Belo-Osagie has started She Leads Africa to try to bring investment and other assets to companies that are started by women. Talk a little bit about the atmosphere now and whether you're feeling hopeful or not. Also talk about the opportunity, maybe less of an opportunity for jobs but maybe more of an opportunity for entrepreneurship right now.

HADEEL IBRAHIM

Yes, certainly there's a great opportunity for entrepreneurs, but what are the young people on the continent going to need? The right kind of education is one thing, but just access to capital is a problem. You can create a reasonably

enabling environment, but if you don't have seed funding for your enterprise, it's a real problem. There has been this huge enthusiasm for microfinance — women-led microfinance — which we won't go into, but it is there.

My challenge is, who is setting up an investment bank for young people or some entity that's going to lend only to people under 25, that's really focusing on young people in Africa who understand the market, who understand how other young people consume? I would be willing to go into any class of 16-year-olds on the continent and ask them: "Who in this class do you think you would give \$50 to start a business? They would know. I mean, there are different ways of bringing in young people as loan officers. I think it's going to be a whole different way of thinking about how you give people who understand their own generation and their own market the resources to succeed. We don't even have anything close to the infrastructure for that. So, yes, there are opportunities, but how do you get from a foundation based anywhere in the world, or USAID or corporate social responsibility money down to that very particular level? That's going to be a real challenge.

MO IBRAHIM

Yes, but if you allow me, Hadeel. Let's avoid confusion here. I don't believe microfinance is the way to do development. We have to be clear about that. Microfinance may have a role in poverty alleviation — you know, give a poor woman a sewing machine to help or do this or do that. Business needs serious funding. It's not \$50, okay? So, let's not confuse it.

HADEEL IBRAHIM

Yes, and certainly the challenge is in that small- and medium-enterprise funding for young people. That's very much the space that I'm referring to.

MO IBRAHIM

Angel investors.

HADEEL IBRAHIM

Exactly.

MO IBRAHIM

But what is also good is we can see people moving. Now more and more of these funds are moving into Africa.

When we did Celtel in Africa, we had to fund the whole company by equity because banks would not fund us. We were a very profitable — extremely profitable — company, but banks would not deal with us. Now the situation is completely different, at least in these kinds of business areas. There is much more depth and capital and much more interest in funding, but still funding is available if you need \$10 million, \$20 million, \$50 million. That's easy. You get it. But if you need just half a million dollars, it's not. I don't know what the IFC is doing about that category of funding. This is a difficult bit. How do we do this end of investment? We don't have angel investors in Africa.

JANE WALES

What you find out is if you sit at the same dinner table with Mo, he calls you out and asks for you [the IFC] to step in. So just due to your strategic seating, you are paying the bill now.

Mo, you mentioned data earlier, and you said that a government can't really function without core data. Talk a little bit about the role that you've been playing both in aggregating data on government performance that you share with governments but also how you make that data public. In essence, you are providing citizens with the tools to evaluate how their governments are doing. Talk about the role of data and your index.

MO IBRAHIM

From the start, if we're really concerned about the development, I finish the business and decide to give my money to do something good. I know you are all do-gooders and so, as one of you, I said I try to do something good. You can take some blankets and baby food and go to a refugee camp, and that's wonderful, you know? But for me, my question was, *Why are our people poor?* Look at the data. Africa is a huge continent. You can put all of Europe, you can put China, you can put India, you can put United States of America and Canada in Africa and still have more space. That's how big Africa is physically. And Africa is very rich in resources on the land, under the land, beneath the land and in the seas around it. It's very rich in resources. All the African people total less than 1 billion people. That's far less than India, far less than China. So, you look at this and say, *Okay, those people should not be poor.* There's not many of us, and we have all these resources. Why are we poor?

I think the right answer is that we are poor because of the way we run our countries, the way we manage our resources, whether human resources or physical resources. That's why we are poor. There is no other reason. So, how are we going to deal with that? The answer for me is very clear: It is the governance and leadership. These are the two big elephants in the room. Nobody is dealing with that. Nobody knew that. I mean, Jim Wolfensohn tells me when he was president of the World Bank, in 1996 he wrote a speech and he wanted to use the word *corruption*, and the legal counsel of the World Bank wrote to him and said, "Mr. President, you cannot use the C-word here in the World Bank." And he said, "Why?" because Jim comes from the private sector. He is not a bureaucrat. He said, "Half of your board sitting here comes from countries who are extremely corrupt. How are we going to use the word *corruption?*" Jim said, "Look, I have to use it." So, the first time the World Bank mentioned the word *corruption* was in 1996. That's how the whole community was really doing nothing about it.

Of course, we had the Cold War, and the two superpowers didn't care about governance. They were just interested in client states, and if you are my client, as in the words of the American ambassador for DRC about Mobutu [Sese Seko, Former President of DRC], "He's a bastard maybe, but he's our bastard, so please give him money." He ordered the World Bank to give him money. So, that is the situation of governance in Africa, and governance for us is really the big issue. If we are well governed, if we had decent leadership

in Africa, we could end this industry of aid. And you guys — philanthropists — you better now take up golf or do something else because there is no need. There is no need for you. I mean, if we manage to achieve that development. In my view, that is the only way to achieve development.

Yes, we very much appreciate all the help people are giving to alleviate suffering. I mean, Bill Gates is one of my heroes for what he's doing. But I'll do things differently. Yes, we need people to bandage and take the pain, but we need the long-term solution. The long-term solution is that governance and how we deal with that. Basically, no one was using the word governance. When we started to do our work, we had to find translation; we had to invent words for the word governance. There is no word in Arabic, so I had to invent the word. And, Swahili — we had to find a word in Swahili for it. Anyway, we don't want to talk about an intellectual concept or mysterious something there called governance. No. Governance needed to be translated to something very simple. That's how the index was born.

JANE WALES

So, the services you provide — it's public goods you deliver.

HADEEL IBRAHIM

Right.

JANE WALES

It's about competence.

MO IBRAHIM

Yes, it's what the government needs to deliver. And what it needs to deliver is the rule of law and what comes out of that: independence of the judiciary, decent laws, access of poor people to justice. How many people are in prison for opinions? The economy and what needs to be done, human development and children, human rights, women's rights, and social, economic and political rights — we have 137 parameters, which we measure in every African country and we publish that every year. And that is useful. Of course, that's aggregated, and then every one is ranked because when the civil society has the conversation with the government, we need to have a conversation based on data and facts. I don't like this person because he dances very well or because he delivers good speeches or he's handsome — no! It's what these guys delivered. And it's also good for governance because governments need that objective evaluation of what they have been doing.

JANE WALES

There are some key areas where you've seen vast improvements on the index: in civic participation, Hadeel, in human rights, in the delivery of health care and in women's rights.

HADEEL IBRAHIM

Right, yes.

JANE WALES

So, say something about what is looking better and what has been more challenging.

HADEEL IBRAHIM

I think one of the things we really exposed was there was an assumption that if the economy of these countries improves, everything else will improve with it; and what the data really showed is that that isn't the case. And we're seeing this all over the world: Just because the macroeconomic performance is good doesn't mean people's lives are improving at the street level, and it certainly didn't mean that there was more democracy. We've actually seen democratic stagnation across Africa at the same time as we've seen economic progress. So, I think one of the things it really led us to do was say to our leaders, "You have to focus on all of these things at once. It's not enough to do one or another and try to make trade-offs. Good governance is an entirely lateral exercise."

But, if I may briefly respond to what my father said on the issue of governance, and it also relates to the subject of entrepreneurship. Yes, in Africa there is a lot that our leaders have to do better, and our civil society has an active role to play in pushing our governments to perform better, but it's also clear that there are structural, global reasons why Africa struggles to progress, and we're not honest about those reasons. We're not honest about the illicit financial flows out of Africa: \$60 to \$120 billion leaves Africa illicitly every year, and only 5 percent of that is corruption; 20 to 25 percent is crime, and 60 to 65 percent is multinationals tax evading and transfer pricing. That's a huge amount of money. That dwarfs development assistance. So, let's be clear: We have a financial system — a system of taxation, of transfer pricing, of arbitrage — that structurally undermines Africans' efforts to mobilize domestic resources.

We also have a global governance architecture that we inherited from the end of the Second World War. That is what the membership of the UN Security Council is driven by. We have to be honest about that. And, as we were discussing today, it's striking that by not giving China a seat at the table, by India not having a seat at the table, Germany is not a P5 [Permanent Five] member — look at what's happening. China has gone and set up its own development bank: \$125 billion on the table. We don't need the World Bank. So, this is what happens when we create inequitable governance systems at the global level, as well. So, yes, we need to get our act together in Africa, but we also need to stand up and say, "All this aid you're giving us, you're taking an awful lot and then throwing back pennies and saying, "Oh, and thank us for our generosity." It's not equitable. We'll see what happens going forward.

MO IBRAHIM

That's a very good point actually. That's why I like my daughter. She is sharp.

Really good governance is not an issue only for Africa. I mean, we talk

about corruption in Africa, but for every corrupt official there are two dozen corrupt businesspeople. They are here in Washington and in New York and Paris and wherever, and there is no light shed on those people. Global governance is really in shambles, to be honest. People have been talking about UN reform for how many years? Kofi Annan in his second term started with that. Did anything happen? No. How come Germany is out of the Security Council? How come Japan is out of the Security Council? The answer is because they lost the war. Either of them is much bigger than France or the UK. Yes, those two guys are on the Security Council. India is not, and it has more people than all those guys put together. It's not there. Doesn't that delegitimize the United Nations Security Council? It does! It does! Are people doing anything about it? No. The Congress here refused to allow changing the voting rights in the IMF.

JANE WALES

Yes. Yes. Yes.

MO IBRAHIM

Very stupid. Absolutely stupid. What is going to happen? People will go and form their own banks, as they said. You are delegitimizing the IMF because it cannot assail an American institution. This is a global world, guys. We have to live together. This is not an American world. It is a global world. We have to understand that. The Chinese economy is going to take over the American economy anytime now if it has not done that already.

JANE WALES

I think in purchasing power they already have.

MO IBRAHIM

We have to live with that. And there is no problem. It's fine. It's fine. But we need to find a way to deal with others, and governance is a problem not only in Africa but here as well.

JANE WALES

Right. There's national governance and then there's global governance, and we've never caught up with the social structures that you need for global governance.

Back to national governance for a moment, though. You've just had a situation in Nigeria where a duly elected president was voted out of office. He ceded as fast as he could possibly cede. This is Goodluck Jonathan. He followed all the rules. Is he qualified for the Ibrahim Prize? Is he somebody that you would think of? I'm not asking you to tell me who your candidates are but...

MO IBRAHIM

The first thing, I don't sit on the Prize Committee. Let's have that clear. On the issue of governance, we have to practice it ourselves, so I have no

vote. I don't sit. Those guys decide what they will, so I cannot answer the question, but my suspicion is this: When you see the criteria for giving the prize, it's not just that you came democratically. It's not just that you left democratically. It's also what you have done in between: What did you deliver? And that is what the Prize Committee will evaluate.

JANE WALES

Yes.

MO IBRAHIM

President Jonathan did something wonderful by conceding and thus avoiding violence, and we made a statement really saying, "Thank you, Mr. President."

JANE WALES

Yes. There was a situation in which — we were talking about this earlier with Jim Kim — some smart, good policy decisions turned out to be bad politics. And I'm thinking about the fuel subsidies.

And of course he was hurt very much by his inability to cope with Boko Haram. All three of us are friends of Ngozi Okonjo-Iweala, the Finance Minister in Nigeria. Talk a little bit about the leadership that she has shown in that role and previously at the World Bank.

HADEEL IBRAHIM

You start.

MO IBRAHIM

Ngozi is a wonderful woman, and although I think Jim, our friend, is a wonderful man, I think we made the statement at the time that judges should have had an equal chance really to compete for the job, again the issue of governance. You American guys showed on your man before any sensible discussion in there, you know. Anyway, I like Ngozi. She's a friend, and some time ago when she used to work for the Brookings Institution, in between she was also a member of the foundation, so we worked closely with her. I think she operated in a very tough environment in Nigeria, and I hope she'll come out of it unscathed. It's really tough to be finance minister in Nigeria. It's very tough, and Hakeem [Bello-Osagie] here can say something about that maybe.

JANE WALES

Speaking of Hakeem, I think one of the striking things is to see emerging philanthropists or emerged philanthropists in Africa who are choosing to invest in ethical leadership. And that's something Hakeem is doing through his support of the African Leadership Academy in South Africa but also the African Leadership Network. I put a lot of stock in things like that. Hadeel, what do you think?

HADEEL IBRAHIM

I think it's a real challenge to get into the business of picking winners, which is basically what a lot of the youth leadership work is. You need a really sophisticated or at least unusual methodology so that you don't pick people who would succeed anyway. So, how do you find the person who's not on the fast track though life or who doesn't have a gift that is just manifest? How do you find the community leaders or the religious leaders — the people in unusual places? I know from our work with the foundation that we have a fellowship scheme, and Anne Kabagambe from the African Development Bank — who is here with the president of the African Development Bank, the head of the Economic Commission for Africa and the head of the World Trade Organization — used to mentor a promising African as part of youth development. And we were discussing this tonight. It's really difficult to pick people who weren't going to win anyway, and I don't necessarily know the answer to that.

But I didn't get the chance to praise Ngozi, so I definitely would like to take a very quick opportunity to praise Nigeria and the people of Nigeria because what's so exciting is that they made a tough choice. This is not a leader who is coming in promising them milk and honey and throwing money around liberally. They voted for the hard work, discipline, getting this country back on track. I think that's a really interesting message to the rest of the continent, and it gives us hope that people want functional, well-governed states. I don't know how many of us expected this outcome from Nigeria, but across the board it was such a wonderful surprise and it's such a great example to the rest of the continent.

JANE WALES

I want to close by asking you about the Africa Center and tell a little story on you in the process. Hadeel and I had breakfast last summer.

HADEEL IBRAHIM

Yes.

JANE WALES

And a beautiful day it was. We had breakfast together, and I asked her about her vision for the Africa Center and she reminded me. She said, "surely the Africa Center is a place to bring people together around hard problems, because we all are of Africa," which of course is an historic and biological truth. So, talk a little bit about your vision for the center. For people who don't know, it's right on the edge of Harlem. It's right on 110th Street in New York.

HADEEL IBRAHIM

Thank you. Having been privileged to work in a range of foundations and with institutions, it becomes clear the institutions that you have and the ones that don't exist, and it was really time to build a 21st-century institution, an

institution that, while called the Africa Center, has as its principle that we are all from Africa and that this can be a convening place for all these global discussions that need to be had. So, we're focusing on culture, policy and business. We're a young organization, by which I mean only one person on the board is not in their thirties, which is unusual for an institution with the aspirations that we have.

Earlier I started by talking about seeing the Arab Spring laterally. We have to see everything laterally. You cannot solve any problem in a silo anymore. There's no American solution to climate change. There's no Chinese solution to poverty. There's no African monopoly on bad governance. We're working now with a range of foundations, with the private sector, with the UN, with community organizations in Harlem, with intellectuals in Africa and with museums in Brazil to build a world-class institution that's going to be able to have the conversations that need to be had. I look around this room, at those of you who I know are embarking on such interesting and innovative work. I don't know, outside of places like this, where we get to sit down and talk about what works. And there's a UN person listening and learning, and there are business leaders in the room whom you know. It's a new kind of institution that reflects a new century, and hopefully the learning from the Global Philanthropy Forum and all these other platforms that I've been part of will be realized there. So, I urge you all to come. We're a completely inclusive organization, and I'd love to learn and see how we can all partner with you and genuinely build something new and relevant.

JANE WALES

Thank you, Hadeel.

I want to tell you a little story. Hadeel pointed out that most African men are afraid of their mother. Ngozi Okonjo-Iweala, Mary Robinson and three other women and I traveled to Chad to visit refugee camps of mostly women and children from Darfur. We later got word that one of the warlords who was refusing to sit down and talk wanted to see us in Paris. So, we flew back by way of Paris, and I chose not to speak because I thought a Sudanese warlord is not really that interested in what an American woman has to say. So, the Somali woman spoke and he listened. And the Kenyan woman spoke and he listened. And then it got to Ngozi; she looked at him and said, "I am of Africa. I look at you and I see my son." His eyes bugged out and he said, "Yes, Mama; yes, Mama; yes, Mama" for the rest of the evening. So, Ngozi knows how to be powerful, and you know how to recognize it.

Thank you so much, and please join me in thanking both Mo and Hadeel.

LEVERAGING MARKET SYSTEMS FOR GOOD: TRANSFORMING GLOBAL SUPPLY CHAINS AND PROTECTING THOSE WITHIN — THE CASE OF SLAVERY



(From Left to Right) Randy Newcomb, Nina Smith, Dan Viederman, Stella Dawson and Justin Dillon

THURSDAY, APRIL 23
9 AM

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JUSTIN DILLON

CEO, Made in a Free World

NINA SMITH

Executive Director, GoodWeave International

DAN VIEDERMAN

CEO, Verité

MODERATOR: RANDY NEWCOMB

President and CEO, Humanity United

RANDY NEWCOMB

Welcome back to day two of the Global Philanthropy Forum and to this plenary that's titled "Leveraging Market Systems for Good: Transforming Global Supply Chains and Protecting Those Within." My name is Randy Newcomb. I'm the president and CEO of Humanity United. I'll be the moderator for this session. Humanity United is one of the foundations of the Omidyar Group, which represents the philanthropic and professional interests of Pam and Pierre Omidyar.

If we have people joining us today from the web audience, if you're live tweeting — and we want to encourage lots of tweeting — the tweeting should be done at #GPF15.

I hope you enjoyed the first day of the conference. As you heard from Jane yesterday, this year's conference is focused on global challenges that require the commitment of the philanthropic, private and public sectors and coordination among all of them. Yesterday President Jim Yong Kim of the World Bank started the conference by challenging all of us to do our part in eradicating poverty and increasing shared prosperity. We also discussed the complex challenges associated with crisis situations and the critical importance of cross-sector coordination in these scenarios.

And last night my very good friends Mo and Hadeel Ibrahim didn't fail us to not be provocative. They highlighted the critical importance of leadership and government structures that are transparent, accountable and committed to equity among all.

We also had the opportunity yesterday afternoon to dive deeper into a number of different topics during the working group sessions in the afternoon. Some of you may have attended the session titled "Eradicating Slavery from Supply Chains," facilitated by my colleague Ed Marcum [Vice President for Investments]. I thought it was interesting that during Ed's talk one of the key themes that came out among some 50 participants was, again, this theme around the importance of data. But there was also quite a bit of conversation around the quality of data that's available to us, and I

think perhaps even during today's plenary session we'll be addressing these issues of data, as did Mo last night.

Before I invite our panelists to come up to the platform, I want to make a few opening comments to frame the topic this morning. As many of you know, today tens of millions of adults and children are living in conditions of modern-day slavery around the world, often exploited into their situations through force, fraud or coercion. Some estimates of slaves around the world are at 36 million people. Many of us relate to or understand this issue because we're learning more about the sex trade and/or sex slavery or perhaps we recently read an article about a domestic worker trafficked into the country, working for no pay. Last night Mo pointed to this 20-meter — 60 foot — cargo vessel that sank just this last week in the Mediterranean. Almost 800 people died — all of them being trafficked from North Africa, looking for opportunity in Europe. So, this is a current issue that we face and we see daily.

In our increasingly globalized planet, the goods we use and consume are often produced far from where they are bought, successfully changing hands along complex and opaque supply chains. It is within these supply chains that forced and child labor exists with well-documented abuses through the production process. At Humanity United over the past five years, we've invested roughly \$50 million to address modern-day slavery. Much of our work over this time has been focused on engaging corporations in this fight, with the notion that global businesses have a unique opportunity and also a compelling responsibility to understand and guard against labor issues and labor abuses within their supply chains and to meaningfully contribute to the eradication of modern-day slavery.

Today we have what I believe are four of the world's top experts on supply chains, labor abuses and modern-day slavery. I'm really happy, and I thank Jane for giving us the opportunity, to extend this conversation into the Global Philanthropy Forum community. Joining us today are leaders that we at Humanity United have supported and worked with on this issue over the years.

Stella Dawson is the chief correspondent on governance and anti-corruption at the Thompson Reuters Foundation. She led Reuters' global coverage of the financial crises between 2007 and 2010 and has reported on the dot-com crash, the Asia currency crisis and the internet productivity boom. Justin Dillon is the founder and CEO of Made in a Free World, a nonprofit dedicated to ending forced labor, human trafficking and modern-day slavery. In 2008 he directed the film *Call + Response*, which was released widely in theaters across the country and focused on the vast quantity of slaves in modern society. Nina Smith is the executive director of GoodWeave International, a nonprofit committed to ending child labor and other forms of modern slavery in the carpet industry. A fair-trade advocate and an expert for two decades, Nina is also an advocate for children's rights and an expert on addressing labor rights violations in manufacturing supply chains. And then finally, my good friend Dan Viederman is the CEO of Verité, a nonprofit that works with corporations to ensure better labor conditions for workers around the world. For this work Dan was awarded a Skoll Foundation Award for Social Entrepreneurship in 2007.

So, as our panelists come to the platform, let's give them a welcome.

Since this is the Global Philanthropy Forum, I wanted to open our conversation this morning with a big global question, something that does justice to the Global Philanthropy Forum community. So, here's a big global question that I'm going to put out there, and you may or you may not want to answer it, or you may not even agree with me, but we're going to go big to start this off. So, here's my question; let me frame it up for all of us.

We could track the cotton in our garments to the actual field where it was grown. My son has a pair of jeans that has a little label on the back that says where the cotton in his jeans was grown and the particular field. So, we know we can track cotton. We can know with a level of confidence that our technology devices are free of conflict minerals. We can guarantee that diamonds aren't used to fund militias and to buy weapons. And we have visibility into the fields where our produce is grown and the actual date it was harvested. However, we can't seem to determine if slaves — men, women and children — were used to make and manufacture our everyday consumer products. What in heaven's name is going on here that we can track all of these other transactions and processes, but when it comes to young children and to men and women used as slaves we can't determine if the everyday products that we use were made by these individuals? Somebody help me understand that.

STELLA DAWSON

Do you want me to jump in?

RANDY NEWCOMB

Jump right in, Stella.

STELLA DAWSON

I think it's very optimistic, the way in which you framed it — the fact that you can track that cotton. There are companies that are tracking the conflict minerals. But talk to Caroline Duran [Conflict Minerals Program Manager and Supply Chain Director, Intel Corporation], who's right here. The difficulty in doing that and the amount of time it takes is absolutely huge, but more important than that is I do not see sufficient political will at the heads of corporations, let alone in the countries, for that type of work to be done. And until that changes, you won't have conflict-free mineral products. You will not have jeans that have not been harvested by people in fields in Uzbekistan under slave-labor conditions. There has to be more political will and leadership for that to happen at the corporate board level.

RANDY NEWCOMB

Justin. You're working on a product right now that is helping address this question.

JUSTIN DILLON

Yes. I'll talk about that, but I really believe that it is the confluence of will and way to be able to change this. It's not one or the other. I think that we have to be able to create the political will, the consumer will and even the will in the marketplace to be able to make these changes and make the investments to look at this. And it is about data. What we see often is that companies are saying, "Well, we don't know where the problem is, so therefore there's no culpability" — or "responsibility" is maybe a better way to say it. I think all of us on this panel know that there is by no means great data out there, but there's enough to get started. I think that part of what we have to get over is that you have to be perfect to begin this process, so we created a database of everything that you can buy or sell in the marketplace to give you a starting point to understand where slavery might be touching your supply chain.

RANDY NEWCOMB

Great. Dan?

DAN VIEDERMAN

Thank you, Randy. To understand what is happening to very vulnerable people who are by definition hidden in supply chains is to force ourselves to reckon with turning upside down the basic business model of globalization, which is corporate dis-integration and constant outsourcing.

So, an example: We did some work for a company that had a sort of iconic uniform that they used that really represented their company, and we found out that it was made in Bangladesh. It was a garment, but it traveled through literally nine different hands — nine different businesses — between the order that was placed and the manufacturing of the garment. It is routine for garment companies to design a good or some form piece of clothing and place it in the hands of an agent whose responsibility it is to do everything from finding the factories, placing the raw material, ensuring the quality and monitoring the working conditions.

In the electronics sector, these big electronic brands that we all know and whose products we love rely on original equipment manufacturers that are massive multibillion-dollar companies whom you've never heard of, and they outsource their hiring and their human resources to labor brokers. So, you have this completely dis-integrated, outsourced model that has become almost exponential, and to get to the really vulnerable people at the bottom of that economic system requires a lot of effort. I think there's no doubt we all represent ways in which it can be done, but the political will — the corporate will — is still anecdotal, and the examples you brought up at the beginning are places where the political will and capability have coalesced, but they are still the exception rather than the rule.

RANDY NEWCOMB

Nina, let me frame this a little bit differently for you. You've played such a leadership role in the South Asia carpet industry, and I recall — I think it was

two years ago — when we visited one of the factories that you have had such a significant influence on. It unfortunately happened to be a day in Kathmandu when the Maoist political party called a strike, so all the workers didn't show up, but we got to sit with the manager for a couple of hours and talk about labor issues within this factory, which actually turned out to be a really, really interesting conversation.

Can you illuminate for us the specific labor concerns in the carpet industry and how you're working with businesses to address the eradication of slavery?

NINA SMITH

Okay. Well, there are 168 million children documented to be working in the global economy today, and GoodWeave was founded to create a market-driven model to tackle that problem, starting in the South Asia carpet industry. So, the kinds of problems you might see are child trafficking — children who are hundreds of miles away from their home village, trapped in a small workshop, possibly in a factory, away from their families; bonded labor — workers who have taken loans from employers just to meet their basic everyday needs; and, for a slaver, gross underpayment of wages. So these are the kinds of things we're seeing. Sometimes there is local family labor, but oftentimes we're seeing children who are being trafficked to fill these jobs. Those are the kinds of conditions.

A report came out not long ago called Tainted Carpets by Siddharth Kara of Harvard, who is also a leading expert on these issues, and he drew the linkage in this report that 99 percent of cases of forms of modern slavery are linked to the lowest-caste people, for example, in India, where he did his report. So, you're dealing with ethnic minorities, migrants and very low-caste vulnerable people.

In terms of how we're working to tackle this problem — we've been working for 20 years; this is our 20-year anniversary — we have as I said a market-driven model. We call it "market-driven" because it works when companies partner with us. We have a certification program that a company can license. That's the critical moment because when we partner with a company, they agree to open up their entire supply chains in the countries where we work — in India, Nepal and Afghanistan. And what's unique about the way that we work with them is we have local NGOs in-country with experienced, trained teams that do inspection and monitoring of their supply chains at all levels. So, not just at a factory level but at all subcontracted levels — literally down to villages and into homes — and that's really key in all of this. So, the big impact comes from the deterrent effect of a producer knowing that at any time someone from our team could show up and the threat that if they're found with a violation, they could lose their access to these buyers that are placing orders with them.

Some other things that we do on the ground: If we find children in supply chains, we remove them. We rescue them. We provide them near-term rehabilitation and long-term support for their education, and we have a range of prevention programs in the communities. So, our programs work all along the supply chain, literally from consumers, raising awareness about the

certification label that's on the back of the carpet that they can demand at the point of purchase, to working with brands to get them engaged in this effort, all the way down to worker communities and victims.

RANDY NEWCOMB

Stella, I want to come back to you because there has been quite a bit of awareness, particularly around the carpet industry, and some growing awareness on commodities and garments and otherwise. You've been in a really unique position, reporting on these trends and as well as commenting on public policy concerns and issues, but there are still some gaps that exist within this. Talk to us about your work and where you think the gaps exist in this reporting work that you're engaged in.

STELLA DAWSON

There have been increasing amounts of reporting. We know about the shrimp industry in Thailand and that those problems are moving increasingly to Bangladesh. Now I'm hearing that more parts of Latin America have forced labor in the shrimp industry. Brick factories in India, cotton fields in Uzbekistan, construction in Dubai — these are well reported. But Nina said probably one of the most important things with regard to where you find slavery, and it is among those most vulnerable people, who have very few opportunities, who are displaced, who may be lowest in the social class. Here in the United States, it's usually runaway girls who end up being trafficked into prostitution. So, whenever you have poor, disenfranchised, marginalized people, there is the opportunity for slavery.

Where do I see potential for some additional cases? I think right now Syrian refugees are particularly vulnerable. This is an area that certainly we at the foundation are starting to look at and indeed also in West Africa. The three countries so badly hit by the Ebola crisis — Liberia, Guinea and Sierra Leone — there too you've got pools of people who weren't able to work their fields, or all the children have lost their parents; again, they are extremely vulnerable at this particular moment. So, I think there are sectoral gaps, and we as journalists will continue to report on those when we're able to adequately document and support those stories.

I think the other gap is less sectoral and more conceptual, and it's about the responsibility and accountability. I think there needs to be a much more deepened conversation around business responsibility for human rights. It's in its relatively early stages. We have a number of corporations that are doing extremely good jobs. There are global principles such as the UN Business Human Rights Principles [UN Guiding Principles on Business and Human Rights] and the Ruggie Principles; but the degree to which corporate America certainly has embedded the idea that it must be responsible throughout its supply chain and that this is a risk not merely because consumers might not want to buy their products anymore but that they are corporate citizens and they have to dig deeper to make sure that they're not violating the human rights of other people — that I do not see very well covered, reported on, or of corporations being held to account.

Frankly, I find it quite shocking when I go to the US District Court when the conflict minerals legislation that the United States Congress passed known as Dodd-Frank Section 1502 was being litigated by the US Chamber of Commerce and the mining industry, and one of the most preeminent law firms in the country steps up there and says, "It is against the First Amendment rights of a corporation to report on whether there's conflict minerals in their supply chain." That shows you! And the judge was sympathetic moreover. That shows you that a lot of work has yet to be done.

RANDY NEWCOMB

I agree. Obviously, there is so much more work to be done, but it does feel like something's happening within public policy as a response to the need for more work. We look at California [Senate Bill] 657, the California Transparency and Supply Chains Act; two years ago President Obama's executive order on procurement; and then just recently the UK's Modern Slavery Act [2015]. I spoke with some of our policy folks last night, and they told me that at the end of 2014 there were 25 some-odd resolutions and bills working their way through Congress, so something's happening that's catching attention, certainly on the public-policy side.

But, just to challenge you a little bit, don't you think that's going to push for more of a response on the corporate side, or will they continue to flee into the shadows?

STELLA DAWSON

I absolutely think that the type of legislation that's up on Capitol Hill right now, the number of hearings that are being held, the more and more cases that are reported by us in the news media, the more advocacy that's done by the NGOs, the consumer behavior — this all cumulatively works. I have absolutely no doubt about that, but corporations are extraordinarily powerful. And, as Dan was saying, when you're talking about the complexity of the modern global system, where they're accessing products from all over the world, these multinational companies are bigger in terms of their annual revenues than the GDP of the countries in which they operate. They have a status that's much greater than a nation-state in many, many parts of the world. So, if you're not attacking it there, the number of rules and regulations you pass and the amount you turn to the actual country where this is happening and say, "You've got to do something about your labor laws" is going to be limited because multinationals are so significant in the impact that they can have. So, that mindset has got to continue to change.

RANDY NEWCOMB

Thank you. Justin, I'm going to turn to you in a moment to talk about some of your emphasis on developing tools around risk analysis, so queue this one up, okay?

Dan, I'm going to pivot to you right now. I was reminded yesterday by Susan Davis from BRAC that two years ago tomorrow, April 24, 2013, Bangladesh suffered their 9/11, which was the collapse of the eight-story commercial

building in the Rana Plaza, killing more than 1,100 workers. They were all garment workers, many of whom were working in slave-like or slave conditions; 2,500 people were injured. But, as I read about it, just yesterday The Guardian did a really interesting piece and pointed to that: “You know, it doesn’t look like anything’s really changed two years later.” Some great work is being done by Susan and others in terms of the victims’ assistance funds and elsewhere, but in terms of the response on the corporate side, it looks limited, to be honest. You challenge me on this. Tell me, what do you see are the trends taking place now, even in the shadow of the Rana Plaza disaster?

DAN VIEDERMAN

When I think about Rana Plaza, though, I think of something that’s more deeply tragic in part because it’s just stupid, if you’ll excuse my blunt language. Those of us who have been working in and around Bangladesh, we’re frankly not surprised that there was a disaster. When I see articles in the AP [Associated Press] about slavery in Thai fishing that prompted reasonable responses from the companies involved, we’re not surprised. When we see articles about slavery in other sectors, we’re not surprised. There is information out there if you go looking for it, but the piece that just feels dumb to me is we continue to wait for crises to happen before we actually move. And maybe that’s the nature of the human condition. Those of us in the change space need to just accept that and strategize around it in a way. But when I look at the question of slavery in supply chains, we collectively here, and others in the audience and others outside this room represent solutions that could be adopted tomorrow and are proven and would work. We can identify where the problems are, certainly at the geographic and sectoral levels, as Justin has been doing, and even at the level of the individual supplier, as we and others have been doing. It would be a shame if it continues to take us lurching from crisis and disaster to crisis to disaster to get there.

So, having now painted this kind of bleak and depressing picture, the fact that, as you mentioned, the federal government now requires any company selling its goods and services to the federal government to demonstrate, in certain ways, that it doesn’t have slavery in its supply chain is a massive step forward, and it has driven companies to this issue in a way that nothing else has in my experience. Stella’s absolutely right. It’s mostly driven a lot of work for lawyers — respect to all the lawyers in the world whose job it is to figure out how to comply. It’s our job to make sure that it’s not simply compliance but companies actually enact good practice against requirements. At least some of these kinds of crises and this increased awareness have now led to massive and very important public-policy change, which means that multinationals, at least in the States, and others who are trying to sell services to the US government are paying attention in a way they hadn’t before.

STELLA DAWSON

Just to come in very quickly, I think you look at the Foreign Corrupt Practices Act [FCPA], which was passed back in 1977: You still have corporations today

that are getting multibillion-dollar fines for violating the Foreign Corrupt Practices Act, i.e., bribing a government official in another country in order to get a contract. You have to have enforcement. You have to have commitment by corporations to do this, and that has not yet arrived over supply-chain issues. Human nature — you’re absolutely right. Corporations are set up to make profits for their shareholders, so they want to minimize their costs, but you have to have an enforcement mechanism where you’re checking, just like the FCPA. The US Justice Department is working to make examples of big corporations that are violating it, and then you know that This is bad news for me, and I really do have a very good checking system within the company.

RANDY NEWCOMB

Justin, let’s turn to that question then. You were just recently interviewed by the *Wall Street Journal*, which featured the work that you’re doing at Made in the Free World and particularly around the development of these tools for risk analysis. Talk to us about how that product is being received among the corporate community.

JUSTIN DILLON

Going back one step, part of what we need to be able to do is to demonstrate that there’s will. Years ago our organization created a website called Slavery Footprint that was meant for consumers to get an analysis, so to speak, on their own consumption. It was wildly successful, and we’ve seen over 23 million consumers come through it, and they all want to know whom to buy from, and we don’t have an answer. I’m an opportunity junkie, and that one just drives me crazy to not be able to point in any particular direction with any confidence. So, we then took that analysis that we did on the products for consumers and applied it to pretty much anything that can be bought and sold; we started to bring this to businesses, saying, “Is this interesting?” because a few years ago we did a stakeholders meeting with some of the biggest companies in the world, and every one of them said, “We need better optics. We need someplace to start.” And, quite frankly — and this is really important — “We need a way to be able to tell a better story around this because when you start off with us as the villain, it’s really hard to climb out of that hole and talk about this publicly.”

We’ve been thinking about the issue of slavery in supply chains in the rearview mirror, and we’re not really thinking about the purchases that are going to be made in the next five years in the marketplace. When we think about charity and when we think about the government being involved, there is a whole lot more money, upward of \$80 trillion, that’s being played in the marketplace. We need to be thinking about those bags of money and how we’re going to be able to leverage those to make behavior change farther down the supply chain.

So, we started with a database of all the goods, services and commodities that exist and we’re now offering that to companies, and they’re starting to use it. And there’s a rule on the wall in our office that came in during a very fitful and stressful product development cycle that says, “Tell me something

I don't know." Our rule in our office is we're not allowed to sit down in front of a company unless we can tell them something they don't know, and every company that we sit down with we're able to do that with this analysis.

RANDY NEWCOMB

Fantastic. You probably saw this piece that Richard Branson wrote. He does a weekly little piece to all the Virgin companies — some 200 companies within Virgin — and he wrote about Justin's work and was asking the question of all the Virgin-related companies, "What slaves are in our supply chain?" Now, you've gotten Richard Branson, somebody who is an early adopter, and I think that's a great sign that you've got somebody at that level asking the questions, pointing to the products that you're beginning to develop.

Nina, so 20 years on now, you've seen it for a long time, like many of us have. What's your level of optimism? You've seen it close to the carpet industry, but how are you seeing the trends taking place within the corporations around the world?

NINA SMITH

I'm just seeing a real snowball effect right now. I think it is an incredible moment. When we started our work, the majority of our effort actually went into talking to companies and showing them the evidence of what's going on in their supply chains, trying to get them involved in this effort, but there was limited interest, really focused on small private businesses that were essentially morally motivated as businesspeople. And a few years back, we went through this learning and evaluation process to look at what are going to be the signs that we're really having the kind of impact we want to have in the world, that we're getting to a tipping point in this industry and on this issue. We said, "It's when companies come to us." And they're coming to us. At the end of last year, we signed on Target Corporation, which is huge. They direct-source their carpets from India, and we have a very close relationship with them. They're coming to the field. They're looking and learning, so that's been incredible. I think the consumer reach that they have is also going to make a difference for all of us. And some other big companies, like Restoration Hardware, have been coming onboard.

The other thing that's been happening is dialogues with companies that don't work in the carpet industry. They are asking us to adapt our work for new sectors, and we're actively working on that now. We've got a major European apparel brand that we're working with to design a pilot to get to the informal workers in the apparel sector in India, and we have another pilot developing around the artisan sector. I think there's a huge amount of interest, and the challenge is going to be How do we pay for all this? We generate income from the companies that we work with, and that covers about 20 percent of our budget globally, so we charge a license fee. But there's only so much tolerance for what that cost can be to a company right now, and, like the issue of sustainability, that is something we all really need to look at. Like, what's the real cost of goods? If we want to buy goods that aren't made with slavery, we have to pay for it.

RANDY NEWCOMB

Okay. This is a good question here, and you're sitting in front of a community of global philanthropists who are really interested in making sure that the working capital is available to drive change. We happen to be at one of these really unique moments, particularly in this space, and I'd be interested to know from all of you: Where do you think the investment capital, if we can put it that way, that's represented in this room is best used in the future for us to really be able to drive the kind of change that we're seeing taking place already?

JUSTIN DILLON

I'll just riff off Nina's statement, the idea of sustainability and all the tools and ideas that are being brought forth from this panel and our other colleagues. We want to make tools that will scale, and we can't scale them as nonprofits ourselves. We can bring them to market. They need to be adopted and then run by the "decision makers." So, if you take the title of this entire forum, the "Disruptors and Decision Makers," it's a perfect blend of creating disruptive tools that then become the new normal, and they get scaled by the decision makers who make the world run. We think that is the ecology of change around this issue. So, we're more of a maker movement when it comes to making change. We're making these ideas that can scale, but we can't have our hands on them. Dan can't be doing it all the time. Nina can't be doing it all the time. So, these ideas need to be able to be supported, built up, such that we can get the will going that the decision makers start to take this on and go, "Well, yes. That seems reasonable."

RANDY NEWCOMB

Yes. Good. Good. Dan?

DAN VIEDERMAN

We've seen tremendous movement over the past year within the electronic sector, whose Taiwanese, Malaysian and Singaporean top-tier supply chains have very high risks of slavery — the companies that are making the displays on your cell phones, and circuit boards and processors. We've seen progress because we were funded by the Department of Labor to do a multiyear study with very deep investigation that quantified the number of people in the condition of forced labor in those top-tier supply chains and the reasons why they were in those conditions. That mobilized us to be able to move from the one company that we've been working with very intensively to two, and now to the entire sector. It has changed essentially a key aspect of its sectoral policy toward corporate citizenship — evidence of the trajectory that can happen in a fairly short period of time if the information is in the right place, in the right hands and is compelling enough. So, certainly one place that the philanthropic sector needs to pay attention to is in providing that information in a detailed and compelling enough way, at which point companies become the element of sustainability. If they change their policies and change their practices, the whole model then can carry on because

they've integrated it. They've essentially re-integrated this element of responsibility in a very outsourced economic system, and we don't have to pay for that over time.

But I will also say that I'm on Nina's board. I think philanthropists should give money to Nina.

RANDY NEWCOMB

That's the kind of board member you want.

NINA SMITH

We're going to renew his term now.

DAN VIEDERMAN

Proving my worth.

NINA SMITH

It's an interesting question because you know I deal with fundraising every single day of the year, and the reality of it is that philanthropists have a range of interests, and it's not always easy to rally everyone together around the same thing, and there's a lot to fund in this space right now. I think the key is to focus on where there's an evidence base, where there's some proven models that have worked out there and there are opportunities to get in and fund efforts that are supporting victims of slavery in the global economy, scalable business models like ours, community development initiatives that are happening, especially in India. There's a lot going on.

I think what's interesting, getting to Justin's point about scaling, is that we're starting to see — and Dan and I talked about this the other day — that the governments in the countries where we're working are starting to take a much stronger interest all of a sudden. For example, we've been working on the ground in Nepal for about 17 years, and we've mostly had a decent relationship with the Labor Ministry, sometimes not so decent. But you know the Labor Ministry in Nepal is not doing these inspections that need to happen, and therefore we're there now. GoodWeave long-term should not be doing that. The government of Nepal should. It's interesting that not long after an article came out in The Guardian about the problems in the carpet industry in Nepal, it created a lot of waves and questions, and we were blamed for this. There was a big uproar, and then all of a sudden the Labor Ministry did a raid on a carpet production site. It's so interesting. It's like after 17 years, you're finally doing this instead of resisting. They took 15 children whom they found in a carpet factory to our rehabilitation center and said, "Here, deal with this." It's interesting because it's a sign that they are paying attention and that in some ways maybe it's the early days of the government starting to support and adopt the strategy that we have, and that's what we need to have happen, right?

One of the things I've been thinking about is How do we create more incentives? I think there's a role for philanthropists in this to create an influential dialogue with the government of Nepal, for example, to say, "Hey, we're a group of philanthropists. We want to invest in economic development here, and we would like you also to work with us and the civil society here to develop legislation incentives for the businesses in your country to have good practices." You know? Right now we have a group of Nepalese carpet producers who are doing the right thing, but right now they're having to compete in a very tough business environment against those that are using a lot of forced labor and child labor to produce their goods. What if the government stepped in and said, "Hey, there are some trade incentives here for those of you who are doing good business." So, I think there's some really interesting ways to help spur that adoption.

RANDY NEWCOMB

I want to follow up on that in a moment, but, Stella, you've got some comments on this I think.

STELLA DAWSON

I think this is an extremely important point. I was interviewing the finance minister from Sierra Leone, and he used a phrase, which has stuck with me. It's, "You in the West have so many underutilized resources. Lawyers, professionals who are retired, and they have expertise that we need. Send us your underutilized resources. We lack technical capacity to do this type of work." I don't know anybody who is tapping that resource. There are many people who would like to do things like figure out how the supply chain works and how a country can be more responsible, as well as the company. I've painted myself into the anti-company girl. I'm not really that. So that, number one. I think technical capacity of countries is very, very important to providing more support for that.

The other point, which I'm sure you'll get back to, is I do think that there has to be much more enthusiasm around data and more critically the usage of data. Yes, there are lots more that can be done, and I think it's critical because social audits have a limited role because of all the corruption that can get associated with how that's implemented. We haven't really figured out how to very effectively use data; and most critically on that, from a lot of the reporting I've done around how data collection has been used for monitoring purposes around the world, there is an intermediary role. You collect the data, but then who's using it and who's the advocate who then says, "Whoa, there's a real problem here" and goes to the government and lobbies for change or goes to the corporation? So, it's not just the collection and creation of all these really supercool tools. As Justin said, he's been going to the company and saying, "Here's something you didn't know." It's even better if you can go to them and say, "Here's something you didn't know, but this is also what you can do about it." So, that intermediary role of how to connect the actors with the victims is a very important part of the pie.

RANDY NEWCOMB

Dan, we're doing some work with you on these issues around data, both quantity and quality, so what are your reflections on that?

DAN VIEDERMAN

It needs to be gathered. The high-level, risk-based data that says we can point to geographies where problems likely exist is, I think, is available and has been captured and made available by Justin and others. I think data that connects individual specific business partners in a supply chain — suppliers, farms, factories, labor brokers — that data does not exist yet in a credible manner, so the work that we're doing with Humanity United is intended to focus in particular on identifying the labor brokers who facilitate the debt-bonded migration of workers from one country to another, at the end of which they end up in a condition of modern-day slavery or severe exploitation. We believe we can create a data set around that and map it, using data that companies already have, which is limited; data that we gather ourselves; and then publicly available data, which often exists but has not yet been captured, like a label broker de-licensed for corruption in the Philippines. That information may exist on the Philippine Overseas Employment Administration website, but it's never been brought into this corporate responsibility supply-chain conversation, so we're trying to do that, and we have hope that that will provide companies not just with a place where they have to understand risk differently but actually specific business partners they can either favor or move away from.

SPECIAL ADDRESS: TONY BLAIR, FORMER PRIME MINISTER, GREAT BRITAIN AND NORTHERN IRELAND



Tony Blair

THURSDAY, APRIL 23

1:00 PM

TONY BLAIR

Former Prime Minister, Great Britain and Northern Ireland

MODERATOR: JANE WALES

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

JANE WALES

I hope you all have enjoyed the Working Group sessions. Has it been good? Good. One of the key things is that in each of these issue areas we have discussed so far, no matter how complex, we keep finding out that we need capable governments — not overbearing or overreaching but capable and effective governance as Olara [Ottunnu] said. We also need the private sector. And we need the social sector.

The man we are about to hear from has been in all three roles. He was head of state in Great Britain and Northern Ireland. And he is now both a businessman and a philanthropist, having founded two different organizations. One is the Africa Governance Initiative, which we will talk about to a large extent, and the other is the Tony Blair Faith Foundation. I should note that, as if his hands were not full enough, he is also the representative for the Quartet on the Middle East, which focuses on readying Palestinians for their own state. So, please join me in welcoming Tony Blair.

TONY BLAIR

Thank you. Thank you very much indeed, Jane, and thank you everyone. It's a great pleasure to be with you at the Global Philanthropy Forum and thank you very much for your kind introduction with one small correction. I was the head of government. You see, head of state is like the queen so... You know we get very nervous of that kind of thing. Be careful. That Tower of London's not just a tourist attraction.

It's a wonderful pleasure to be with you again at the Global Philanthropy Forum. I was 10 years as a prime minister and now I've founded, as Jane was saying, two foundations, one about government in Africa, the other to do with countering extremism based on perversion of religion. I've got some experience from both sides of the fence, as it were, and what I want to talk about in my remarks today is how do we make one plus one, government plus philanthropy, equal more than two? What have I learned from both experiences?

I guess when I start with government, I would say that my reflection after 10 years in government is that the only thing that is more frustrating than dealing with government is actually running one. I'm aware of the fact that for many of you, with the theme of the conference here being about disruptive thinking and government as a disruptive force, you would very naturally think of disruptive in the traditional sense, of being an obstacle, not in the sense of being creative or revolutionary in its impact.

In government I actually encouraged the development of the third sector — the public-private partnerships — but particularly public-, private- and voluntary-sector partnerships. I became a great fan of the philanthropic sector, and I think its growth over these past years has been one of the most important elements in development and in the way the world has changed. But even though I'm very prepared and have deep experience with all the flaws and problems of government, I also want to say that government continues to perform a role that is unique, that is necessarily profound in its impact; and because of its weight and because of the importance of the policy decisions that it makes, you both can't do without it and you need it. So, the question really for us, particularly when we are considering the relationship between the philanthropic and the government sectors, is *How do we try to make this relationship work more effectively and work more productively for the ends of both philanthropy and for serving the people of the country?*

We start with one very important thing, which is in my view one of the defining changes in politics of the past few decades: the quality of government today in a world in which technology and capital are essentially mobile. The quality of government today is of essential importance as to whether a country develops or it doesn't develop. It's a statement of the obvious, and yet when you think about the implications they are very far-reaching. I know you had Jim [Yong] Kim here yesterday.

In the studies that have been done of countries that have been Third World and got to Second World over the past half century, there have been many, many examples — scores of countries have done that. If you then ask how many countries in the last half century have gone from Third World to First World, it's a much, much narrower group of countries. In fact, you can count them on the fingers of one hand. And the difference really, in virtually every case, is the quality of government, not just of systems of government that aren't corrupt and that are transparent but of what I would call the single biggest challenge of government, which is the "efficacy challenge." How do you get things done? The hardest thing about government is doing things.

When I first came into Downing Street — you know, because I was a prime minister; I'd won an election — I thought I must be pretty powerful. I used to sit in the cabinet chair and I thought that if I were prime minister and I took a decision in the cabinet room, something happened. Now, this was a delusion that took a certain amount of time to comprehend, and then I realized actually that that was just the start and that what really mattered was how you *delivered* — how you took the idea and turned it into a reality. And that is really the biggest challenge we have. Government in this context can either work well or it can work badly, but it has enormous impact. So, in the work that you do as philanthropists, supposing in any of the countries you were working in you had a government that was really on your side and committed; think how much easier it would be. Whereas I suspect you spend a lot of your time trying to work your way around government rather than feeling that government is there increasing the momentum.

So, very briefly, here are five lessons that I have learned, not just in government but subsequently in the philanthropic work that I have done. I start with the concept of partnership, which is obviously crucial. My Africa Governance Initiative has had teams of people working in the countries in West Africa for several years: Sierra Leone, Liberia and Guinea. Obviously, those are the countries that were most affected by the Ebola outbreak. When that happened, to my great satisfaction and pride actually, the teams that I had living and working in those countries refused to leave; they stayed and helped the governments with their response to Ebola in West Africa. What they did was really very interesting from this point of view of partnership between public and private and voluntary sectors. There was an immense amount of mobilization of international support, of course, and an immense amount of philanthropic support went to help those countries, but absolutely key to making it work was to reorganize the system at the center of government to make sure that that help was properly accessed and used.

It actually took quite a long time to get it right — more time than it should have — but the organizing force that my teams were able to provide there was an example of how government, with a combination of outside philanthropic help, can be effective. The case of Liberia, the United States; the case of Sierra Leone, the UK government; the case of Guinea, the French government — how you mobilized all that was absolutely vital to making the philanthropic work successful. So, the first thing I would say is that the importance of philanthropy and government working together is creating a sense of genuine partnership in pursuit of the goals people want to see.

Second, where philanthropy can add something very special to government is it can generate innovative solutions. One of the biggest problems with government is that it's just slow and not very imaginative. Yet for example, the work that the Gates Foundation, with whom we partner, has done things like research and identified new data into some of the key diseases. This is of enormous importance in improving the ability of governments to tackle the problems that they're facing. Paul Allen's Medevac is a very good example of where there was a particular problem that arose in how you got people out of the Ebola-stricken countries when they fell ill. If we didn't have a solution to that, we couldn't have won. Government wasn't going to be able to get it together quickly enough, so philanthropy stepped in and in a very effective way. I think of the way my wife's foundation [Cherie Blair Foundation for Women], which is about women's empowerment and particularly in the business sector in developing countries, uses mobile phone technology to help women grow their businesses, right? These are innovative solutions where government can do only so much, but philanthropy can come in and provide not just additional support but, most important, additional creativity.

Third, one of the things that both government and philanthropy should do more on is think of new applications of philanthropic principles. Let me just give you one interesting example, from the work that I do in Africa, that may strike you as a little left field, but I actually think it's really important. For many, many African countries today, if they want to relieve the poverty of their people, the key to it is to develop the infrastructure of the country,

particularly around things like electricity and power. If people don't have access to that basic infrastructure today, everything else is harder; and yet if they've got access to it, if there's electricity, there's access to technology, and that can liberate a whole lot of solutions to problems that people have. But how you put that together is not as simple as it seems.

Here's an interesting thing: The Obama administration's Power Africa initiative was a good idea of how you can put together development support, the private sector but also the voluntary sector in trying to deal with this issue. How do you get the expertise into government to get them able to put the power generation proposals together in a good and sustainable way? Another example is when countries are developing their resources. One of the things I find is that when many of these countries are trying to develop their resources, they rely on their traditional civil service. They've just not got the skill set, right? You're dealing with people on the other side of the table who've got massive resources and intellectual assets to put at their disposal, and yet you're negotiating the future of your country when you develop your oil or your gas sector or your mineral sector. So, how do we generate the ability for help to be given to governments so that you can equalize that contractual process, so that in those countries trying to develop their resources — really important — they develop them the right way and not the wrong way because resource development can be hugely important or actually, as we know, it can end up as much a curse as a blessing.

In the other thing that I do in my philanthropic work, which is countering extremism, again, we need new applications of philanthropic principles to find out what's the best way of trying to affect radicalization. How do we stimulate more open-minded education in place of the close-minded education young people often get? I just give those as examples, but the point is that philanthropy can provide, again, new frontiers of work as the world changes and move into them faster and more effectively than government, and yet government in the end is also going to have to help those applications succeed if we're to make progress.

Fourth, I have real experience in government of where philanthropy could raise the awareness of an issue. Make Poverty History, in the 2005 Gleneagles Summit, was of huge importance. And here's the interesting thing about government: Sometimes you want to pressure government — and sometimes that's the purpose of an awareness campaign — but sometimes the purpose is to enable government. I was faced with a situation, that 2005 summer of the G8, where I was having to persuade all the fellow leaders that instead of talking about the global economy and doing all the usual stuff, we'd actually put Africa and climate change on the agenda. There, the philanthropic or voluntary sector, the Make Poverty History movement, the climate change movement — they were enormously important, not in pressuring me, because I didn't need to be pressured, but in enabling me by providing the support in public opinion to make the necessary change necessary. I think if you look at trafficking and slavery today, I think you could find a very similar example of where the philanthropic movement can combine to create the awareness of an issue and therefore effect change.

Finally, I think that one of the most important things I've learned is that, in a world in which everything is global, ideas often don't get pushed across the boundaries of a nation or culture in the way that they should. I mean, one of the good things about the Global Philanthropy Forum is that people come together and we learn so much from each other, and we learn not just about the individual issues but how you're tackling them and the mechanisms and processes of philanthropy and change, and I think this is hugely important. In the work that we did, for example, that Howard Buffett supports: If you take a country like Rwanda, where we work in trying to improve the systems of governance in things like agriculture, to have a philanthropic sector that's able to tell you the best practices going on around the world and how that might effect change in a country, this is of huge importance. And yet we don't spend nearly enough time in my view learning from each other and learning the things we could do with each other.

So, to summarize, I think my experience is that the philanthropic sector is of vastly greater importance than it ever was when I was starting out in politics. Some of the best ideas and innovations and creative thinking come from the philanthropic sector, but we still need to recognize that the force of government could be a force for good or not, and it has to be mobilized often to make philanthropy work in the best way possible; and the clearer and nearer we get to that kind of idea of partnership and right relationship between government and philanthropy, the better we will be.

I suppose the final point is that we should be in relationship with one another because although I've had some very harsh things to say about the processes of government — and you could probably testify to all the frustrations of dealing with government — I also have to tell you that I've seen public servants in government do the most amazing work. The best of those people are motivated by exactly the same mission and desire to serve as any philanthropist, and they're often doing it in very, very difficult circumstances. I remember when I visited the Ebola countries just a couple of months back; I was, of course, proud of my own team and proud of the work that outside agencies were doing. But I was also extraordinarily impressed by the patriotism and service of young men and women in those countries, who were stepping up, prepared to be trained, and going out on the front line and actually risking their lives day in and day out to put their country back on its feet. So, as you all know, there's nothing more exciting than seeing change in action. There's nothing more exciting than being part of that change. And the truth is, the best of government and the best of philanthropy in the end share that mission to serve, and if they work together, they can fulfill that mission better. Thank You.

JANE WALES

Thank you. Just picking up on your last point of, in essence, government service and philanthropic service being in many ways motivated by the same impulse: Are you finding in Great Britain, as well as in the African countries in which you work, that the next generation — folks who really want to see their

country succeed — is attracted to government service? Or has that been kind of demarketed in many places? And, if so, what can one do about that?

TONY BLAIR

Yes, I think it has in some ways. I don't know. What is wrong with government? Part of the trouble, particularly for the younger people — I think of my children and their friends and so on nowadays, who are public service oriented — they just find the processes of government very slow, very uncreative and sometimes more interested in the process itself than the substance. I do think we need to change that. One of the things I tried to do when I was prime minister — and probably did more of it toward the end than at the beginning, by the time I'd gotten hold of how to do the job-type thing — was create a sense that being entrepreneurial, if you like, as a public servant wasn't wrong, but then you need to do a lot of things to protect people in those situations. I come across countries where having gone from one extreme, which is corruption determining things, you then go to other extreme, which is people deciding, *Right, so that no one accuses me of being corrupt, I'm just literally going to...* There's no box that's ever going to be ticked. How we get the right people into government and empower them is a big, big debate. And this is a debate that is true whether you're in a Western democracy or whether you're in a developing nation that's still at the foothills of political development.

JANE WALES

And of course the problem with democracy is that it involves the hard work of consensus building at every turn. The need to persuade makes it harder in many ways than it might be to get things done in a different setting.

TONY BLAIR

It is, but I think this is where the philanthropic sector can make a difference. This debate has gone away a bit the past few years, but I think it's going to come back — you know, the whole reinventing government debate that was done by Al Gore and Bill Clinton here and myself and Gordon Brown and others in Europe. I think that's got to come back. In my view today government should be strategic, but it should be willing to engage across the board in partnerships, particularly with the voluntary and third sectors, in order to deliver things. Government can set a framework. Government is poor in my experience at actually doing the stuff.

JANE WALES

So, on the topic of demarketing, often when people talk about Africa they refer to two *Economist* cover stories. One was "Hopeless Africa," and then several years later it was "Africa Rising: A Hopeful Continent." It was a bipolar experience to look at these two. Does Africa, or much of Africa, suffer from a kind of out-of-date bad brand?

TONY BLAIR

I think it's changing, to be fair about it, but people sometimes say to me, "What do you think about investing in Africa?" And I say, "Well, it's a ridiculous question." I mean, there are over 50 countries. Some are in a very poor state. Some are doing extremely well. So, I think Africa itself is getting into the situation now where it's differentiating. The fact is that these are different countries. You've got some European countries at the moment, some very strong economically, some very weak economically. If you said to people, "What do you think of Europe as a whole?" people would say, "Well, it depends on what part you're talking about." So, I think the same should be true in Africa.

In my view, however, there are two big changes that give me lots of hope. The first is that I think there is a new generation of leaders — in politics, business and civic society — who are smart, capable, determined and, most of all, think the destiny of their country is in their own hands. This is a big thing for me. In other words they're not interested in saying, "Well, it's because of this" or "It's because of that," and instead saying, "Okay, we're going to sort our own problems out."

The second thing is the need for the resources. There are pluses and minuses in this, which we can come to. And because capital and technology are mobile, you can develop your country and get it to a completely new standard of living, certainly Third World to Second World. How you get on from there is more difficult, but there's no doubt at all that this is the impact of China, although there are a whole lot of issues and questions that come along with it. On the other hand, the fact that there is now an enormous amount of investment coming into Africa is important. We need to use that carefully and do it in the right way, but I wouldn't ignore the enormous importance of that. The middle class in Africa will double in the next five years.

Philanthropy too has given an enormous amount for Africa, and one of the things I keep saying to people is, "It's very important that we tell our own public opinion in the Western countries, especially 10 years on from that Gleneagles Summit." By the way, a lot of it worked, okay? Life expectancy has gone back up. Ten times as many people are getting access to antiretroviral drugs for HIV/AIDS. You think of the millions and millions of extra kids in primary school. You think of virtually the whole range of killer diseases — enormous progress made. There are still huge numbers of things to do, but you would have to say that Africa is in better shape today than it was 10 years ago.

JANE WALES

And some of that being philanthropic investment, but some of that just being smart policy choices made by the various governments. We're seeing the opening and connecting of the various economies. Let's talk a little bit about investment in infrastructure. The Kenyan railway is being built. There is going to be a road connecting, what, Cape Town to Cairo? There's an extraordinary amount of investment going on right now in just core, basic infrastructure.

And then of course in health care and other sectors that one would refer to as investments, as well. Do you worry at all about the governments that are making these investments falling back into debt? And are they able to have capital markets in order to finance this much-needed work?

TONY BLAIR

These are really good questions. The infrastructure is vital, and the capital is there in the world to invest, but one of the things you realize is that how you put that together is not easy. It's actually complicated. My foundation is one of a number trying to do this, but with our foundation we're now trying to recruit people in partnerships that allow governments to get the access to the best possible advice as to how to put project financing together. For example, I used to think it must be pretty easy to build a power station — they're getting built all the time. Literally, it's not rocket science, it's power station science, but politicians are simple people, so that's how you look at it. But when you come to how you do that and financing it, you realize that the regulatory framework matters. They've got to get the right rate of return. What sort of fuel do they use? What are the long-term contracts? It may not be rocket science, but it's financial science and financial engineering and it's not easy.

I think what we need to do — and this is where the Obama initiative on Power Africa is an interesting example of where we go. If I were doing the Gleneagles Summit again, the G8 summit today, 10 years on, I would go into that whole area and say, "How do we take the expertise in the West and make sure that's available, for any developing government that wants it — top quality advice on how to do those things properly?" Otherwise what you find is some poor energy minister is struggling with hugely complicated and difficult questions and finds in the end a sort of paralysis comes over the government as a result of it. Now lots of infrastructure spending is happening, but we could do more. Jim Kim spoke to you about Inga Dam and so on and so forth. Some of these things may be viable and some may not, but East African Railways is a very good example. You do some of those things, you're going to liberate the country in a way that frankly small-scale projects are not going to do. So, this big infrastructure today is very important, but philanthropy can help because if we're going to wait for governments to put all this together themselves, we'll wait for a long time. That's not saying it won't happen, by the way; it will happen. In the end it will happen, but we can accelerate it massively.

JANE WALES

And we could help in structuring the deals. When I think about what the Africa Governance Initiative does, in essence you embed in governments technically capable individuals — they're technocrats; they're bureaucrats — who know how to make things happen. Is this the right description?

TONY BLAIR

Yes. We do two things. The teams live and work in the country. We help the government sort out what their real priorities are because one of the most difficult things about government is prioritization, right? Because, in a sense, everything is a priority, and one of the things about a political leader is you can't say something is not a priority. People go nuts. When I was British prime minister, my top three priorities were "education, education, education." I was very pleased with this sound bite, which is excellent, but I remember the next thing someone said to me: "So, you don't care about health care?" And I said, "No, no. I do care about health care but..."

I see these reports written by international bodies for these countries, and it'll be "Poverty Reduction Strategy 2013." Right. Yes. It would be great, but what are the first five things that are going to set you on your way? So, that's what we try to help them do: identify that. And then we try to restructure the government because here's another thing about government, which is absolutely fascinating: You see the decision maker; I mean, you have to build the right structure around the decision maker so that they can focus on their priorities and take the decisions and then track the implementation, right? We did an analysis for an African president, and we showed them that of their stated priorities, which were excellent, less than 4 percent of their time was spent on them, which was not so excellent, but that's because they were chaotic. People would come in and see the president; they wanted a meeting. They'd have a meeting, but there was no system in place.

This is what I learned as prime minister: If you don't systematize the center of government and the decision making, the system manages itself or, alternatively or perhaps as a consequence, you don't really deliver on those priorities. So, that's what we focus on. Occasionally, we will bring in technical expertise, but I want to be very frank with you, Jane. We could do 15 times more if, for example, there was a facility to have a team of pro bono lawyers who would come and advise a country that's about to engage in a series of mining contracts as to how to do that properly. By the way, there are lots of people who'd be willing to do it, but it needs to be organized. Norwegians and others do a great job of advising in some of the oil and gas issues, but the fact of the matter is there is huge experience now as to what works and what doesn't.

I'll give you another example: education and health care. I know of great projects around the world in some of the poorest parts of the world, where they're delivering some basic health care and basic education. So, why can't we take that expertise and look at how we push that across so that governments are aware of it? I think we should actually get to the point with governance where, as we do with many other walks of life, you would have an intellectual corpus of evidence and analysis as to what are good things and what are bad things because government — for all my stating all the problems with it — is complicated, and people who are decision makers, believe it or not, usually would prefer to make the right decision and not the wrong decision, but they need the knowledge.

JANE WALES

Yes. So, almost a knowledge commons that can be tapped.

You mentioned Ebola when you were speaking earlier. You used both of your foundations when it came to Ebola. That is to say that the Africa Governance Initiative was calling for the resources that are needed while the Faith Foundation was working with religious leaders and ensuring that people were able to follow practices that would protect them from Ebola. Say something about how you mix and match those tools.

TONY BLAIR

The Faith Foundation had been doing a program that's part of the anti-malaria campaign. Because a lot of African countries have a mixed Muslim/Christian population, [it is necessary to get] the pastors and the imams together and then mobilize — train members of their congregations so that they could go out into their communities and say, "You may have the bed nets, but bed nets just on their own are not enough. Here are the things you have to do. Here are the symptoms you should look at. Here's why you must immediately contact your health care workers if you're a pregnant woman you notice problems." So, we built that up. We actually reached about 2 million people in Sierra Leone with this program, so the idea is to use that infrastructure of faith to deliver. I think there are lots of civil society aspects to many of these countries, where there's enormous strength in some of the institutions of the civil society — much more than there are in government, by the way — which we could mobilize a lot more effectively if we wanted.

JANE WALES

I know that the three countries that were at the epicenter of the Ebola outbreak are very dear to your heart, and you've spent a lot of time in Liberia, Sierra Leone and Guinea. They are beyond the crisis, but the impact is still dramatically felt. A lot of damage was done. Talk about their recovery. Each country had emerged from conflict and was doing quite well. But, it's been a huge setback for all three.

TONY BLAIR

Yes, it is a huge setback. I'm going back out there very shortly to visit all three. So, what can we do to turn the crisis into an opportunity, as it were? I think first of all there are real lessons in health care. There's no reason why some of the structures put in place can't remain and be built upon for what we might call health provision in more normal times. We learned a lot about the inefficiencies within those systems and how they could be corrected. Second, there is the opportunity to mobilize international support for those economies and to look at them as a whole and see what changes within those economies would make a real difference.

For example, in those countries that are part of the Mano River, part of West Africa, there are things that they could be doing together that would make an enormous difference. There is infrastructure they could do together. There is

trade facilitation they could do together. There is a whole series of things that they've learned from having to work together in the course of this crisis that they could put into practice in the future. What I keep saying to the presidents in those countries is that the most important thing is not, "Okay, once the crisis is past and you've defeated the disease, everything just goes back to normal again," because that would squander the painful but absolutely necessary things we've learned about what's wrong with those countries and how they're governed and their systems in the course of the crisis.

JANE WALES

There's a lesson in there for philanthropy as well. In general, at least in the US, health-focused philanthropy tends to be disease specific rather than on strengthening the whole system. There were opportunities in Nigeria and elsewhere to repurpose, but it's also true that strong health systems may be a little less sexy and jazzy than eradicating a disease, but they're essential to a functioning government.

TONY BLAIR

Absolutely. I think that philanthropy is the help that's given in the immediate crisis and for the eradication of some of the key diseases. All of it is immensely important and useful. I think in my own philanthropy, people are doing that, and they're doing that reasonably well, but what can we do to make sure that the health service system operates effectively? So, for example, when we help countries in the health department do child or maternal or mortality programs again, what works is pretty clear in the things you need to do. How do we get their systems to do it?

JANE WALES

Obviously, a health epidemic like that is a real setback, but there are other potential setbacks that stem from climate change, from unstable climates, from weather extremes. You're known around the world for the role you played in the Gleneagles G8 Summit, and I'm wondering the degree to which you find that in your post-government life you're also needing to play a role in bringing attention to climate change and focusing on the potential solutions. With that in mind, I'm also going to ask you what hope you have for the Paris summit in December, or the climate convention.

TONY BLAIR

I think we've come a long way on the issue. I was involved in the Kyoto negotiation, and let's be clear: In that negotiation there were many, many countries that weren't signed up, including this one. Everyone used to point their finger at America, but I don't think India and China or any of the main developing countries were really signed up. So, you fast-forward, and now I think everyone accepts that this is a global responsibility — every country; even countries like India that were very reluctant at a certain point now have got their programs in place.

The problem, I think, is very simple: It's synchronizing the response with the urgency of the challenge. I had this discussion in government with all the leading scientific advisers that I had, and when I left the consensus was still very clear. This was a manmade problem, and we had to tackle it urgently. I don't think that consensus has diminished at all, and therefore my anxiety is that we're not acting fast enough and far enough. I totally sympathize with policymakers in this because some of the decisions are difficult in circumstances where you're dealing with a long-term problem; but you're obviously in electoral politics, particularly when people are saying, "Well, yes, okay. But what about tomorrow, and do I pay more for this now?" My advice that I've given on the Paris summit is not to make the best enemy of the good but to get the best deal you possibly can that accumulates the stated obligations of the countries concerned; then create a framework where it is clear that international policy is going to go only in the direction of more and more moves against carbon emissions so that you're creating a momentum behind the development of the science and technology. That, in my view, is the crucial thing here. You're not going to persuade the developing world that it shouldn't consume, but you may be able to find ways of consuming sustainably, so that's where I think you need to get this put together and driven forward. And the relationship between the US and China in this regard will be the essence of it, frankly, because you're over 50 percent of the emissions.

JANE WALES

Yes. And of course much of the science that has been developed has been in part government and in part discovery supported by philanthropy. And, to your earlier point, some of the innovative solutions have come out of nonprofits working alongside governments to help them think it through. Jim Kim said yesterday that one of his measures of success in Paris will be whether developed states are willing to agree on a carbon tax.

TONY BLAIR

Yes, I agree — but will they? I mean, this is slightly controversial to say, but I think my experience as a government leader would be this: Because we've got a very tough set of positions in the UK and in Europe now, I think the most important thing is to look for practical solutions that are going to drive this forward. The trouble with a tax that you agree is part of a treaty is that everyone's got to come on board. Otherwise it's very hard to implement. I think the sentiment is right, but there may be other ways you can price carbon that will allow you to do it.

JANE WALES

In fairness he actually said "price."

TONY BLAIR

Right.

JANE WALES

An agreed-upon price on carbon.

TONY BLAIR

I would completely agree with that. I think the science and technology are vital, and this is where the link with the philanthropic sector is very important because the one thing for sure is that government's not a great chooser of the technologies of the future. Although what government can do, by the way, is provide a lot of the research, financing and so on that can make a huge difference. And we should never forget that Silicon Valley grew out of large defense research facilities at the time. The more I go on, the more I'm a believer in innovation in government and outside of government. I'm looking for ways continuously as to how you stimulate innovation, and the thing that I like to work on now with the government side of what I do is how we get government more able to open itself up to innovative thinking and change.

JANE WALES

Let me take you to a different part of the world, and that is to the Levant more broadly, and ask you what is the appeal in your view of extremist organizations like the Islamic State or DAISH [Al-Dawlah Al-Islamiyah fe Al-Iraq wa Al-Sham]. It's attracting young men from Britain. It's attracting young men from the United States. It's attracting young men from Nigeria. What is the appeal, and what is the counterweight?

TONY BLAIR

We'd need a whole other session on this one. The appeal is a commitment to an ideology, and that can often give people a sense of purpose in their lives because they've now got a direction. It's also able to exploit what are weaknesses within a lot of the governance of those states. There are lots of things you have to do in the immediate future to counter it in security, but it can only be countered ultimately by a better idea. And this is a whole other subject of conversation, but I would actually like to see a similar movement to the movement we were just talking about on climate change and the environment. I would like to see a movement develop for what I would call a "global compact on education," where we accept it as part of the global responsibility of any government to educate their young people to an open mind. Thank you.

It's a very touchy issue for people, but one interesting thing about this is to say it's a whole other topic. But just in the same way as you found a lot of resistance on climate change to begin with, I think a lot of people now would say, "Well, we'll run our education system how we want. Thank you." And at a certain point in time, you've got to say, "No. It's not just your problem. I'm afraid this is a problem for all of us." If you've got millions of young people educated to a closed-minded view of the world, do not be surprised if you end up with a problem.

A TRI-SECTOR APPROACH TO SUSTAINABLE DEVELOPMENT



(From Left to Right) Glen Galaich, Amina Mohammed, Alessandro Carlucci and Janice Mwendameru

THURSDAY, APRIL 23
2:30 PM

ALESSANDRO CARLUCCI

Former CEO, Natura

AMINA MOHAMMED

Special Advisor to the Secretary-General on Post-2015 Development Planning, United Nations

JANICE MWENDAMERU

Trustee, Safaricom Foundation

MODERATOR: GLEN GALAICH

CEO, The Philanthropy Workshop

GLEN GALAICH

Welcome to this session titled “A Tri-sector Approach to Sustainable Development.” I’d also like to welcome our web audience again, and if you’re live tweeting — this makes me sound really cool when I can say things like that — please use #GPF15.

My name is Glen Galaich. I’m the CEO of The Philanthropy Workshop. We are a donor education program and network with about 350 members worldwide, many of them here today as part of The Philanthropy Workshop and we’ve been here all week in Washington DC, looking at the role of philanthropy in influencing foreign policy. I can tell you the atmosphere here in Washington, DC, is always changing, and this year it’s been really interesting to see so much bipartisanship. You read in the headlines of so much partisan bickering, but we’ve seen tremendous examples this week of real bipartisanship. In fact, yesterday the Senate passed an extraordinary bill on human trafficking, which was a bipartisan outcome, so I think we have a great environment to be here for. And we’re really thankful to be able to come off Tony Blair’s remarks. I think this panel is very appropriate to a number of things he talked about.

During the plenaries and working group sessions over the past day and a half, we’ve heard from leaders of multilateral organizations, governments, foundations, global corporations and social enterprises about the unique and complementary roles they’re playing in tackling various global challenges. Now we turn to a conversation about setting a new global framework for sustainable development, one that suggests a tri-sector approach with better coordination and collaboration among a wide range of actors, and we have three very distinguished panelists with us today, who can discuss the post-2015 agenda and the new Sustainable Development Goals [SDGs]. I’ll keep the introductions short since their bios are in the conference program book. Starting with Alessandro Carlucci, he’s the former CEO of Natura, a cosmetics company that is recognized as one of the most sustainable companies in the world. Having spoken to Alessandro, you live this. You live sustainability.

ALESSANDRO CARLUCCI

We try.

GLEN GALAICH

Yes. The company has been carbon neutral since 2007 and has recently become a certified B Corporation. This is the big news: He's just been appointed chairman of the board of Business for Social Responsibility [BSR] and will start this new post in June; he is moving to New York from Brazil. Lots of changes for you.

ALESSANDRO CARLUCCI

Yes. Thank you.

GLEN GALAICH

Joining me to my immediate left is Amina Mohammed. She is special advisor to the Secretary-General on post-2015 development planning for the United Nations. In the past she founded and was the CEO for the Center for Development Policy Solutions and has served under several presidents, including as the senior special assistant to the president of Nigeria on the Millennium Development Goals [MDGs]. That's very appropriate for today.

Janice Mwendameru is a trustee at the Safaricom Foundation, which supports sustainable solutions to social challenges in education, health, economic empowerment, conservation and disaster relief, among other areas. Safaricom Foundation has contributed to Kenya's development agenda and the Millennium Development Goals.

Before we get started, we're very fortunate to have a special address prepared by Secretary-General of the United Nations Ban Ki-moon for our benefit. He could not be here, so he asked Amina to please read those remarks and he very much wanted you to hear them. So, Amina is going to take a minute to stand up and read them for us.

AMINA MOHAMMED

Thank you. Thank you very much. This is one of the fun things I get to do. Normally, we watch Ban Ki-moon. Now I can say his words and then hopefully I won't trip over too many of them. He really wanted to be here. Philanthropy and partnerships have been very close to his heart and what he's used as a platform — and successfully at that — with many initiatives to drive the completion of the MDGs. We see that this part is going to be a really major element in the next development goals, the Sustainable Development Goals. So, here it goes:

"Message to the Global Philanthropy Forum Conference,

"This is a pivotal year for global cooperation. Three high-level international meetings will chart a new era for sustainable development. The Third International Conference on Financing for Development in Addis Ababa in July, the Climate Change Conference of Parties in December in Paris and in September in New York world leaders will adopt a Sustainable Development Agenda for the next 15 years — three intergovernmental processes with one universal goal: putting people and planet at the center, underpinned

by human rights and supported by global partnerships and a universal agreement on tackling climate change. Let us be clear: The choices we make will foster a more equitable world or consign hundreds of millions of people to poverty and diminished opportunity. We are deciding what human dignity means in the 21st century. We are deciding how we live in harmony with the environment.

"The achievements over the past 15 years show what it takes to succeed: political will at the highest levels, sound policies and resources to scale up proven methods. But to achieve a breakthrough in implementing this new agenda, we need an unprecedented mobilization of all traditional partners and to embrace new ones. There is a strong call for an inclusive global partnership with mutual accountability and a fair sharing of responsibilities. The United Nations is deepening its conversation with actors who approach the same problems with different solutions. Multistakeholder partnerships such as the Every Woman Every Child, Sustainable Energy for All, Scaling Up Nutrition, the Zero Hunger Challenge and the Global Education First Initiative have proven effective in galvanizing broad-based joint action, defining concrete objectives and clear timetables as well as serving a mutual accountability framework.

"I'm heartened by the key role philanthropy has played as a driver of social, economic and political transformations. Philanthropy has flexible capital and can reach scale and greater impact by collaborating with official development actors and governments, yet we do need to go beyond viewing philanthropy as a gap filler for government. Philanthropy brings new actors and approaches. It can be innovative and path breaking. I welcome the strength and engagement of new and emerging philanthropists from the Global South. As new actors enter the global philanthropic space, we have an opportunity and need to learn about differences and norms and practices, how strategy is formulated, how success is measured and the drivers of accountability and transparency. If differences are acknowledged and embraced, we can reap the benefits of complementarity; if ignored, they will constrain effective collaboration. We may approach the same problem with different solutions, but there is a convergence of goals. We are here today because we share a common objective: advancing humanity and tackling the systemic challenges that prevent human development. I wish you a successful conference.

"Thank you."

GLEN GALAICH

I think it's very important that to make change you have very clear goals, and the Millennium Development Goals certainly provided the global community with that opportunity, so it's exciting to think that we'll have a new set of goals — even wider reaching, I would say — in the Sustainable Development Goals. But the MDGs were seen by many and pretty much managed by government to government, sort of an intergovernmental process. This panel is all about moving around and with government and that being the tri-sector approach.

So, starting with you, Alessandro, I thought maybe you could give us some remarks on this question: Why should business and philanthropy care about the Sustainable Development Goals, especially given that goals like these have been seen and managed as intergovernmental processes?

ALESSANDRO CARLUCCI

First of all thank you so much for the invitation. It's a pleasure and an honor to be here learning with you and sharing some of our experience.

My first answer to your question, Glen, is because it's good for the business in a private perspective. First of all you need to believe that sustainability is something good for all the stakeholders. This must be a belief, in my humble opinion. And if you believe, you are going to be able to really generate value for everybody, including the shareholders, raising profit, raising EBITDA [earnings before interest, taxes, depreciation and amortization]. So, sustainability in my opinion should not be seen as a way to mitigate risks or to be a good guy or to have a place in heaven but to increase your business, to do it better for everybody. And the experience that I had leading Natura for a long time is that this is true. This engages people because you can offer a purpose to people, and this is good, again, for the business if you really can use sustainability as a core of your strategy, and this can drive innovation in some way. Look for the challenges of the social issues, the environmental issues, and try to transform those challenges in something innovative.

I have some examples, very simple and practical ones. Let me start with giving you an example on a strategic choice that our company did 15 years ago. We were at that time one of the biggest companies in the Brazilian market, the cosmetics one, and all the big players were already there, arriving with a lot of investments, and the investment that they did in research was almost our total revenues. So, we said, "Look, how are we going to compete with those big players in the cosmetics industry investing more than we sell?" And then we realized, after a lot of research and after talking a lot with those guys who at that time were looking for the molecule for us, that to find the new molecule for the skin care or the hair care you need to invest a lot of money. It was funny that one of the vice senior global presidents (these fancy names) of one of these big corporations asked us, "Do you really need the molecule?" And then we started to think, Maybe we don't need the molecule. Our name is Natura. We are from Brazil, so why don't we forget this molecule and try to research in an area where nobody is doing anything and we can be different. Then we decided to focus our strategy and research in the Brazilian biodiversity ingredients — extracting in a sustainable way — and after 15 years now the company has a good technical platform. So, it was a huge problem for us to find the molecule, and then we find a way to create differentiation and also innovation in a sustainable way.

So, the answer to your question is that the approach to a sustainable world is going to be reached only if we work together. Probably you already heard this several times during this conference, and I suppose that you are going

to keep listening, but that is the real truth. I think that there is no silver bullet for our challenges in the future, and they are very, very big. We are facing a lot of problems on our planet, but at the same time I think that never has society been so aware about those problems, and this event is a great example of that. This is a great hope for the future, but to face those challenges we need to work together: the private sector, the philanthropies, the NGOs, the government, the consumers. Everybody needs to work together. So, it is not a government responsibility. Is a societal responsibility. It is a human being responsibility.

And, again, going back to the beginning, it's good for the business. No? It is not only good for the heart, for the mind; it is good for the pocket for everybody. Customers can have better products and pay less, and you can raise your profits if you believe and if you put this in the core of your strategy.

GLEN GALAICH

Great. Janice, from the foundation perspective?

JANICE MWENDAMERU

Coming from a corporate foundation where we work with communities, sustainability is a must for us because we realize that you lose funds through grants that are given to projects, and as a foundation or as a grantmaker you have to ensure that the projects you are investing in are sustainable. I'll give you an example of some of the projects that we have done, and they were not sustainable and they lost money.

Some women's group in Kenya had a meeting one afternoon, and their goal was to have projects that are going to empower them economically. They decided to raise some chickens, and they wrote proposals, looking for money to run their project. That proposal came to our desk, and economic empowerment was one of the key areas that you are looking at as a foundation, and we gave them about \$10,000 US to do their project, and they started their project. Three weeks into their project, 30 percent of the chicks had died. In three months about 80 percent are dead, and by the time we were going to do an evaluation and talk to the women, there was nothing to show for it. Do you blame the women? We blamed ourselves because we did not ask the right questions. Were these women technically empowered to run such a project? They were not. Most of the people from the rural areas have very low education levels, and if we as the foundation or the funders do not have a clear important question of sustainability, if we don't take them through training and bring them to levels where they can be able to manage the money that we are giving them, we are going to be wasting our money. So, as a foundation we realized that you have to step up and not only give money to start projects but have them empowered, incubate them for a period so that by the time we are giving money, they are able to run a sustainable project.

So, for us, the foundation, sustainability is a must. There is no option. And I believe for everyone here today, sustainability is key in all the operations.

GLEN GALAICH

Amina, you're here from the UN. You guys are going to carry the heavy load on this project. Is there anything you'd like to say in answering this question?

AMINA MOHAMMED

Yes, perhaps to go back to 70 years ago: The United Nations came to be just because after the war nations committed to our needing peace, human rights and development. Seventy years later we see that we have the opportunity to shape a development agenda that does better than the lessons we learned of what didn't work with the Millennium Development Goals in the past 15 years. We understand from the challenges and complexities of the world today that what we need is a universal agenda because we are all in the same boat. We are all in the same global village, and what happens to one affects the other inextricably; we live that every day, from climate change to conflict, to exclusion, to inequality. So, that agenda that we frame is not just about governments and intergovernmental negotiation. It's about governments representing people, representing what happens to our environment and saying that, "You know, we actually want to put the development agenda at the center of economies that grow," making sure that we have results, as you say, for people and for planet but it's good for the pocket.

So, I think the first reason is that we can no longer, as the pope says, continue to be indifferent. We do have to care. There are implications to it, and we feel it every day, being in the same boat.

The second thing is that we know that partnerships work. Partnerships with philanthropy have been some of the most successful but they've not been at scale, so today when we talk about leaving no one behind it is about bringing everyone's hands to the deck so that we can lift this together. So, when you talk about the United Nations it really is about the partnerships of the people around the world and philanthropy. We had a foundation in my country, Nigeria. We looked at immunization from the point of view of a campaign. Every few months we tried to deal with polio or with measles, and all we got were worse health indices because we really didn't focus on the system. It wasn't so much about the vaccine. It was about how the vaccine was delivered, and for that it was a foundation that came together with a government that now gives us almost zero on polio in our country, and it took a number of years. But the foundation, unlike the government, was able to bring the best science forward, was able to be more responsive, was able to leverage political will where it had failed over the decades, so partnership's really important in that.

I think the last but not the least is what philanthropy brings to the table: You have a choice, but you choose to put humanity at the center, and I think that goes a long way in the spirit and the transparency and the commitment to the global partnership that we need to have for this to continue.

The Sustainable Development Goals as they'll be gaveled in September will belong to all of us, and it will be a responsibility that we need to carry

because they're a response to peace and security and human rights and development.

Glen Galaich: Do you see a scenario on the horizon where the UN might encourage tri-sector approaches like this as opposed to saying we should all be in this together? Good example: You put systems on the table. In strategic philanthropy you tend to see a lot of very effective philanthropists investing in the least sexy things, systems being probably the least sexy in the world; and they tend to make huge difference — huge leverage, as you mentioned. So, can you see a scenario where the UN would play a role in coordinating activities among businesses like Alessandro's former employer or foundations like Janice's?

Amina Mohammed: Absolutely. These are already happening; they're just not happening at scale. I think that for a long time we've been speaking past each other. With that in mind, the discussions that have happened over the past year, trying to bring in business, trying to bring in the foundations to have a conversation on sustainable development — what will this look like? I think we've gained a lot by learning the different language, the different systems that we operate, our expectations. I think more will need to be done on the ground of the countries because these are different from region to region and from country to country. But the asset that the UN has in its brand is its core values and also its convening power — that they bring together people who do believe in those shared values. I think we have to make more effort at it. I think also that governments and the United Nations need to have a better appreciation of what philanthropy does, and I don't think that that is always communicated as effectively as it could be. So, this has been a real journey of finding one another's assets and trying to bring them together for the common good.

GLEN GALAICH

Alessandro, as chair of Business for Social Responsibility, there is a powerful role for you and for the team to put together many businesses that are focused in this space to align with some of the efforts with the Sustainable Development Goals. Do you see how that might play out?

ALESSANDRO CARLUCCI

Yes, well, first of all, I'm not yet the...

GLEN GALAICH

I know you're not yet, so you can't yet commit to anything, right.

ALESSANDRO CARLUCCI

I'm still on vacation for a few weeks. Joking. Definitely, I think that BSR as well as many other organizations that really are not only aligned but in the sustainability business must be very close to the UN, to philanthropies, to foundations because, again, the solution is not going to be found in one place. It's going to be found in different and diverse heads and hearts, if I

can say, because some of the problems of the world are going to be solved not only by the mind but also by the heart. So, you need people together thinking differently, and so definitely BSR is more than committed to the goals that are going to be shared soon and, more than this, to work in an integrated way. Again, I'm very happy to be here today because also for my future role it will be an opportunity to know this group and to guarantee that we can work even closer with BSR.

GLEN GALAICH

Janice, like the UN, foundations have tremendous convening power. One of the great tools of philanthropy is that you can pay for people to fly to certain locations and coordinate their efforts. Is this something you see Safaricom doing? Have you done it, and would you encourage other foundations to do the same to bring all sectors together?

JANICE MWENDAMERU

What we are doing at Safaricom Foundation is starting conversations with the stakeholders in the market. So, after every three months we ensure that we bring them together into a room and have a conversation about what they are doing, what kind of projects they are engaged in, because we realize that partnerships are very key, especially in community-based projects, like what we do at the foundation. We've moved away from the traditions of corporates for PR [public relations] value and are going toward partnerships where we can engage each other and co-fund in some of the projects that we are doing. So, by bringing the stakeholders together and having a one-on-one discussion, we are able to close the gaps. We are able to share our values so that someone else cannot make the mistakes that we've already done but learn from our mistakes and even ensure that we are bringing better and bigger projects in the community.

GLEN GALAICH

Great. I thought I would put Amina on the spot a little bit and see if you might give us just some highlights as to what you think we might see. I've reviewed some of the conference output from the Rio+20 [United Nations Conference on Sustainable Development] and elsewhere about what we might expect to see from the Sustainable Development Goals, and it's a lengthy, lengthy document on the kind of structure around which these goals will come out. Are there any highlights you might see? What I thought was interesting about the MDGs is that they were very clear, very simple: Here's what we're going to do. Will we see the same from the SDGs?

AMINA MOHAMMED

I think in the way that we communicate them perhaps, but the reality is that the MDGs were a prescription, and for that it took many, many countries years to come to grips with how to handle them. So, they might have looked neat and said the right things, but did they unpack into actions that we could take

on the ground? I think many struggled with that. We see from the crisis that we had with Ebola that it wasn't a question of our coming to grips with health systems; we were just dealing in a very siloed, isolated way of saving lives that was not sustainable — from women, from children. As we found with the Ebola crisis, we faced the crisis and then the whole system itself collapsed, and then you had more women dying in childbirth and young children under five. So, I think the MDGs lesson we've learned is that this process has been one where everyone around the table — the countries, the global family — has said, "This is the response we think we need" in three very distinct areas that come together: the economy, the social agenda and, of course, the environment. So, I think we will continue the unfinished business.

Gender will be front and center, not just as a goal but as a cross-cutting issue. We will look at health, but we will go beyond the diseases to non-communicable diseases and many issues that now have come up for us in countries around the world. We will look at education, going beyond basic education. We still have to deepen that, but we're looking at skill sets for a huge cohort of youth who need to be engaged with jobs. We will look at cities and the infrastructure that needs to underpin all of this. And then, of course, climate change; every day countries wake up to that and the implications it has for rolling back a lot of development but losing many lives as well. So, I think that the Sustainable Development Goals will be what is meaningful; they will be a pathway that I think we can sustain and we will not reverse.

I also think that they will address many of the issues that we have today that we tend to address with a Band-Aid. So, when we look at the symptoms, for instance, of conflict and migration it's about how we can manage an influx of migrants or the disaster that happened but not actually look at the root causes of why they're there in the first place and try to invest in that. And that comes together in this agenda, which begins to empower countries so that we can be equal partners in this global village. I think that's really what makes the difference for me.

I look at philanthropy and what it's done just recently to try to alleviate a challenge in the northeast of my country of Boko Haram. They're more responsive; they were able to partner with the community, and you have two of the Chibok girls here in Washington who are going to school. I think that's absolutely great, and we applaud that, but we really want to see how we invest in the northeast of Nigeria that deals with a lake. When I got in a hovercraft and went across Lake Chad as a child, I thought I was going to the UK, but today it's a tiny little puddle. That's climate change. That's a loss of livelihoods: fishery, agriculture, trade. We have the desert coming down, you know, 40 kilometers a year. We have exclusion, governance and institutions that have collapsed. These are root causes for young people who in the end have no hope, so they're easy fodder for conflict, and that's what we need to go back to. This is really what this agenda does for us and keeps us going in terms of really getting the momentum in saying, "We need a deal in September that helps with this and that gives a good signal for December."

LEVERAGING THE DISRUPTIVE POWER OF THE INTERNET



(From Left to Right) Tom Kalil, Darren Walker, Julia Stasch, Jane Wales, Alvaro Bedoya, Takunda Chingonzo and Jeremy Malcolm

THURSDAY, APRIL 23
8:00 PM

ALVARO BEDOYA

Executive Director, Center on Privacy and Technology,
Georgetown Law

TAKUNDA CHINGONZO

Co-founder, Neolab Technology and NeoEffect

JEREMY MALCOLM

Senior Global Policy Analyst, Electronic Frontier Foundation

JULIA STASCH

President, John D. and Catherine T. MacArthur Foundation

DARREN WALKER

President, Ford Foundation

MODERATOR: TOM KALIL

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

TOM KALIL

Is everyone fired up and ready to go? Alright!

My name is Tom Kalil. I'm the deputy director of the White House Office of Science and Technology Policy, and we have a fantastic panel this evening to talk about the disruptive power of the internet. I want to thank our web audience, and if you are live-tweeting, please use #GPF15.

We have a panel of five distinguished speakers for this session, and I'm going to keep the introductions short because their bios are in the conference program book and if I read everything that they've accomplished professionally, that would chew up the entire hour. The five panelists we have are Alvaro Bedoya, who is the executive director of the Center on Privacy and Technology at Georgetown Law. He's an expert on digital privacy issues, including big data and cybersecurity and has also served as chief counsel to the Senate Judiciary Subcommittee on Privacy, Technology and the Law and to its chairman, Senator Al Franken. We also have Takunda Chingonzo, who is a co-founder of Neolab Technology, which is a startup working to bring free internet access throughout Zimbabwe. He is also co-founder of NeoEffect, which is a social startup working toward the empowerment of underprivileged youth through IT [information technology] literacy. Jeremy Malcolm is a senior global policy analyst at the Electronic Frontier Foundation [EFF], where he fights for balanced IP [intellectual property] laws and policies for open innovation and internet users. He recently led the launch of the Manila Principles on Intermediary Liability, a roadmap for the global community to protect online freedom of expression and innovation. Julia Stasch is the newly appointed president of the John D. and Catherine T. MacArthur Foundation, one of the nation's largest philanthropies. Before her work for the foundation, she served as chief of staff for Chicago's mayor, Richard M. Daley, and the city's housing commissioner, leading an affordable-housing initiative and a plan to transform Chicago's public housing. Darren

Walker is the tenth president of the Ford Foundation and a true leader in the nonprofit and philanthropic sectors, focusing on global social justice issues, including human rights, urban development and free expression.

This evening we're going to be talking about the transformative impact that the internet is having on our economy and our society both here and abroad. As opposed to a lot of panels that take either a techno-utopian or a dystopian view — either everything is going to get better and there's nothing we need to do, or things are really bad and they're only going to get worse. I think we have a number of techno-realist participants, who are going to talk not only about what some of the opportunities are, what some of the potential benefits of the internet are, but also what are some of the real challenges that we face in areas like privacy and surveillance and free speech.

As this audience knows, we've certainly seen an explosive growth of the internet. In 1997, 2 percent of the world's population was online. It is now 39 percent. That's pretty rapid in terms of adoption of a new technology, but there are big differences among regions: 76 percent of the developed-country residents are online, only 13 percent are in South Asia and 17 percent in sub-Saharan Africa. In addition to the explosive growth of the internet, we're this year celebrating the fiftieth anniversary of Moore's Law, which states that the number of transistors on an integrated circuit is doubling every 12 to 24 months. So, sustained exponential change has really large impacts. In 1971 the first microprocessor had 2,300 transistors. Today's microprocessors have 8 billion transistors on them. That's what sustained exponential change means. If housing prices fell at the same rate, you could buy a house for the price of a piece of candy. The market value of companies that owe their existence to Moore's Law is \$13 trillion. That's trillion with a t, which is 20 percent of the value of the assets of the global economy.

This year the internet of things is projected to connect 25 billion devices to the internet, so it's not just computers and smartphones but increasingly everything. The research community is already thinking about how to connect a trillion sensors to the internet and the new version of the internet, Internet Protocol version 6 has enough internet addresses that we could provide 100 internet addresses for every atom on the face of the earth. Those are some of the technological trends that we see emerging in the marketplace.

In terms of "Leveraging the Disruptive Power of the Internet," we're going to start off and talk about some of the potential benefits of the internet revolution; and to kick things off, Takunda Chingonzo is going to talk about some of the benefits of internet access in Africa and provide some specific examples of that.

TAKUNDA CHINGONZO

Thank you very much and thank you for the opportunity to speak on this very highly esteemed panel. It's a great opportunity.

I'm going to start by telling you a short story about myself. I'm in the final year of my university studies, and I started working in all these sectors —

in philanthropy and all of that — four years ago; and when we started, I would get together with my friends and we'd talk about technology. All of our conversations used to start with "What if we could do this and that?" and "What if we created technology that did this and that?" Right? But the problem was — and it's a challenge with our education system across the continent — it hasn't caught up with the level of development that we are seeing the youth beginning to engage in. So, the question then became "Where do we learn about building a company, and how do we even get to understand how to do that?" We turned to the well-known professor: Professor YouTube and Google. We learned about business models and about validation and about all of these things. So, if we start by talking about examples, I believe I'm an example of how powerful the internet in itself is, not in what I've done before but in the number of connections that we're able to leverage.

We go into communities and touch the hearts and lives of 200 youth, who are able to create solutions in these communities that are disruptive in themselves and are sustainable in their development. But this is on a very large scale. Let's go down to that individual person who is out there. I always like saying that the internet in itself won't feed the hungry. It won't cure someone of HIV and AIDS at this moment. It won't do that. But what it will do is act as catalyzing mechanism. It acts as a platform that lowers the cost of achieving these goals. All of us in this room are working on health care, in energy, in all of these different sectors. The internet in itself gives us the reach, the power and the potential to reach all these people at the click of a button.

To give specific examples: If you look at the number of entrepreneurs who are coming out of these emerging economies, the solutions that are beginning to build, it would have taken us, our governments, so much time and money and bureaucracy to find these solutions. What you're seeing now in Kenya is a startup — and I was talking to my colleague here, who is from Kenya — that is looking at the number of people who are facing the problems of the slums, and quickly and efficiently they create a solution to those problems. So, it is more than just connecting people. It is giving people the opportunity to create solutions that they themselves can carry forward into the community.

If you look at the work that we all talk about — trying to educate the younger generation that is coming up — there is this problem to say, "It takes \$10 million to do the school and to get all this infrastructure working." By leveraging the internet itself, we are able to get the content that is relative and realistic to the person who is going to consume it. You get more and more people beginning to consume this data, beginning to fall in love again with the education system. Because that is a problem: People, students, are no longer interested in education because it's not relevant. Leveraging this power, we begin to see these results, and that's what you have seen in Kenya and in all of these places.

In Zimbabwe we have a very large telephone company, Econet Wireless, and they zero-rated close to 55 educational websites. So, all of a sudden now all these people have access to content that they would otherwise have to have

walked 10 kilometers to a school to access, and that is the power that we are looking for. It brings together very quiet intellectual resources without having to move them across large expanses of physical time and space. If we begin to look at it that way, we'll begin to see the change that we are looking for, but to achieve that there are a lot of questions that we need to ask. It's not always about getting X number of people onto the internet; we should also focus on what these people are doing on the internet. What resources are we providing to them? I think if we start looking at those questions — and I know we're going to talk about this on the panel — we'll begin to recognize the power of the internet in and of itself.

TOM KALIL

Great. Julia, I know that The MacArthur Foundation has done a lot of work on digital media and learning, so I'm wondering if you could talk about some of the ways in which the internet provides opportunity to transform teaching and learning.

JULIA STASCH

Thank you so much for this opportunity. I want to tell you that the first thing I am not going to say is how old I am, and I'm going to tell you why that's relevant. It's because however old I am, there are too many people who are my age who actually say, "What's the big deal here? I actually learned just fine myself." So, I think that there are plenty of people who see all this happening but don't really get the power that says it isn't just about the few people who actually learned a lot in the past. It's about how you can have all the people learn everything they need to learn to realize their full human potential.

Even though I know that there is some disagreement about this, I would like to suggest that in this room tonight we stipulate the transformative power of the internet for learning. As a matter of fact, what we can say is that learning experiences and learning environments are immeasurably enriched by connectivity, the ability to share, the ability to iterate among folks and the ability to learn not only within the hallowed surround of the classroom. When you think about simulations and you think about game design and you think about game play and you think about inquiry-based learning supported by stages of knowledge acquisition, I think we can stipulate that the disruptive power of the internet in learning is undeniable.

The interesting thing is to segue from that positive comment to something that is relevant but much more controversial, and that is the power of the internet and digital technologies to generate information about individual students and the ability to then share that data. This is good because you can see when young people are struggling with the mastery of a core subject, and you can actually make learning more visible through such things as digital badges. The question is how to find the right balance between privacy and control and access to the rich array of learning experiences and assets on the internet. I think at the core of this is how can we ensure that the internet is a trusted environment for learning; keep in mind that when privacy and safety are the number one driving imperatives, we absolutely

limit the ability to design innovative customized interventions for young people. It's the classic conundrum: Students want to use the internet and digital technologies. They're motivated to do it, but they don't want the data generated by that to be used for either categorizing or discriminatory purposes. They want to showcase their successes, but they don't want to lose control over how they are viewed and how they are valued. Parents want schools to provide the kind of experiences and learning so that their kids can absolutely be the best that they can, but they don't want that information — that relationship between a student and a machine — to undermine their own parental authority. So, I think at the core of this is a really urgent need to identify new models of privacy.

In two sentences I just want to commend The Aspen Institute's report on learning and the internet, and the name of it is The Learner at the Center of the Networked World. The key there is really how you bring the commercial entities, the parent advocates, the philanthropies, the former FCC [Federal Communications Commission] commissioners and the school personnel and library personnel all around the table, each with their different perspectives, to say, "How can we work to make sure that the learner is equipped and supported to function within the context of all the learning that can take place in the school and outside it?" I think philanthropy has a special purpose to make sure that these kinds of tables are set, where the people with different goals and perspectives can actually come together around a knotty problem like that.

TOM KALIL

Right. So, Darren, building on what Julia was just talking about, one of the challenges that you've highlighted is that a lot of civil society organizations lack the technical skills and know-how to be able to bring the public-interest perspective to a lot of these debates. Can you reflect a little bit on that challenge and what role you think foundations can play to address that?

DARREN WALKER

Sure. And congratulations, Jane Wales, for another great Global Philanthropy Forum! Happy to be here once again to be part of it with this remarkable group of people, many of whom I know and admire and have learned from over my many years on the journey.

I think we have a huge crisis in this country when it comes to technology and the public interest, and in some ways it's the crisis that we had in the 1960s in the law and public interest. In the 1960s if you were a promising young law student and you wanted to make a difference in the lives of poor and vulnerable Americans, there wasn't really a path for you other than going to work for government, possibly. There wasn't what we now know of as public-interest law. I think over a period of time — and the Ford Foundation I'm proud to say was part of this movement — there was an entire new sector created called public-interest law. It started with a set of Ford Foundation grants made to law schools to create law clinics so that promising young law students, while they were in law school, could do public-interest law. It

started with building a curriculum in law school so that people could see a pathway and a career in public-interest law, and it started with creating the institution that ultimately sustained them: the Legal Services Corporation. All of this is to say we have nothing like this today for technologists.

Today if you are a promising young coder or computer scientist and you're graduating and you want to do something in the public interest, there really is not a lot to do in a structured way. So, what we've been doing — with the very good partnership of Mozilla — is funding a set of experiments with fellows who fit this model of the promising young technologist and give them pathways into civil society organizations. As someone who worked in a nonprofit for many years before coming to philanthropy, there is such a dearth of capacity in the nonprofit sector today to keep up with the private sector, with government, so we're interested in how we create, systemically, a glide path from colleges, universities and graduate programs for these bright young people who want to make a difference so they can go to work for the ACLU [American Civil Liberties Union] or the Legal Services Corporation.

TOM KALIL

Right.

DARREN WALKER

It's a very exciting idea. My colleague Jenny Toomey is over there, and she has much better data on this. I think we had over 500 applicants for something like less than 10 fellowships. And it tells you that there is a thirst and a hunger among young people to make a difference. We need to create the pathway so that their aspirations can be fulfilled.

TOM KALIL

Yes. We're certainly seeing that in the federal government, where we actually create opportunities for America's top technical talent to come in for a short-term tour of duty and to make a big difference like fixing HealthCare.gov or reducing the time for our nation's veterans to get the benefits that they're owed. If we're explicit enough about the mission, we can get them interested in serving in the federal government. We're not competing on the basis of salaries and stock options, but we are competing on the basis of the impact that they can have if they tackle some of these problems.

One of the things we want to do in this session is also talk about some of the risks of the internet revolution. Alvaro, I'm wondering if you could talk about not only some of the major challenges associated with privacy but also the disproportionate impact that lack of privacy can have on vulnerable communities.

ALVARO BEDOYA

Sure. The fact is that over and over again surveillance and a lack of privacy do hurt certain communities more than others, and because of that I think

we need to think about privacy as a civil rights issue. Let me give you two reasons for that, and one just came out this month.

The main reason we're talking about surveillance right now is because we learned that since 2006 all of our phone calls were being logged by the NSA [National Security Agency], and what just came out is that since 1993 all the international calls in the United States had been logged. This is 13 years before everyone's calls were logged, and this was basically the pilot program for that broader NSA collection. It was the same legal rationale. It was, in many cases, the same modes of collection. And if you take a step back and think, Who makes international calls in the United States? Immigrants. Whom are they calling? Their friends and family. So, the single largest domestic surveillance program in our country's history was beta-tested on immigrants. One point.

Second point: looking at history. A lot of folks in this audience know that Martin Luther King Jr. was probably the most prominent victim of domestic surveillance in our history, at the hands of J. Edgar Hoover. What a lot of folks don't see, though, is that that's just one piece of a much bigger puzzle because time and time again the groups that we now admire and venerate were basically treated like criminals by the authorities and the laws of their day. So, civil rights activists, LGBT [lesbian, gay, bisexual and transgender] service members, runaway slaves on the Underground Railroad — we now see them as heroes but back then the law said they were doing something illegal. It was illegal to be black and to march in the streets of Selma. It was illegal to be gay in the military. It was legal to own someone and illegal for them to run away. So, as we build this world where we can track even more things, we need to think about whether we're building a world without Underground Railroads, and we need to think about whether we're building a world where weak and unpopular people cannot dissent because powerful people think that they're doing wrong.

I very much think that we need to look seriously at the disproportionate impact of surveillance and the lack of privacy and that it's a civil rights issue.

TOM KALIL

Jeremy, one of the things that we've seen with the internet is the emergence of reliance on soft law and self-regulation for internet companies, but you've written about how this can create the opportunities for pressure on internet sites to police content in ways that are done outside the rule of law. Can you talk a little bit about that?

JEREMY MALCOLM

Internet intermediaries, as we also call them, are central to everything that we do online. Internet intermediaries include internet service providers [ISPs], platforms like social networks and web hosts. I was struck when listening to some of the contributions from my co-panelists that often intermediaries are involved even when we don't realize it. When Takunda was talking about the educational content that's been made available online,

and when Julia was talking about the internet as a trusted platform where we need to make sure that privacy is taken care of and even last night when Bassem Youssef was talking about the use of YouTube as a platform — all of this depends on intermediaries. One thing that also struck me in all of those cases was the power that intermediaries have to act as a choke point or a means of control.

Back to Takunda's point about the zero-rated content, we're actually concerned about zero rating of internet content because it creates a sort of walled garden, and we're worried that the people who choose what content will be available and what content won't be available actually have a great power over the users, who in years to come may see the internet through a very small lens. Likewise the responsibility of platforms to take care of users' privacy, as Julia mentioned, is something that falls very heavily on intermediaries; and because they have such a potential to act as a locus of control, it's no wonder that they have been targeted by law enforcement authorities, by rights holders and others as a means of repressing content. So, when this happens according to the rule of law and there is, for example, a court judgment against a particular piece of content requiring it to be removed, at least there is a level of accountability and transparency there, but what we have seen is that intermediaries are often being targeted through these soft pressures.

There are various "voluntary" initiatives that have been put in place at various levels. The European Commission has this "follow the money" program, where it targets intermediaries who are seen as profiting from illicit content. The International AntiCounterfeiting Coalition has a program directed at payment processes and internet portals, whereby they are made through soft, extralegal means able to remove content. Even in the United States, we have a copyright alert system whereby some of the large ISPs have signed up to a program — which is not legislative at all; it's a self-regulatory program — where they can slow down the internet connections of people who are suspected of sharing copyrighted material. Many of these cases are examples of IP infringement, but I don't think that's really the point because IP is often just the first warning signal of a means of repression that is then taken into other contexts. So, for example, there are technologies like deep packet inspection that were originally developed to scan for IP infringements but which are now used in authoritarian countries to scan for criticism of the government and repressing the human rights of users in those countries, so in general we are worried about this trend.

And in just the past 12 months it has gotten worse. In February of this year, the French president made a statement where he referred to big operators of social media networks and said that they can be considered accomplices of the material that they host, and he set out the need for a legal framework to hold them responsible for that content and to apply sanctions. This is extremely worrying and not because we want to protect intermediaries. Intermediaries can look after themselves by and large. We're not so much worried about the effect on their bottom line. We are worried about the effect on the users — the freedom of expression, the freedom of association

of the users, which will be affected if intermediaries are held liable for their users' content — because what will happen is the intermediaries will simply stop accepting that content. They'll stop operating as a conduit or as a host for what users do online.

TOM KALIL

So what do you think is the right response to this?

JEREMY MALCOM

You mentioned in your introduction that I had been working not only with the EFF but with partners around the world on a set of principles, called the Manila Principles, on intermediary liability, where we tried to establish some guidelines, which are themselves, of course, soft. But we are using them to advocate for, in some cases, hard regulation that would protect intermediaries from being held liable for their users' content; it would require, for example, an order of a judicial authority before content is removed. To the extent that not everything can go through the court system, we do allow the law to require intermediaries to notify their users of illegal content, and in those cases the users oftentimes will respond voluntarily. But there needs to be in those cases transparency, complete transparency of the removal or restriction of content and the means of review so that when these mechanisms of control are abused, there is a way to do something about it.

TOM KALIL

Great. Darren, I know that you have been arguing for the philanthropic community to get more involved in these issues. So, if foundations and civil society are not active and don't have a seat at the table and aren't shaping these decisions, what are the things that you're most worried about? What's the potential downside?

DARREN WALKER

In some ways, building on what Julia said about the sector and the fact that the leadership of philanthropy would certainly not be labeled digital natives, I think it is a problem because if you are working on poverty or education or, in the case of the Ford Foundation, social justice, the internet is a battleground. The internet is agnostic about how it's actually used; and like the two faces of the Roman god Janus, what you see depends on where you stand. You can see evil and destruction or you can see beauty and free expression. And what determines what you see is all about the rules of the road, the rules of engagement for being on the internet and the policy that shapes, monitors and manages.

So, we in philanthropy find ourselves, quite frankly, caught flatfooted because we don't understand this technology stuff. I'm generalizing. I think there are certainly some foundations and some sectors in philanthropy that do, but for the most part, if you talk to any large foundation president — and I can speak only for the sector I know, which is larger foundations — you're

not going to have a conversation with someone who is really interested in this issue. That's a shame because we don't have much time to save the internet, and there have been some important victories, most recently with net neutrality, but there is so much more to do and there are domestically and globally real questions around policy. I just ask that our colleagues in philanthropy really recognize the importance of this from wherever you sit and don't look at it and think of it, as one person said to me, "Well, we don't do libraries." It was like a 1990s statement about wiring libraries, and it was dumbfounding that a major foundation president actually thinks that if you're a foundation and someone says, "Let's talk about working on technology," that what you should want to talk about is wiring libraries.

TOM KALIL

Right, but what's an example? We talked about net neutrality, but what's an example of something that could go either way?

Darren Walker: We work on racial justice at the Ford Foundation. So, on the one hand, what happened in Ferguson was horrific, but in 1965 Dr. King gave a famous talk and in the South bureaus of major networks decided they weren't going to carry because it was too controversial, and they didn't, so people in the South didn't see it. Some southern cities didn't see his speech. In Ferguson the amazing thing was that every moment we had granular evidence of what was going on the ground.

Let's look at the bad side. Racial justice: The surveillance that goes on of particular communities that turn out to be communities of particular color and particular class is endemic. Alvaro just spoke of it from the perspective of civil rights, but we have a regime and a scheme that allows discriminatory practices — whether it be in lending, whether it be in criminal justice, in education — that perpetuates the same inequalities in our digital world that we had in our analog world; they are just re-creating themselves online.

TOM KALIL

Right. Okay. Thanks.

JULIA STASCH

Can I just add one tiny comment to that? I think the notion of just being re-created online is not a powerful enough statement. I think actually what's being created online has a much more algorithmic nature to it. It has a much more automated nature to it, which I think is even scarier for its potential discriminatory power to isolate people from opportunity. I think we have more to be scared about now as we cede power to the automated sorting that is possible with the internet.

DARREN WALKER

Right.

TOM KALIL

Alvaro, is that something that the public-interest community is looking at, the increasing fraction of decisions that are being made automatically using machine learning?

ALVARO BEDOYA

Yes. Yes. That's exactly right, and it touches on what Darren and Julia both said.

Let's look at lending and credit. For years and years, your credit score has been determined by how many credit cards you have had, how many loans you have and do you pay them on time. Increasingly, it's turning on things like: Do you pay your phone bill on time? Do you pay your rent on time? And increasingly in smaller instances, it turns on things like: How many friends do you have on Facebook? Do you buy birdseed? Do you have those little sliders that go underneath your furniture so they don't scratch the wood?

Now, this cuts lots of different ways, right? Because there are going to be a lot of low-income people out there who have a thin file or no file, but you better believe they pay their rent on time and they pay their phone bill on time, so those folks might get access to credit that they couldn't before, but then there are two questions. The first is, what kind of credit do they get? And in a world where credit isn't just what determines the amount of money you get but is also used for employment checks, is it better to have a poor credit score rather than no credit score? First question.

Second question: I was born in Peru, came here when I was five. Where I grew up in the city, we had stone or tile floors. I had no idea that these little furniture sliders existed, right? And you better believe we didn't buy birdseed, right, so pigeons would come eat. So, we have no idea how a lot of these fringe mechanisms of evaluating credit are going to affect people.

The last thing I'll say is that that's a disparate impact argument I just made. What I can tell you categorically that exist today are lists of people sold by data brokers to creditors that say things like, "This is a list of low-English-proficiency Latinos whom you should target for a payday loan." That is a real list that exists in this world and was previously available for purchase before a woman named Pam Dickson got it taken down. There are lists of people with Alzheimer's, people with diabetes, people who have sexually transmitted diseases; and these lists are up for sale right now, and you better believe that they aren't used just for marketing. So, there are a number of ways in which both algorithmic decision making and the opacity of what's called "lead generation" are going to have a disparate impact and facilitate discriminatory intent for certain populations.

TOM KALIL

Wow.

JULIA STASCH

Okay.

ALVARO BEDOYA

Sorry, guys.

DARREN WALKER

He's the Debbie Downer on this panel.

ALVARO BEDOYA

I have some happy stuff to talk about, too.

TOM KALIL

So, the next topic we want to talk about is governance. One of the things that we've been talking a lot about so far is that in this area it's not just the decisions that are made by nation states, as important as those are; it's also the decisions that are made by large technology and social media firms that can have a big impact on outcomes that we care about. Julia, how is that fact — the large impact that firms can have — shaping the way the MacArthur Foundation thinks about this area?

JULIA STASCH

First of all I want to say I love working with Darren. We are a perfect cohort here of new, from-the-inside guys, and we think alike on so many things, but I want to push back on a tiny thing. I love the fact that Darren used the phrase "rules of the road." That is a quaint phrase that is really going by the wayside because the rules of the road are the terms of service. So, when you think about terms of service as the new governance mechanism, think about all the people who believe that the internet is a public square. As a matter of fact, it's not just technology and social media companies; corporations of every style and shape are actually defining the rules of the road. Just imagine the fact that Facebook has a billion customers, a billion users, and the terms of service are what are actually governing how 1 billion people use that platform for their own personal use, their social purposes, the civic purposes, the business purposes. Now think about this: How many times have you clicked "I accept"? Do you have any idea what you have just accepted? I mean, could you even name five provisions of Facebook's terms of service?

TOM KALIL

What could possibly go wrong?

JULIA STASCH

Yes, exactly. What you say is, "If a billion people have said yes, it must be okay." As a matter of fact, it's not always okay. But think about the impact

of this when the very early purpose of Facebook was social interaction. It has grown to quantum times for uses. Teachers use it to assign homework. Civic organizations and individuals use it for organizing. Businesses use it to interact with their customers. The fact is, we have now permitted — whether it was even possible to not permit — organizations with private interests, profit-seeking motives, to actually write the rules for privacy, security and personal control of our data and in all those areas of activity in the lives of a billion people. That's a mind-boggling proportion of the world's population. So, think about that. That is more consequential than almost — I say almost — any single government. Keep in mind that some people have called for a sort of Magna Carta in this arena, which would be a way that users would come to agreement with Facebook and others on people's basic rights. This goes to the notion of Could we ever think about privacy really as a civil right? And how does that then get embodied in documentation?

About a year ago Tim Berners-Lee [Founder, World Wide Web Consortium] said, "The internet is under attack from government and from corporate influence." And what was needed was new rules, sort of like a digital bill of rights in each country. Think about what that means — "each country" — and what the different cultural context is in each country: different views about privacy, even different views about association and free expression. But this would be a statement of principle that would be supported by users and government officials and corporate representatives and public institutions, and it would address all the issues we've been talking about: privacy and association and free speech and responsible anonymity, things like that.

This is a big idea, and maybe it's a good idea and maybe it's a bad idea, but it's an idea that I think would be, actually, really hard to get from the beginning to the end. So, I'm thinking that maybe a better, quicker way is to get at some of these issues perhaps in the way I talked about earlier, which is to segment the problem and begin to address it with the right people around the table: the corporations, the governments, the users, the parents — all of those — and say, "How can we grapple with these issues within the context of a very concrete domain like education?" And, once again, I think philanthropy has a role to play here because philanthropy can have a singular focus, within the context of competing interests, on public good. So, I can be optimistic at a small scale, more pessimistic at the large scale.

DARREN WALKER

But don't you think, Julia, that you can, sector by sector, say, "Let's get education together. Let's get the academy together"? I mean, Tim's aspiration is consistent with his vision when he created the World Wide Web. And there would be a global regime and a platform that made it possible for the globe to be connected. So, it is true that we need global governance. Yes, it's great we can set table, but ultimately nations, people, must have some consensus on what the rules of the game are.

JULIA STASCH

What the terms of service of the games are?

DARREN WALKER

Whatever we want to call it, whatever the laws are, whatever the policies are — because if we allow it to happen, it will reinforce the biases and the disparities that we currently see. So, those in the Global South, those in poorer countries, will lose, and those of us in richer countries, who already have those advantages, will be reinforced if we don't give power to those regions that today are behind the eight ball and need to catch up. There's got to be some agreement that we need a focus on true, real global governance. I know that is scary to a lot of people because it means, Oh, my god, are we going to have to go to the UN and create a commission or whatever? But I think we've got to deal with it at that level, and our colleagues here are better suited than I to speak to this.

TOM KALIL

Jeremy, you've thought a lot about this. How do we have multisector governance in a world of 196 countries that don't agree oftentimes on fundamental values? What opportunities do you think there are for the types of governance that Darren was talking about?

JEREMY MALCOLM

Yes, I do see the prospect of 196 different Magna Cartas for the internet as being unmanageable. I think that speaks for itself. Traditionally, we have been thinking in terms of a global internet governance regime that would be conducted in a multistakeholder fashion, where we would get the governments and the IT companies and the users together. I think that vision has faded a little in recent years, as we've seen exactly what Darren mentioned, which is that the inequalities that we see offline are being perpetuated online or, as Julia said, maybe even being magnified online; and we've found that so-called multistakeholder processes are actually really just whitewashing existing power structures or, worse, maybe even giving corporations extra power to self-regulate rather than go through democratic processes. I have seen a loss of faith in that vision, but I still think it's worth investing in.

I think it's a shame that we politicize the concept of global multistakeholder governance in terms of being something that the left, for example, is against. I think if there's a better governance structure to be considered, it should work for libertarians, progressives, liberals — it should work for everyone. And there's some work to be done, I think, in sifting the wheat from the chaff there and maybe setting some standards for what we actually want to see in a multistakeholder governance model. What is the gold standard or the quality seal that we want to see these multistakeholder structures exhibiting? So, I don't think we're there yet, but ultimately the aim is to reach a situation in which the perspectives of the powerful and the powerless are balanced and where everyone's voice is represented in some way, and hopefully we can avoid just a capture of that process with the power structures replicated, but that's a difficult thing and we're certainly not there yet.

TOM KALIL

Takunda, what would you like to see African governments do? What role could they play in terms of expanding access and promoting competition and having low prices for internet access? What constructive role would you like to see African governments play?

TAKUNDA CHINGONZO

I was just about to comment on that and say that the whole notion of global governance might seem to be okay, but it begs the question, Does it not then limit the manner in which the internet is going to be adopted in emerging economies in Africa? From our research and the work that we have been doing, we realize that the manner in which the internet is being adopted in emerging economies is totally different from what we have seen in First World countries. This is why our technology, for example, at Saisai [free wifi network] is able to achieve efficiencies of almost 10 times because we are leveraging the culture in which that is being consumed. So, when you then talk about government involvement, I think the first and most important thing is for governments to actually get with the program.

The adoption of the internet in our context has largely been fueled by the disruptive innovators in these spaces, and these are the small companies that you were talking about — startups, right? And it is in this manner because the adoption of the internet in emerging economies has been almost need based: I will use the internet because there is a particular thing that I want. The reason is because it's very expensive in general in sub-Saharan Africa. The cost of internet just for 10 megabytes of data is a dollar, which is the same cost as one loaf of bread. So, most of these people have been using the internet based on need: I need to communicate and therefore use the internet for that. There is a particular health resource that has been made available, and therefore we use it for that. So, the challenge now is that most of our governments haven't created the policies and the structures to allow these disruptive innovators, these startups, to work in that space.

I know of a good number of startups in Kenya, in South Africa, in Ghana, in Zimbabwe that are trying to leverage technology; that is fairly new, for example, to afford this reach because we all talk about how Africa is going to leapfrog in terms of technologies, but there is no legislation to do that. In most of these governments, you'd find that issues to do with privacy, with governance, with regulation of the technology is across multiple entities within the government, so trying to coordinate that in itself is a challenge.

You talk about lowering the cost of access, right? I think this will occur in a lot of developed countries but not so much in the emerging economies due to the whole notion of infrastructure because giving internet access is based on infrastructure. I think what we need to see governments doing more of, is trying to foster the notion of shared infrastructure. When you have so many internet intermediaries, as you have mentioned, affecting the value that is actually getting to the end person, and if each and every one of them is doing investments in their own assets and their own this and that, we won't get to a point where we will lower the cost in itself.

With governments that have tried to look at models where they themselves offer internet access, and while it is noble in itself, it is not sustainable from a government point of view. They need to get those partnerships going. An example would be the work in South Africa with Project Isizwe, where you have a private company that's working with municipalities to provide free internet access. Such a model works because there is that collaboration and cooperation, but we haven't seen that across all entities and economies in Africa. So, I think there's a whole lot of work that government has to do, and it all lies essentially in fostering the collaboration that we need, in acknowledging the fact that it's not the existing internet intermediaries — the ISPs, the IAPs [internet access providers] — that have the solution but those people who are creating the value, the technology. The reason why we want to connect to the internet is not because an ISP is giving it; it's because somewhere in some room there is a young gentleman who created the service, WhatsApp, for example. That is what we want to use. So, governments have to support that growth. That is what is driving the adoption of the internet in itself. I think that's where the real value of involvement is.

TOM KALIL

Thank you. We're going to wrap up now with a lightning round. I want all the panelists to remember Blaise Pascal, who said, "I'm sorry this letter is so long, but I did not have time to make it shorter." So, we're going to start with Darren: If you had one thing that you would really like to see the philanthropic community do in this area, what would it be?

DARREN WALKER

I would say invest in the human capital that we need to transform our sector and to advance our missions. A new generation of talent is desperately needed and will be needed to do the work that we are all charged with.

TOM KALIL

Okay.

JULIA STASCH

I think we should address the very challenging situation which says that just as the world is becoming more dependent on the internet and related technology for so many things, there is a loss of trust in them, so I think we should spend some time figuring out what it is going to take to actually restore and sustain trust in the internet so that we could actually use it to realize human potential, a just world and all of the things that we want in this room.

TOM KALIL

Alvaro?

ALVARO BEDOYA

Yes, I actually want to echo and expand on what Darren said. I think there's a really serious pipeline problem, and we need engineers who are familiar with public policy and law and making change there, and we need lawyers who are comfortable talking to engineers; and I honestly think that if we're trying to fix the NSA, et cetera, there's a legal reform and there's also a technological reform. I sincerely think there are some math problems that if we solve them would go a long way in curbing excessive surveillance. And, so I echo the pipeline problem.

TOM KALIL

Takunda.

TAKUNDA CHINGONZO

I say invest more in the entities and elements that are disrupting and creating the technology and the value that is propelling the internet in itself. Invest in those startups that are working and building innovative solutions in health care to address the communities that they're living in. Work with those people because it is in that technology that you'll see more adoption. Inasmuch as we want more people to get onto the internet, work with those people who result in having these people on the internet, using it for the greater good, for the resources, for the power that we are talking about today. We need to see more to do with those who are disrupting and building the technology itself. These are the startups.

TOM KALIL

Great. Thank you. Jeremy?

JEREMY MALCOLM

Returning to the theme of global governance, I think we are already seeing global governance mechanisms emerging under the radar to cover a whole lot of internet issues through trade agreements, and that's actually quite worrying. We're seeing not only IP but also rules on cross-border investment and the free flow of information being conducted in a very closed and non-multistakeholder fashion. Perhaps we need some investment in coming up with better practices for trade negotiations that have an impact on internet issues.

TOM KALIL

Great. Please join me in thanking the panelists for a terrific job.

CATALYZING PRIVATE CAPITAL FLOWS FOR DEVELOPMENT



(From Left to Right) Christianna Wood and Gavin Wilson

FRIDAY, APRIL 24

8:30 AM

MIRZA JAHANI

CEO, Aga Khan Foundation USA

FREDERIC SICRE

Managing Director, The Abraaj Group

GAVIN WILSON

CEO, IFC Asset Management Company

CHRISTIANNA WOOD

Chairman of the Board, Global Reporting Initiative; Former CEO,

Capital Z Asset Management

MODERATOR: JANE NELSON

Director of Corporate Social Responsibility Initiative, Harvard

Kennedy School; Senior Fellow, Brookings Institution

JANE NELSON

My name is Jane Nelson, and it is my great pleasure to moderate our opening discussion, "Catalyzing Private Capital Flows for Development." In addition to welcoming everyone who is in the audience here in Washington this morning, I'd like to welcome those of you who are joining our web audience from a number of companies around the world. And for those of you who are live-tweeting, just to remind you, please use #GPF15.

Our focus this morning is going to be on the role of private capital flows. In the opening plenary of the Global Philanthropy Forum a couple of days ago, President Jim Yong Kim of the World Bank gave us all a very clear and compelling call to action when he said that if we're serious about addressing and achieving more broad-based growth and sustained poverty reduction, it's going to be essential that we marshal the collective energies of the public, private and social sectors. The leadership challenge for all of us here today, regardless of which sector we work in and which country we work in, is: What does that actually mean in practice? How do we mobilize the collective energy of different sectors? How do we move from a compelling vision of shared prosperity and eradicating extreme poverty to achieving practical results on the ground? And how do we shift from very important global dialogues like the Sustainable Development Goals and financing for development, to local and national solutions, which are having a real impact on the quality of people's lives and the opportunities that they have. I think one of the key questions related to that is: What is the role of the private sector, of private companies, private investors and private financial institutions? And how can the private sector be a more effective and accountable partner in development?

That's what we're going to focus on in today's panel, and we have four fantastic panelists to get us going on this discussion.

There are three basic questions that I hope we can try to answer this morning. First of all, how do we increase the amount of private capital and

get it to where it's most needed — to the projects, to the sectors, to the countries where it can make the biggest difference? So the first is about how we increase the quantity of private capital. Second, how do we improve the quality of private capital? How do we ensure that it has a positive development impact and at a minimum does no harm and doesn't have a negative impact? How can we actually ensure that it creates what my colleagues Michael Porter and Mark Kramer describe as “shared value” and actually creates business benefits but also development impact? How do we measure that development impact and report and account on it? And then, third, how can private capital, private companies, private investors work more effectively in partnership with donors and philanthropists to have greater scale and impact than we can have on our own? So, those are the three basic questions we're going to explore: how to increase the amount of private capital and get it where it's most needed, how to enhance the quality and the development impact of that private capital and how private investors can partner with philanthropists like you here in the room today.

I'll introduce each of the panelists one by one as I come to them, but I'd like to start with you, Gavin. Gavin Wilson is the chief executive officer of the IFC Asset Management Company and has many years of experience investing and working in emerging markets with McKinsey and Company, the World Bank and Goldman Sachs. I think you've done assignments, Gavin, in over 60 countries around the world, so great deal of experience in this area. The IFC, the private-sector arm of the World Bank, was created way back in 1956, so I would argue it's been probably the world's pioneer in being both a champion but also a channel for private-sector investment in development. It would be great to hear from you, Gavin, what's different today? What's happening now, and what are some of the key trends that people here should be aware of?

GAVIN WILSON

Sure. Okay. Jane, thank you very much, and good morning, everybody.

I think this morning's conversation — and in fact the conversation all year as we lead up to the SDGs later in the year — is going to be very different from the conversation we had 15 years ago at the time of the Millennium Development Goals. One of the reasons for that is the relative importance of private capital and for that matter philanthropic capital.

Fifteen years ago official development assistance was the game. I mean, that's what it was all about. A lot of the discussions at the time of the MDGs but also at Monterey — which was the equivalent conference back then to what's going to be happening in Addis Ababa in July this year — around the whole issue was about Okay, how do we finance these various goals? And 15 years ago, this was very much all about rich countries committing to certain development assistance targets. By the way, some countries met those targets, some didn't. But private capital wasn't really part of the discussion, and many of the organizations that you all represent didn't exist. There's been a great flourishing of philanthropic interest in this whole area, and there's also been a lot more activity by private capital, both business

itself and investors. So, that is the first big change. If you look at just the pie, instead of development assistance being about 50 percent of what we're talking about, it's about 10 percent. I think everyone has now reached a consensus and that we will see this emerge more explicitly in some of the documents that emerge from the various UN processes that are going on, but it's all about how we mobilize private capital.

So, as a public institution — a multilateral that's owned by governments that invest only in the private sector and where every time we invest in something we're trying to mobilize other private capital alongside us — the way we look at it in a sense is not how we leverage the private sector but actually how we leverage the public sector. How do we take this finite amount of official flows that we do have — and by the way the more the better on that — given that it's finite, how do we leverage that to the maximum extent? One of the ways we do that is to try to ensure that everything we invest in meets two fundamental targets: one, that it's good for development and, two, that it makes money. Those are fundamental because that's the way we are sustainable from a financial perspective as well as from a development perspective. Now we don't always get it right. That's our objective ex ante, but we're funding 500 or 600 projects every year, so there are always going to be mistakes, but ex ante we try to hit both targets at the same time. I think we'll have time to discuss this a bit later, but one of the things that we have noticed when we look back ex post facto at everything we've done is that there is actually a very high correlation between those projects we've funded that have been good for development and those which have actually also been profitable. And I think we can come back to that a little bit later in the discussion.

JANE NELSON

Great. Yes. Can you also say something about how you're not only making investments and mobilizing the capital but also giving advice and the technical assistance that supports it to improve the impact?

GAVIN WILSON

Absolutely. In a sense our fundamental business is to provide finance to private-sector projects in developing countries, but alongside that are two or three other things we do. One is to give advice. Some of that advice is to governments to help create the right sort of environment. Some of it is directly to companies that are trying to either find financing or do things like improve their supply-chain management to make sure there's sufficient local content, for instance in the extractive industries; or if it's in the banking sector, we help with credit appraisal skills. For instance, we've got a whole line of business that involves lending money to commercial banks in developing countries but on the condition that they lend to women-owned SMEs [small and medium enterprises]. That sounds simple, but actually there's a whole series of technical aspects of that which we help with, and we bring advice alongside the money.

The final thing — and this is the bit that I'm personally responsible for — is attracting third-party capital, whether it be pension funds, whether it be sovereign wealth funds, whether it be foundations, to invest with us in IFC projects. That is a relatively new thing, and I think it is a symptom of some of these things I've talked about as the increasing importance of philanthropic and private capital in the development space.

JANE NELSON

Great. Thank you. I think this is an area where we're going to see a lot more development, that intermediation function where you are bringing together private capital, philanthropic capital and government capital in a blended finance model to have greater impact, and we'll come back and look at some examples.

I'd like to move next to Mirza Jahani, who is the chief executive officer of the Aga Khan Foundation. He started life as an economist with the UK government's Department for International Development. And like the IFC, the Aga Khan Development Network is probably the other great pioneer — over 45 years of experience in both supporting community-led, community-owned development projects but also investing in private enterprises in arguably some of the most challenging and difficult frontier markets in the world. And so, Mirza, I'd like to hear from you a little bit about some of the examples and models that you're using, particularly to invest in very difficult places where private capital often doesn't go.

MIRZA JAHANI

Thank you, Jane. If you will permit me, I would like to just put up the image of a framework agreement partnership that we have with the US government and other investors. Bear with me. It looks complicated, but I'm going to make it very simple.

This framework idea of a partnership emerged from a conversation between His Highness the Aga Khan and the then Secretary of State Hillary Clinton about four years ago, when they were musing over what could be done in Afghanistan that would make a major difference; that would be a different way of doing development. They asked a group of us staff members to get together and try to develop this new way of working. Many of the aspects of the Aga Khan Development Network — many of the things that we do well about bottom-up development, about investment, about trust funds — we wanted to bring together into one framework. And this is the unique thing about this partnership: It brings many of the dimensions that we have really had dilemmas about for a very long time in development.

Our development approach, the Platform for Social Development is what His Highness coined the term multi-input area development. We all talk about it. At this conference this week, there has been a lot of talk about breaking down silos, doing integrated development, so this platform is all about how you bring health, education and microfinance together to really accelerate the development process. Once we've done that, we've always

been challenged by the fact that it's a five-year project, and you all know very well that development is much, much longer than five years, so we've been looking for a way in which you can sustain some of those gains into the future. And when we started asking that question, we quickly realized that it was economic drivers that really brought about sustainability— that created money, incomes, jobs, all of those things — but more than that: If it was enlightened investment, if it was quality investment, as you pointed out earlier, maybe that could do lot more than just create jobs.

So, with this framework we've got an investment vehicle that we are putting together. The whole partnership is \$60 million: \$30 million for social developments, \$30 million for investment. The ideal of the investment vehicle is not to make only one investment and be done with it. It is to actually create an equity fund that can then invest in a whole load of different projects: telecommunications, power stations, agri-processing. These are a lot of the things that the IFC has helped Aga Khan Development Network do in other parts of the world. But we wanted to make sure that those investors who came in with us, including the Aga Khan Fund for Economic Development, did not just take all the profits back out, so we created this trust fund mechanism, where even more enlightened investors than the Aga Khan Network have said, "A portion of our profits are going to stay in the trust fund."

And that closes the loop back down to sustainability because, again, something that we've talked about at this conference: How do you give people a voice, decision making in their own development? That is what the trust fund is all about. And the trust fund will be governed and managed by the people of Afghanistan for the things that they want to do: For remedial training of teachers, improving clinics, whatever sorts of projects that cannot completely finish, this trust fund will help continue with that. It's not the panacea for sustainability, but it's a crutch, a support, for that.

I think it's a powerful framework. It brings a lot of things together. And since my time is running out, I think interesting questions from the audience would be: How do you create a platform for social development? How do you make that green box actually work? And how do you set up a trust fund in a very, very fragile environment of Afghanistan? I would love to answer those questions.

JANE NELSON

Great. Good. So, make a note, folks out there.

You are a foundation, so do you think other philanthropic foundations can get more involved in both, this dual-side program-related investment as well as setting up trust funds?

MIRZA JAHANI

Absolutely. The beauty of this framework is that everybody is invited to the table. If somebody said to me, "I want to support Afghanistan's ECD — early childhood development," or "I really am just interested in a power station," I

can direct them. If somebody said, “Hey, that trust fund is never going to be big enough. I just want to donate to the trust fund,” you’re most welcome. We’ve talked a lot about partnerships, and none of us can do everything. This really gives you that partnership, and the beauty is that even if you’re doing ECD support in that framework, you know that it’s going to be sustainable. You’re at the table, saying to the investor in the power station, “You’re not giving enough profit. What’s going wrong there?” It’s fascinating. It’s not easy.

JANE NELSON

Yes.

MIRZA JAHANI

It’s absolutely a minefield of challenges. I’ve got scars. It’s two years in. I’ve got lots of scars on my back because people look at me and say, “Well, you didn’t think of that, did you?” And I’m saying, “No, we didn’t think of that.” But the whole point is it’s a process.

JANE NELSON

That’s a great example of the disruptive innovation and new models that we need and we’ve been talking about, so thank you.

I’d like to come now to Christianna Wood. Christianna is currently the chair of the board of the Global Reporting Initiative [GRI], which has become in the past 10 years the global standard group for setting sustainability reporting and standards, mostly for private companies but also for nonprofits and governments. And before that, Christi, you’ve had over 30 years of managing large amounts of institutional investments around the world. She was the chief executive officer of Capital Z Asset Management, and before that she was a senior investment officer at CalPERS [California Public Employees’ Retirement System], the California pension fund, one of the largest pension funds in the world. I think you were responsible for something like \$150 billion in assets under management, and it’s a useful reminder of just how much pension fund money and assets are out there. It would be great to hear from you, Christi, with your background as an institutional investor over many years. What more could we be doing to attract more private capital specifically to developing countries and then to development priorities?

CHRISTIANNA WOOD

Thank you, Jane, and on behalf of the GRI it’s really a pleasure to be here. The GRI is a foundation that’s been around for about 20 years to set nonfinancial reporting standards. And when you think about what institutions need in order to infuse capital into emerging and frontier markets, perhaps the most important thing is trust. Obviously, financial integrity, financial reporting and the integrity of markets are important; and as a capital markets person myself, I have to say that I always start there, but you need more than that. You need transparency on the nonfinancial side, so what the GRI does is set standards for environmental disclosure,

social disclosure and governance disclosure so that institutions — whether philanthropists or any institution — can have a greater degree of certainty that there is accountability on the other side of the transaction, that this entity is going to be accountable to all stakeholders. The GRI is a multistakeholder framework, where we get into a room not just civil society and labor, employers, company’s employees and academics but also what we call “mediating institutions,” which is a fancy word for accountants, and we decide what it is that investors and capital providers really need to know to provide capital in a sustainable, long-term development sphere. And we’re in our fourth generation now of those standards.

I do think that it is confidence and trust that the entity that’s actually receiving the money is going to handle it in a responsible way. For example, I’ll name just a few things: Are they going to have an employee base that is representative of the community as a whole? Are they going to provide a safe and fair work environment? Will the profits and the burdens of the entity be fairly shared among all stakeholders? Those are the kinds of questions that need to get answered in order for capital to be deployed in a development scenario.

JANE NELSON

Great. Good. And do you see potential for large multinational companies to be working more with pension funds in deploying capital?

CHRISTIANNA WOOD

I do, and that usually happens in vehicles like private equity, for example, the pension funds are just one of many investors. And in fact, more and more pension funds are taking equity stakes and actually originating funds in, for example, clean tech and all sorts of vehicles that I think are consistent with GRI-type values. But, yes, I do think companies can partner up with pension funds to do that. It’s a little bit difficult. You have to provide the appropriate vehicles to address both public monies and private monies, but I do think that it can happen.

The GRI is essentially a filter for development monies to come into emerging and frontier markets so that there can be this trust. As an example, the GRI gets funded frequently by developed nations that want to trade with developing markets and want to have accountability and trust in that the money is being responsibly handled on the other side. So, we try to penetrate these emerging markets and raise the quality and the quantity of transparency on nonfinancial reporting.

JANE NELSON

Excellent. I hope we can come back to this. I think that this trust question is absolutely essential, and I’d like to come back and explore that a bit more.

But first, last but certainly not least, is my good friend and colleague Frederic Sicre, who is the managing director of The Abraaj Group. Before working at The Abraaj Group, he was a managing director of the World Economic

Forum and led a lot of the World Economic Forum's initial work in Africa and the Middle East. And, Fred, The Abraaj Group is once again the pioneers in the field of private-equity investment in developing countries, with over \$9 billion in assets under management. Can you give us your insights from the perspective of private equity? What more could be done to mobilize private equity?

FREDERIC SICRE

From where we sit, I think we are going to see more capital, to answer the question, going into these emerging markets. We call them "growth markets," simply for purely mercantile and commercial trends, which I hope I can share with you and not be thrown out of the room. But just taking a very acute business and investor perspective on these markets, we're coming to a point where by 2030, 75 percent of global GDP growth will be coming from these markets; there is going to be 1.5 billion more middle-class consumers existing in these markets, where the average age, the demographic trend that we see, is 27 years old, compared with the OECD average of 40 years.

What that means is there is demand coming up over the next couple of years from this young population that is growing, that is aspiring to jobs; and because they are aspiring to jobs and aspiring for more, they are also moving into the cities, so there is a trend of urbanization, which is very real. There are about 1 million people in these growth markets every week who are moving into cities. That's the equivalent of eight New York Cities every year who are moving into those cities. We're becoming an urbanized humanity across the planet. So, when you look at that from an investment perspective, you can either see a lot of challenge and turmoil or you can see a lot of opportunity.

And that's what we see as a private-equity group. If we were sitting here in a private-equity conference, it might sound a little bit bizarre if I were to say that the SDGs for us are making a lot of sense because if you look at how these Sustainable Development Goals are evolving, they are, in part, talking about exactly these kinds of challenges. They are calling for more investment into energy, so when a private-equity firm like us invests in the Karachi Electric Supply Company, we invest in a company that's meant to supply the city of Karachi with electricity, and we turn that company around. Private capital can have a positive impact and has a role to play. When you look at the issue of urbanization, it means that people are no longer going to be eating the chicken out of their backyard or trading rice with their neighbor. They need packaged goods. They're living in cities, and that is offering massive opportunities for investors like us as well.

And then there's the whole issue of investment into health, which the SDGs are also calling for. And that is a huge opportunity — a challenge but also an opportunity — for private capital to flow in, and we've had experience with this with an African health fund that we put together with the Gates Foundation. It is a small fund that we put together a few years ago and whereby we decided to aim for the bottom of the pyramid and provide access to health in Africa in four or five countries. What was quite interesting

about that fund is that the amount of carried interest that we would obtain as a fund manager was dependent on the number of people we could prove we touched at the bottom of the pyramid.

So, even though we are a hardcore private-equity investor, we do also, like the IFC, look at the impact, and we seek about impact. I think we'll talk about that a little bit later, but there is going to be private capital going into these markets simply because of these trends.

Thomas Bata, the shoe manufacturer, invested in Africa I think 30, 35 years ago at a time when people were not really investing all that much on the continent. I remember a journalist asking him, "What are you doing? Nobody invests in Africa. How come you're investing in Africa?" And he said, "Well, I came to Africa and I looked around and I saw that about half the people don't wear shoes here, so..." And I say that with a lot of respect, but there is a massive opportunity in these markets.

JANE NELSON

Great. Thank you. That's a great example, and then that multiplier effect by investing not only, in this case, in delivering the shoes or the health products but you're creating jobs as you practice corporate governance and other critical development impact.

I'd like to come to that question now of both impact and how we measure and assess the development impact and then use that to build trust between the private sector and other sectors. It's come out a couple of times in conversations in the past few days that there is still a lot of work that needs to be done between the philanthropic sector and social sector and the private sector to both understand each other but also to build trust. I think the onus is on private capital, private companies, to demonstrate that at a minimum there aren't negative impacts and externalities from large private investments but on the positive side that there are measurable development multipliers and positive impacts.

And so, Gavin, I'd like to come back to you. With the years of experience the IFC has in assessing and measuring development impact, what are some of the lessons and some of the models that you're using to both measure it and then use it to account for that impact and build trust?

GAVIN WILSON

Sure. Okay. Thank you, Jane.

First of all, it's an evolving subject, okay? I think anyone who comes up with a definitive way of measuring development impact will get a Nobel Prize, for economics, not for literature. And they would deserve it because it is extremely difficult.

Now, what do we try to do? Every time we assess and then ultimately fund a project, we set up what we call internally — it's just an internal system — a "development outcome tracking system" — "DOTS" we call it for short. But even that is something we trying to move on from. But what DOTS

does is basically require us every time we do a project to say, “Okay, in this particular case, what are the seven to eight things that we’re going to measure?” This is not an attempt to try to capture the entire impact but just some of the key aspects so that we have some way of looking back five, 10 years later and working out whether we actually achieved some of the objectives we thought. So, some of it is purely measurement for the sake of having something to look back at. Some of it is measurement for the sake of actually deciding which projects we actually fund because if you are not able to articulate what those particular outcomes are that you’re going to track, that tells you something about whether or not it makes sense itself.

So that is what we have, but we’ve also tried to go beyond that in two respects. One is to have a more general sense of reach. So when it comes to, for instance, access to finance, how many people have we, either directly or through the financial intermediaries that we invest in, touched in the sense that they now have some savings or checking account arrangement with a financial institution? Likewise, how many SMEs? In particular, a subset of that, how many are women owned or women managed? And in the case of agri-business, how many farmers have we touched? So, it’s a sense of reach, and it’s similar to the base-of-the-pyramid point that Fred was making. How many people have we actually touched?

Then we confront the issue about wealth. If that’s how you’re going to measure it, aren’t you going to do everything in China and India and forget about the small countries because with a small country you aren’t going to reach so many people? So, we have to make sure that anything we do doesn’t become an absolutist That’s all we’re going to look at. We’ve got to use a lot of judgment, and what we’re trying to do now is focus a little bit more on what the indirect effects are, whether you call it a multiplier effect or whatever, which of course has become even more important in the past years than it was before. Particularly in jobs, what are the indirect effects of an investment in a particular area?

One thing we have at the World Bank Group is an independent evaluation group. They have looked back at a number of projects that we have financed, particularly on the equity side; we do debt and equity. Particularly, they have taken the subset of equity and have done some analysis, which in its most simplistic form is simply a two-by-two matrix, which is for all the projects in a certain time frame: How many did well financially and did well on impact, and how many did neither or one or the other? And what’s interesting is that almost every project, well over 90 percent, was in either the top right or the bottom left, i.e., they did well on both or they did badly on both. So, I’m not saying we’re perfect. We’ve had lots of projects that didn’t work as we intended, but what’s interesting is the correlation. There are very few that were a financial success but didn’t do much for development, or they did a lot for development and but actually weren’t financially successful. And if you think about it, it kind of makes sense because then we essentially are funding growth.

So, the companies that grow are the ones that hire more people, pay more taxes and tend to have a more professional management team that can think

about things like environmental impact, HR [human resources] policies and standards, et cetera, et cetera. So, it sort of goes together, not 100 percent of the time, but what we’re trying to do is gradually channel the funds that do exist into those projects where we think people have a focus on development impact and are most likely to be actually able to achieve it.

JANE NELSON

Excellent. Great. And can you build on that and say something about the role that the IFC has played in setting standards in certain industries where there has been controversy around potential negative impacts?

GAVIN WILSON

About 15 years ago, we brought a group of commercial banks together to create something called Equator Principles, and that is slightly ancient history now but it was quite important when it came to big-project finance and some of the policies that the commercial banks now increasingly adopt when it comes to lending practices in big infrastructure projects.

More recently, we have something that we call “IFC Performance Standards,” and maybe it’s not the best phrase, but it’s something that we require every single business that we invest in to adhere to, and we update it every now and again. It can get a bit controversial. Some people think we go too far. Some people think we don’t go far enough. Our objective is to essentially try to stay one step ahead because if we get two steps ahead, nobody is going to follow, but if we’re one step ahead, we have a reasonable chance of people actually saying, “Yes, okay. We’ll adopt these standards.” It’s particularly effective or it is particularly well known in the private-equity world. So, a lot of the private-equity fund managers who operate in emerging markets will just say when they’re out raising money, not necessarily with us but with others, “Yes, we use IFC Performance Standards.” It’s a way of basically saying that they have an environmental, social and governance framework that they use to look at investments, and actually you could even say that fund managers in emerging markets are more focused on this issue than fund managers in developed markets when it comes to private equity.

JANE NELSON

Yes, I’m aware that there can be such a great impact. And, Fred, that’s probably a good segue to you to give a practical example, as a private-equity firm, of how you are consciously trying to improve the social and environmental impact of investments and setting standards.

FREDERIC SICRE

Just to pick up from where you left off, you can call it “ESG” — environmental social governance — you can call it “impact” or you can just call it common sense when you’re investing in these kinds of companies, especially at the spot at which we’re investing. We’re not doing VC [venture capital] work. We’re not doing large buyouts. We’re doing those mid-cap investments,

where we're backing up an entrepreneur, often who has been building the business for a number of years. And it's really a sweet spot to have a massive impact at that particular time in the life of a company because you can institutionalize it. You can put in the right frameworks — governance, as you were mentioning. You can also help that business aspire to opening up new markets for itself by looking at its own sales and markets through the lenses of social sensitivities or environmental sensitivities. It's not just about cutting costs. It's really about opening up new markets.

So, as a private-equity investor in these markets, certainly environmental, social and governance principles that we abide by are just commonsense practicalities in terms of training, making sure the employees get a certain amount of training for their own safety. These are things that, maybe in the US or Europe, don't need to be thought of, but when you're investing in these kinds of markets you do have an opportunity to put these systems and processes in your investments. So, as a private-equity investor that definitely does happen. And we do go around, by the way, when we are raising capital from people, saying that we do use the IFC Performance Standards.

JANE NELSON

That's great.

FREDERIC SICRE

And two years in a row, we reported under the GRI but no matter how hard we tried we got up only to a B plus. And the reason why we can't get to an A — and we're the kind of company that likes to always aim for an A — is that, last time we looked, there are no principles for private-equity industry per se in the GRI, but I think those still need to be developed.

JANE NELSON

To be discussed.

CHRISTIANNA WOOD

It is. I can help you there.

FREDERIC SICRE

Okay, good.

JANE NELSON

Good, good. Yes. And, Mirza, I'd like to come to you on this question of impact. Particularly, I think you've been very effective at making sure that the local communities and the beneficiaries are involved in the actual process of assessing impact, and I'd love to hear how.

MIRZA JAHANI

Yes. Can I just pick up on a couple of things that came up prior to me? I would love to look at your data. I'd love to compare companies within that because one of the things that I'm constantly thinking about is Is there such a thing as abnormal profits? It's all very well to talk about staff safety. It's all very well to talk about numbers of women in your management roles — those wonderful things that all these rating agencies look at — but I wonder whether there's another dynamic that we need to ask and think about: Are profits so high that perhaps staff should have been paid more? Or perhaps the product should have been cheaper? It's an interesting dynamic, and I would like to look at those right-hand companies and see which ones of those are really, truly for the benefit of society rather than for profits. But that's just something that came to my mind.

The Aga Khan Network — because of our area development approach in that framework that I showed, multi-input area development — we're all about improving people's quality of life. So, for us the major statistic, the major thing that we look at, is Have people's lives improved as a result of these multiple inputs in health, in education, in incomes, in voice? We will do a composite index that we call the "Quality of Life Index," which we will do every second year in each of the geographies where we operate. Attribution is very difficult when you do that because we're not the only players in that area. Government is by all means a major player there, but also power stations and other things are coming up that are not necessarily of the Aga Khan Network. But we are still struggling to improve that data. A lot of the numbers thing is about outputs, not necessarily impact. I can tell you that 1,000 more girls went to school in these areas as a result of our work, but I can't easily tell you that those 1,000 girls became better citizens or were truly educated better in those classrooms. So, we are still struggling with that notion of what is truly impact.

The other thing we're struggling with is the quality of the data that we're collecting, especially in these very fragile places, and we are beginning to look at innovative ways in which the data are collected by those to whom they should mean the most, i.e., the people themselves. We all collect data in our own households, in our own lives, so why should people out there not want to collect data for themselves, provided the data are of importance to them? So that's at the cutting edge of our thinking. I know that other, better organizations are doing that, as well. They call it "live data," or they call it "real-time data," where houses are putting in data as things change in their lives to give us an indication of what's happening. But I think that's our major lesson: What's the incentive for collection of data? And absolutely it's What does it mean to me? Not what it means to the World Bank, or to the Aga Khan Development Network in Paris, but what it means to them, and I think that's the next evolution of our data collection that we're looking at.

JANE NELSON

Great. And I'm assuming you are using technology to do that?

MIRZA JAHANI

That's right.

JANE NELSON

Can you say a bit more about that? Because it's not only giving people voice and the capacity to build the data but the opportunity to have more of a say where they want things to go.

MIRZA JAHANI

It's very simple things like mobile technologies. Mothers can actually now tell you how their child is growing. Do you remember? When I started in development — I don't know how many other health professionals are here — they used to have growth cards. Do you remember growth cards that were made out of paper, and by the fifth time the mother came to the clinic it was all fraying? Well, all of that data can be collected now on a mobile, and she can tell you without coming to the clinic, "I weighed my child today. This is how much he weighs. He is in that growth curve. Everything is fine. I'm not panicking. I don't have to spend 20 shillings to come to the clinic on a bus. I'm fine." And you as a health worker know, Hey, that's fine, as well. But that data don't just stay there. They get transmitted to other centers very quickly. That's one example of the sort of thing that we think technology is going to help us get real-time data on very quickly; and if there's an epidemic, if 20 kids in that village are showing no growth in their weight, well, you know there's a crisis. You know there's something happening. You don't have to wait until the quarterly report gets to the World Bank and the World Bank guy says, "Oh, this looks a bit strange," and it is three years on from data that were collected two years ago. So, I think that's what it's all about now, and it's quite exciting in some ways.

JANE NELSON

Yes. Great. And I think it's a great example of where philanthropy can play a role in helping build some of that capacity in collecting the data and then the ability of communities to do it themselves. I'm going to open up very shortly to questions, so if you've got questions, you could get ready to pose them to us.

Christi, any comments from you on this impact measurement and how business can improve its development impact?

CHRISTIANNNA WOOD

A couple things. First of all I just want to be sure after Fred's remarks that everyone knows that any entity can use GRI guidelines. The city of Chicago is a GRI reporter, the US Army, the London Olympics, the Port of Los Angeles — they're all GRI reporters, so any entity. Now your score — you know I can help you a little bit maybe later on — but I want to put this in perspective a little bit in terms of the magnitude of the reporting world. Twenty years ago

no entities reported on nonfinancial factors of any great scale. KPMG does a study every other year; and if you look at the 41 countries in the world that they track, you've got about 73 percent of the 100 largest companies reporting on GRI-type frameworks. Almost all of it's GRI work. But once you go below the 100 largest companies in these markets, it drops off quite dramatically, and to get the kind of transparency that is needed to deploy significant amounts of capital into the SME space, we really need to drive more reporting and better reporting so that you can have the kind of confidence to deploy capital, and there will be some trust involved.

The only other thing I would add is that there are developed countries — I'll use the Netherlands for example — that are funding the GRI because they do trade with Colombia and they want to be sure in their trade relationships that we drive a reporting framework into those countries. We do it in Ghana, and we do it in South Africa and a number of countries. There is a multipurpose agenda here to drive better transparency, better reporting, and I would just add that the GRI is reported in 26 different countries in their regulatory framework and is in 16 different languages. It's very widespread, but we really need to drive it into the SME world, so we're working on having implementation of the SDGs for SMEs.

JANE NELSON

Great. I think that's going to be a great opportunity to call on companies to disclose what they're doing to support the SDGs and improve social and environmental management, so even if it's not specific requirements in what's disclosed, it's getting companies to disclose what they think the priorities are that will help improve accountability and disclosure.

CHRISTIANNNA WOOD

Exactly.

BUILDING CAPACITY: STRENGTHENING HEALTH SYSTEMS



(From Left to Right) Steve Davis and Rajesh Panjabi

FRIDAY, APRIL 24
10 AM

Keynote Conversation:

TOM FRIEDEN

Director, Centers for Disease Control and Prevention (via interactive video)

Panel Discussion:

IAN CROZIER

Infectious Diseases Specialist

JACOB GAYLE

Vice President, Medtronic Philanthropy

RAJESH PANJABI

Co-founder and CEO, Last Mile Health

MODERATOR: STEVE DAVIS

President and CEO, PATH

STEVE DAVIS

Let me get started. My name is Steve Davis. I'm the president and CEO of PATH. For those of you who don't know us, we are one of the leaders in global health innovation and have been around about 40 years, working in over 70 countries. We focus on women and on addressing health inequity, particularly in the most vulnerable populations, which, of course, are women and children around the world. We're all about leading and working on innovation in health in a lot of areas: vaccines, diagnostics, tools and devices, drugs as well as lots of system and service innovation. But we really believe deeply in the power of innovation to transform and bend the curve on some of the challenges we have to get to better equality in health.

During the working group sessions at this great forum, we've actually explored a number of ideas in health: How do we innovate? How do we get good ideas? How do we scale things up? What are some of the challenges? Today we want to take that forward in a plenary to talk more deeply and extensively about some of those challenges.

Probably no one is as well equipped to talk about the opportunities and the challenges to innovate and to really rethink system strengthening around the world as much as our speaker, Tom Frieden, who is going to start us off now. It's a pleasure to introduce Tom, who has been at the forefront of the conversation on health system strengthening for quite some time. He's the director of the Centers for Disease Control and Prevention [CDC], and since 2009 he's really expanded the services of the CDC to protect people from health threats: preventing food-borne and health care-associated infections, helping Americans quit smoking, and extending lifesaving treatment and disease prevention in more than 50 countries. Unfortunately, Dr. Frieden's schedule is very busy and he wasn't able to attend in real time, but as someone who, maybe a bit more contrary to the panelists last night, is a

true powerful believer in the power of technology and its transformative opportunities, we can have this conversation virtually. So, Tom, welcome, and thanks for joining us.

TOM FRIEDEN

Thanks, Steve, good to see you.

STEVE DAVIS

Maybe, Tom, we'll just kick it off, and we'll go from there, but let's start with Ebola. It's on the tip of everyone's tongue. I've just been in probably five meetings in DC, where you can't go for 10 minutes without that conversation, even though we've got many, many health issues to worry about around the world. But, Tom, tell us from your perspective, what are the big lessons from Ebola that we need to think about, particularly as we talk to a group of committed philanthropists about how and what needs to be done next?

TOM FRIEDEN

There are two major lessons from my perspective. The first is that every country everywhere in the world needs to have much stronger systems to find, stop and prevent health threats. Those systems exist in some places. If they had existed in West Africa, we could have avoided an enormous amount of the terrible tragedy of the past year. The second main lesson is that when those national systems are overwhelmed, we need a stronger international ability to surge in and support countries for disease control. To my mind, those are the main two lessons.

Now, what's the implication for philanthropy from each of those? Let's take them one by one. First, what we call "global health security" is strengthening something called the "international health regulations." Fundamentally, it's about finding and stopping health threats where they emerge, when they emerge. That's always going to be the most efficient. That's always going to be the cheapest. It's always going to be the best way to do it, but we've got to do it everywhere because anywhere there's a weak link, anywhere there's a blind spot, our vulnerability globally increases. To do that you need a variety of things, and different philanthropies can play very important roles in those different things. I'll talk about four, if you will.

First, the core here is find, stop, prevent. If you remember those three things, you remember what we have to do around the world. So, find: That might be anything from funding novel diagnostics to using new technology to get reporting done. Stop: That means rapid response capacity, and that might mean training disease detectives and public health professionals. And prevent: That might mean improving vaccination programs. We have Rotary and GAVI and other philanthropies that have done a lot in that area. So, for building national capacities in each of those three specific areas, it's specific things that can be plugged in.

But I want to add a broader issue. We talk about health and health system strengthening, but we don't talk often enough about strengthening the public health systems. Public health is the best buy. We have delivered most of the life-expectancy gains globally and in the US through public health measures, not health care measures. And yet, because public health doesn't have an interest group, because it doesn't employ large numbers of people, because it doesn't provide curative services to the decision makers in countries, it tends to be neglected. Our post-Ebola moment is the moment for global public health, and part of what global philanthropy can do is advocate for focus on these areas and show that when they're invested in, they make a difference. That's on the national capacity side.

On the global capacity side, there are a lot of discussions on what can be done, but fundamentally we need the ability to rapidly move in with a broad range of skills, including some of the things that we didn't have in ample number with Ebola, like French-speaking skills, or anthropological skills, or clinical skills or logistics skills, and we have to be able to do that very quickly.

One of the things that we learned very painfully from Ebola is the supreme importance of speed. In October/November we began implementing a program in Liberia called RITE — rapid isolation and treatment of Ebola, RITE. That program was able to cut the time of outbreaks in half, double survival rates and show us that if we got in in days, we could limit the number of cases to a handful, or a dozen or two. If we got in in weeks or months, it could be hundreds or thousands. So, we need that speed, and philanthropy is always going to be crucially important in delivering speed. We were able to work with the CDC Foundation, created by Congress, on the Ebola response, and their input was enormous in allowing us to do things much faster that we wouldn't have been able to do otherwise. So, speed is always important. Advocacy is always important. And focusing on things that are the general good and not a good of one particular interest group or sector — these are core roles for philanthropy in global health, and I think Ebola really demonstrated that.

STEVE DAVIS

Thanks. It's great to get that broader landscape and those points. I guess I'm curious — maybe you can unpack a bit for this audience, many of whom are not global health experts, and I'm not even sure those of us who are can know: We hear a lot of words right now, preparedness, and lots of focus on What do we need to do to prepare for the next epidemic? There's a lot of focus on health system strengthening or rebuilding health systems, although the question is, Are we rebuilding or building? And that's a fairly jargonish word that I think we don't really understand. And then of course there's a lot of work on what needs to be done more in a routine manner versus either in a campaign or a crisis manner. Can you help give us a little bit of the 101 on that? How do you think philanthropists should be thinking around those three different buckets of activity?

TOM FRIEDEN

First off, perhaps the most important lesson from the emergencies we've dealt with over the past 15 years, going back to 9/11 and anthrax, is that what works best in an emergency is not an emergency system that you break the glass on and then cut the shrink wrap and study in an emergency. It's an everyday system that's robust and resilient and can be scaled up. That is really a core concept, and that means we have to do things that strengthen those routine systems in the public sector, in the private for-profit sector, in the philanthropic sector, and figure out ways that what we do every day can be scaled up in an emergency.

For health system strengthening, there is a broad range of things that need to be done in countries to strengthen training, payment and information systems so that the care that people get is good quality, timely, respectful and continuously improving. There are systems that work well in global health, and those systems all share certain criteria. They have a limited package of interventions. They are not scattershot. They find a few things to do, and they do them well. They have an information system that feeds back in real time whether they are succeeding or failing so that they can fix it, and they're committed to continuous innovation.

One of the best examples of this is smallpox eradication. That was something the World Health Organization and CDC did. And when we look back on it, we may think, Oh, they knew what to do. They did it. They got it done. A wonderful book by Bill [William H.] Foege called "House on Fire" describes it as it was lived. They were constantly innovating, thinking of new ways to do things, coming up with a new needle to use, a new way to have meetings, a new way to report things, a new way to get surveillance done. The most effective programs always have a limited package, a good information system and a culture of openness and evaluation and innovation. There is sometimes a dichotomy between research evaluation and program, as if they're different. In fact, they have to be united if the research is going to be relevant and the program is going to be effective.

Philanthropy can have a critical role in any one of those areas. I encourage groups that ask me, and individuals who ask me, to find something that they're passionate about, to be strategic about what they invest in and then, as long as they are confident it's the right thing to do, to stick with it for the long term. These aren't quick wins. These are long-term projects that you may need a decade or two of investment to fix.

But that doesn't mean we can't make rapid progress. I'll tell you about one project, for example, in Uganda, where, building on the PEPFAR [President's Emergency Plan for AIDS Relief] program, which has an important private-sector component, we were able to put into place — remember the find, stop, prevent mode — a way to pick up specimens from all over the country; have them brought by motorcycle courier to a hub; have them sent by overnight mail to the capital; have them tested at a high-quality, safe lab and then have the results sent by GSM [grams per square meter] printer, donated by Hewlett-Packard; and printed in the local health center so that patients

could be treated but also sent to the emergency operations center. They've used that system in the past couple of years to find and stop outbreaks of meningitis, typhoid, drug resistance and other things. So, you can make rapid progress, but you've got to stick with it for the long term.

STEVE DAVIS

That's great advice for a group of people thinking about how to support and help: Be thoughtful, long term, find your passion. But now I'm going to even push harder, Tom — and we'll get to the allocation that you are actually managing in a minute — but if you were given the magic wand and told, "Okay, the most disruptive thing that you could be doing in 2015 to shape either the response to Ebola or more importantly the needs we have in this post-Ebola moment," what would it be, just the one big wish?

TOM FRIEDEN

I think we need an objective, independent, transparent way of ranking country preparedness, and that would give us a way of holding countries accountable for whether they are protecting their own citizens well, whether they're a good neighbor in their region and whether they are potentially going to be able to find and stop a threat that emerges, something like the Transparency International Corruption Perceptions Index but for global health security. This would be transformational, I think, but there are so many areas where there can be so much progress. If your metric, as it is in public health, is How many lives can we save? there are so many areas that are underinvested in.

STEVE DAVIS

Yes.

TOM FRIEDEN

Treatment of high blood pressure, as an example. The only thing that kills more people than tobacco around the world is high blood pressure, and yet we have only one in six people with their blood pressure controlled around the world. Micronutrient fortification: Year after year consensus statements say this is the most cost-effective thing to do, and yet we're still not doing it for so many people around the world. I think there isn't just one area but many areas that can be transformational.

STEVE DAVIS

And is anybody trying to get this transparency, the preparedness index moving forward?

TOM FRIEDEN

There have been discussions. There are delicacies. We're actually pilot-testing right now an instrument that would be first a self-assessment by

countries and then an independent assessment, and then compare them; and we've got a half dozen countries that have volunteered to do that. There is a series of discussions going on with the World Health Organization to determine to what level they would be able to contribute or participate in that. Countries don't like being ranked, and, in all honesty, rankings are often not as scientifically rigorous as bandings of red, yellow, green, but still to come up with an objective transparent indicator — and wouldn't it be nice if you're a business thinking about going into country X that you know where the weaknesses are? And if you're a philanthropist wanting to fix something in country Y, you see where the weaknesses are, or a global financial institution, multilateral or bilateral, to think, Where can I invest, and will I be able to see progress?

STEVE DAVIS

That's great. That's cool. It sounds like the kind of idea that can stimulate people's thinking about these is not only Do we need to invest in voice and advocacy? which you suggested, but also in some targeted programmatic solutions, depending on your interest and geography and your capability, but there are these broader, super-system ideas that need philanthropists.

Let's go back to Ebola a little bit more specifically. One can argue it's either not enough or too much, but forget that point. What do you think we should do with it? And maybe you can clarify for this group the particular appropriation that was given to Ebola.

TOM FRIEDEN

The administration requested and the Congress granted overall more than \$5 billion for not just the response to Ebola but also to prevent the next Ebola through the global health security agenda. I can speak most specifically to the CDC aspect of that. We have about \$1.8 billion. It is a five-year program, so after five years it's gone, and our threats will not be gone after five years. So, we can make a lot of progress, but we can't take stuff off the table by then. Within that there is an Ebola-specific effort in West Africa, and then there is the general global health security effort. It does not fully fund the needs for global health security. We want other countries to step up as well, and many are. We have over 40 other countries that have committed to supporting global health security — either in their own countries or through support to other countries — but there are still really important gaps, and some of those gaps are speed, innovation, advocacy and then specific areas, either geographically or conceptually, where more is needed.

STEVE DAVIS

Great. So, shifting a bit away from Ebola and the infectious disease world, you highlighted the concerns about blood pressure and hypertension, and clearly a lot of us are spending more time beginning to look at real numbers and saying, "Wow, we're going to be really good eventually at getting this infectious disease stuff under control, and we're going to all be dying of

diabetes, stroke and other things." Unfortunately the data is emerging very clearly — not only the overwhelming impact of what we call non-communicable diseases [NCDs] but in fact the disproportionate impact it's going to have on the poor — that there's already a set of diseases that is affecting the poorest people in the world, who are by far the most vulnerable that this audience might care about.

Can you talk a little bit about how you see the NCD work moving forward? What do you think this audience should be thinking about? I mean, as to global health, why is US policy not allocating much money toward this yet, and what should we be doing about that?

TOM FRIEDEN

First, it's really important to say that infectious diseases are not dead, and Ebola shows us that. TB [tuberculosis] is still a major killer. Malaria is still a major killer. We have more vaccines to roll out for the communicable and the non-communicable diseases. HIV remains a devastating problem. So, it would be a mistake to say, "Oh, check. We've got the infectious diseases handled. Let's move on."

STEVE DAVIS

I couldn't agree more.

TOM FRIEDEN

And in fact they're not unrelated. Someone who's gone through infectious diseases is more susceptible to the non-communicable diseases, and people who smoke get more TB. People who are obese are more likely to get pneumonia. So, there is a tight connection between the two.

On the non-communicable disease front, first off we're not going to get major dollars from Congress on this because it's not a health threat to citizens in the United States, so this is going to rely on philanthropy. It's going to rely on creativity, going to rely on some partnerships.

You have to talk about tobacco first, and I have to give Mike Bloomberg and his foundation tremendous credit. They've invested hundreds of millions of dollars in global tobacco control. The last estimate I saw suggested that the measures that their initiative had promoted will prevent already — what's already been done — at least 10 million deaths from tobacco, so we've got tremendous progress. But tobacco really is public health enemy number one. If we don't take urgent action in this century, more than a billion people around the world will be killed by tobacco. That's a number that's so mind boggling that every single time I say it I think I must have gotten a digit wrong, but it's actually true, and this is a major fight. The tobacco industry makes huge amounts of money, has enormous political power — pays off politicians. And when I began doing tobacco control, I said, "You know, it was really hard fighting tuberculosis because nobody cares about tuberculosis patients." They're the poorest of the poor. It requires systems that work day

in and day out in the most remote areas, but at least in tuberculosis control we didn't deal with people paying off government officials and marketing their products in sleazy ways and getting youth addicted. So, I think when you talk about global non-communicable disease, you have to start with tobacco. It is number one.

Beyond that, in terms of a disease-specific area, I really highlight hypertension. Hypertension is increasing around the world as diets change and people consume more sodium, as people get less physical activity, as obesity increases — and we can treat it. The treatment of high blood pressure is very effective, and it's driven down stroke rates and heart attack rates enormously. It's potentially one or two pills once a day that cost pennies, and the monitoring of high blood pressure is really cheap. A blood pressure cuff can last 20 years. So, it's essentially free to monitor, and it can be done by frontline health staff — doesn't have to be doctors and nurses. So, I think this is waiting to be done in the efforts. There also is much more that can be done with micronutrient fortification, as I mentioned.

I think beyond that there are some broad issues on training, systems, and epidemiology. The Bloomberg Foundation along with the Australian government and the Canadian government has done some things to strengthen data for health, so we're not flying blind. Quite frankly, a lot of the data that we're using in global health is a bunch of people sitting around a room saying, "That number sounds good to me." That's not acceptable.

Too many people around the world are born and die with no record of their existence, and that's not okay. People count, and we should count every event so that we can respond to it, so that we can implement programs and see if they're working. And you have an interest in that whatever program you're doing. You want to know if your program is working.

Last thing I'll mention is training in epidemiology. The Rockefeller Foundation some time back did some excellent programs on public health schools without walls and other programs. We have something called the Field Epidemiology Training Program. It's crucially important, and we train people in all areas of public health. Creating national public health institutions that can do the study and intervention to see where the problems are, what programs are likely to work, whether they're working, how to get them scaled up — that kind of epidemiologic training is incredibly important; and our Field Epidemiology Training Program I think may be the single most important thing we do in global health. We've trained over 3,000 epidemiologists around the world. It's a two-year, hands-on, intensively mentored practical program; 80 percent of the graduates stay in their country of origin, usually in positions of leadership in public health.

And in the Ebola response, I had the privilege of traveling in Liberia in a remote rural area with one of our trainees from Uganda, who had come to Liberia to help, and he was stopping Ebola there. And in Guinea 10 of our graduates from the Democratic Republic of the Congo, DRC, are pivotal to our response there, so it's a tremendous capacity and quite frankly has been underfunded. Again, it's the kind of thing that's hard to get people to fund.

I like to say there are lots of hospitals that have wings named after people who were taken care of there. There is no health department in the world that has a floor named after the people whose heart attacks or infections they prevented.

STEVE DAVIS

That's a great one. And we have about a minute left, Tom, so any last thoughts or pieces of advice or insight or questions for this audience?

TOM FRIEDEN

I guess it's to be ambitious, to think of what can be done with modest or substantial resources that really can be transformative. If you want to find leverage areas — and in global health those leverage areas can literally save millions of lives — look at what Rotary has done for polio. Without their input we would not be on the verge of eradication. And look at what different programs have done: Whether it's Gates with GAVI or Bloomberg with tobacco, you're talking about millions and millions of people alive today because of philanthropy.

STEVE DAVIS

Great, Tom, thank you so much for all you're doing as an amazing public servant and really leading the charge here, and good luck.

TOM FRIEDEN

Thank you, Steve, and I look forward to working with you and with the folks in your audience.

STEVE DAVIS

Thanks, and I encourage people to stay in their seats because we're going to move right into the panel and say good-bye to Tom in Atlanta. So, as the panel comes up I'd like to continue the conversation now. I'll quickly introduce the folks to my left, although there's an explicit bio about each of them.

We want to pick up on the themes that Dr. Frieden laid out, but it's this broader question of What do we need to do to really get to the root of these two challenges? One is being able to help strengthen and sometimes build systems that actually ensure more health equity. What does that mean from all the various and complicated Rubik's cube that that involves, everything from tools and systems but also to community-level engagement and participation, to training, to cultural and behavioral incentive? So, there's that. And then there's this parallel and interrelated question of preparedness. Obviously, the preparedness is different, but we can't keep ignoring the fact that almost every six to 12 months something else hits the global community, and we're scrambling every time to do that. So, I'd love to explore both of those things.

Each of us is going to take a few minutes to talk about the perspective we bring to this, very different perspectives, and then we'll open it up for some conversation up here and then conversations with you all. I'm going to quickly mention who's sitting here. Ian Crozier, on the far left, is an infectious disease specialist born in Zimbabwe; he emigrated here but has worked and lived all over the world, having done some remarkable work in Uganda. He's also an Ebola survivor, so he can talk about both frontline work and frontline experience — love to hear from Ian.

Jacob Gayle is the vice president at Medtronic Philanthropy. He's had an incredible career in both international diplomacy and global health and working with a variety of both development and philanthropic institutions, including Ford and CDC and a number of other places, and now with one of the most interesting, Medtronics, a great company that's doing some incredible work in the philanthropic area.

Raj Panjabi is the co-founder and CEO of Last Mile Health and is an associate physician at Harvard in the Division of Global Health Equity. Raj was named a Social Disruptor by the *Forbes* 400 Summit on Philanthropy. He has done some remarkable things, even though I can't believe you've done all this when I look at you and think you're probably just a really young guy, and just think of all the opportunities in the future.

RAJESH PANJABI

I lost a lot of hair.

STEVE DAVIS

Yes, yes. Well, you can't even go there with me.

So, let's start with Ian. Give us the perspective from the world that you've experienced.

IAN CROZIER

Good morning. It's really a pleasure to be with you here this morning. I suppose, given my last eight months, it's a pleasure to be anywhere, but particularly on this stage with the gravitas sitting next to me.

I need to start with a caveat. I'm not a policymaker. I'm not a global health expert. I'm a clinician. My sacred space is the bedside, but that space has changed a little bit in the past seven or eight months, so I've begun to talk about this space as an odd dual citizenship — I was born in Zimbabwe and I'm a naturalized US citizen — but not a citizenship that is political but one that holds intention: these dual roles as Ebola doctor and Ebola patient. It's easy to get lost in very intimidating statistics around this outbreak, and I hope in a bilingual way today I can put some flesh and bone on some of those numbers.

Before I begin I need to say something to this particular room as an Ebola patient. In September I was medevacked to Emery, and within the first week

developed what we call "multisystem organ failure." It's an ominous term, yes? My lungs failed, and I needed mechanical ventilation for two weeks. My kidneys failed, and I needed dialysis for three weeks. I became delirious in the first week with a severe hemorrhagic encephalitis as Ebola trespassed in my brain. And I have to say that given my experience in Sierra Leone, had I not been medevacked I would have been dead in a week. So, I have a particular personal and profound gratitude to those people and those organizations — and they're both public and private — that enabled me to be here today. There's no more relevant philanthropy than Paul Allen's medevac plan. So, Jane, thank you for the opportunity to be here and for the invitation to sit with this particular panel.

Can I begin by just repeating a Ugandan proverb that I think lends something to our discussion? This proverb is as follows: The hunter in pursuit of an elephant doesn't stop to throw stones at birds. There are going to be many long-term lessons that Dr. Frieden has covered quite well as we crunch the calculus of this outbreak. And I'd like to tell you a few stories that shine a light on two of the important lessons that I don't want to get lost in the stone throwing that I think are particular elephants.

In August of last year, I was deployed by the World Health Organization to an Ebola treatment unit in Kenema, Sierra Leone. It was a very different Sierra Leone in August 2014 than it is now, so there's obviously been a massive, much needed though delayed scale-up, but in August of last year Sierra Leone was a very different place. There are now, as of a month or two ago, over 20 ETUs [Ebola treatment units] operating in Sierra Leone. In August there were two. And for a time when the other shut down, we were the only ETU receiving patients. Sierra Leone and Kenema in particular sit smack dab in the middle of the hot zone, as the virus disrespected international borders. It crossed the border from Guinea and then, with eye always to Freetown and the capital, began to take root and eventually to roar. So, that was the landscape to which I went.

We had 80 to 90 patients at any one time. We had a small team of clinicians providing clinical and technical expertise as well as a much larger team of national staff. And in that setting people died, sometimes six, sometimes eight, even days with 10 patients a day. And people survived — thousands of them ultimately. In the middle of all that, I worked with a group of national health care workers — and these were nurses, hygienists, lab technicians — who were understandably anxious about heading into isolation zones behind the curtain in which they had seen many of their colleagues die on a daily basis. So, in one regard there was a really uncommon heroism that we don't talk about enough, as they entered with very little fanfare. I'm a bit sheepish about the attention I get, but they had been doing that daily and resolutely for months.

So, can I tell you a quick story — just a very quick one?

STEVE DAVIS

Yes, yes.

IAN CROZIER

Let me tell you about Nancy Yoko. The name is important: Nancy Yoko. She was the head nurse at Kenema. She was tough. She was kind, and she was the glue that kept together this group of understandably anxious health care workers. She was exhausted, and as September turned she came to me with fever. We admitted her to our suspect unit, transferred to the confirmed, and I cared for her as she deteriorated and then mourned with the rest of my staff when she died. Nancy was particularly capable, she was particularly available and she was particularly willing. And I ask myself the same question: What is it about what got Nancy there for her to be in the right place at the right time in this outbreak? And I wonder if she hadn't been so exhausted, if she'd had some people to share that burden with, maybe things would have been different. It's easy to get lost in abstract themes of health systems strengthening; they're so important. But it's easy to get lost in them, and as we do and we think about the systems, and the stuff we need and the space we need, a very crucial and missing element in this outbreak was the staff that we need. So, thinking about how we most effectively build and develop and mature a group of agile African talent is a very crucial piece in this thinking about how we build, actually, not rebuild. We build.

So, I think the first elephant that I'd like to talk about, and then maybe others will come up later, is that we will be in this place again. We will. Whether it's fetal virus, or MERS [Middle East respiratory syndrome], or a coronavirus or something new, we will be here again. And as we begin thinking in Marshall Plan ways about big strategic themes, we must pay attention to how best to grow an agile group of local talent, so I think that's probably the most important elephant to not lose sight of.

STEVE DAVIS

Great.

So, Raj, you've seen this from a different angle, but from the front lines as well, and you're doing some very interesting thinking and work. Why don't you share that with us and tell us what you think the big lessons and opportunities are and particularly for this audience what they could be thinking about?

RAJESH PANJABI

Sure. If you don't mind, I just wanted to start by thanking you, Ian, for being on the front lines of this; and if it's okay with everyone — just so many people have lost their lives in our countries, and there are still people fighting on the front lines — if we could just take a moment of silence to honor the people who are still doing this and many of you who've stood with them.

Thanks.

This is deeply personal, not just for Ian but for many of us up here, for many of you who've been involved, but the assault of this virus in West Africa wasn't a regional phenomenon. This was an assault of a virus against

all of humanity. For me this obviously is linked. I grew up in Liberia. I was privileged to be born there. My parents emigrated from India. I lived in Monrovia until I was nine, it was an incredible place filled with incredible leaders, and they made up the country in the 1980s. In 1990 a civil war erupted. Many of us lost our homes and our way of living; thousands of us were forced to flee. My first intersection with philanthropy was fleeing that war. I ended up in Freetown in Sierra Leone, and then a family in North Carolina took my family in. My family did get back on our feet.

I had a chance about a decade ago, at 24 years old with a lot more hair, to go back to Liberia. So 10 years ago I did, and what I found was just utter destruction after 15 years of war — and it's important to understand the long history of this. These are interrelated battles. We may look at it as a construct of a virus and epidemic, but this is also a battle of poor health care and inequality. When I got back home, there were 51 doctors left to serve a country of 4 million people. What can you do with that talent — 51 doctors to serve 4 million people? It would be like San Francisco's having eight physicians to serve an entire city. You can't fight Ebola with that. You can't fight pneumonia and malaria with that. If you got sick in the city, you might stand a chance, where those few doctors were, but if you got sick in the remote villages, where I and a number of our colleagues were working in the rain forest — the same rain forest where this epidemic started — you would often die and die anonymously. Your two-year-old boy gets a fever. You'd throw him on your back, get to the river, get in a canoe, paddle across and walk for up to two days just to get a diagnosis for a fever.

It turned out that there are 1 billion people on this planet living this way, and one of those billion people was a little boy named Emile, who lived in the same rain forest we work in across the border in southern Guinea; he came down as a two-year-old with fever, vomiting and diarrhea in December 2013. He would die of those symptoms in a little village of about 300 people in 31 houses. His mother would die after trying to care for him; his grandmother would die and his sisters would then die. The virus would spread from one village to another, where there are no health workers. Access to primary care did not exist in these remote rainforest regions. It wasn't until three months after that little boy died, as Tom said, that the public health system recognized that this was Ebola and started to respond. By then it had gone to three countries — eventually it would go to seven — from remote villages to capital cities. It closed bowling alleys in New York, closed schools in Dallas. Billions of dollars would be spent on this. Billions of dollars are still being spent on this to chase it. And it all started with this one little boy in a rain forest village who didn't have real health care available to him.

These epidemics are incidents built on top of inequalities that already exist. 1 billion people live too far from the nearest doctor in rain forests, mountains and deserts. If Ebola anywhere is a threat to people everywhere, then part of the answer has to be getting a health worker for everyone, everywhere. In addition, everything a health worker needs — the equipment, the stuff, the clinics to refer patients to — has to be accessible.

We've worked together during this crisis, and I know we're still learning lots of lessons, but getting a health worker for everyone, everywhere, is really the essence of and the perspective that we bring to this as Last Mile Health — “last mile,” of course, being those last-mile villages. Our entire focus before this crisis — we were founded by health workers in these remote villages eight years ago in Liberia — was to create a workforce of local village health workers by professionalizing those workers, and giving them the tools, the training, the coaching from a nurse, the payment, the employment they need to act as professionals.

When this crisis hit us — in March of last year it entered Liberia — our health workers sprang into action. In October of this past year, I was there with Lorenzo Dorr, a physician assistant who coaches our health workers. He's a fellow Liberian who'd left during the war, came back, trained to be a physician assistant and then began training health workers. In Lorenzo's community, a woman had traveled from Monrovia with Ebola. She has been too afraid to go to a treatment unit, so she traveled 10 hours into the jungle in the rain forest to reach her family. She died 10 months into the crisis in this remote area. People had heard about Ebola, but they hadn't heard the basic message that safe burials were critical, so they did what any of us would want to do when we lose a loved one: they buried her. 14 days later, 14 people had died; dozens of people had been exposed. Hundreds of people had been exposed. Hundreds more were at risk. Yet they don't have a bridge to connect them. There's no way a jeep can get over there. They don't have a mobile phone to contact. Somebody had to walk the message over to the public health authorities.

The CDC, MSF [Médecins Sans Frontières, or Doctors Without Borders], Last Mile Health, Partners in Health, UCSF [University of California, San Francisco] with the government of Liberia in the lead tried to respond to this. They trained 1,300 health workers, traditional healers, village-based workers; got blood samples from people in the villages; got the ones who were sick to care; tracked the ones who were actually at risk of getting sick in the following 21 days; and made sure that those who hadn't been exposed didn't get exposed. Of the ones we finally reached — and Tom made a great point about speed — 75 percent of them survived. Those workers now are continuing to provide primary health care in these same communities.

And that's the second point I want to make, then I'll turn it back over to you: These frontline health workers in the villages aren't important only to response; they're essential to keep health care going. Across Liberia, 60 percent of clinic visits completely stopped. The non-Ebola deaths that resulted were probably just as significant, but perhaps not as dramatic as the Ebola deaths. The number of mothers across the country who delivered safely in the clinic plummeted threefold. In places that Last Mile Health had already been working in partnership with the government, 80 percent of community members continued to get health care. Six thousand kids continued treatment for malaria, diarrhea and pneumonia because a local nurse decided that we weren't going to stop providing care with community health workers. We knew that these community health workers could do

even better. We coached them on different protocols, realizing that if we stopped treating kids for any cause of fever because we were afraid of Ebola, more kids would die from malaria and pneumonia and diarrhea combined than Ebola itself. That decision kept those 6,000 kids alive, and our CHWs did miss not a single day of treatment.

The last thing is that these workers now have the opportunity to rebuild, build back the country, and provide health care. But we have to be committed as a philanthropic community and as a social impact community to support these health workers — the kind of talent that Ian spoke about — to hold us accountable to cover each and every single person in these countries. There's an opportunity right now to transform the way these countries provide health care at a time that matters most, not just for our three countries but, I think we'd all argue, for the world itself. I hope we have philanthropists in this room who continue to push the groups with their funding but also with their advocacy to stay accountable to that vision of getting health care to everyone, everywhere.

STEVE DAVIS

Great. Fantastic. And, really, kudos on your work.

RAJESH PANJABI

Thank you.

STEVE DAVIS

So, from the perspective of a clinician and patient to the more systemic How do we work on the ground? How do we train? How do we think about those issues? Jacob, you're looking at it through a slightly different aperture around broader systemic changes as well. Can you tell us a little bit about what you're thinking and your thoughts on Tom's comments?

JACOB GAYLE

Sure. Thanks, I appreciate it, and good morning to everybody. Before I do I always have to tell a Caribbean story. So, there was a person who went to the doctor because he was having eye vision problems. He says, “Doctor, I am getting double vision.” And the doctor says, “Well, close one eye, boy. Close one eye.”

One of the things that I greatly appreciate, sitting where I'm sitting right now, is to be between two amazing people from the front line. Ian, who represents not only a clinician who really cares and gives but somebody who has lived with the very disease and epidemic we're talking about. And coming from a philanthropy and a company that really believes that patients come first and that the voice of the patient is the most powerful, I appreciate you, I commend you and I respect you for the words that you shared with us. And likewise to my right, with Raj, who really represents the people on the front line who are putting themselves on the line, using their expertise, their

knowledge and their ability to make a difference. Frontline health workers are the answer to being able to solve many of the things that you talked about. I want to thank you. Last Mile Health had been a partner of ours even before we began to deal with the issue of Ebola.

I have the fun opportunity of representing both the corporate side as well as philanthropy by leading the corporate philanthropy for a company like Medtronic. You think about Why does Medtronic, a non-communicable disease-, chronic disease-, debilitating disease-focused company, focus on Ebola? Well, when we talk about the fact that our technologies and our solutions impact one individual somewhere in the world every three seconds, we realize that once we've invested in individuals we have a continuous investment to ensure that they are able to do what our co-founder talks a lot about, and that is live that extra life that's been given to them. Ian, I think of what you talked about in terms of being someone who has survived it: What is the reason, and what is the purpose? You've been given extra life, and the extra life is not just for yourself but it's about being able to use that extra life to make a difference for other people as well.

The challenge that we have is really almost a two-vision challenge focused on the same issue. On one level we all collectively in this room have an opportunity to make a difference in parts of the world that have not been able to do it on their own thus far. Actually, none of us has done it on our own, right? So, to be able to collaborate around the dire issues — today Ebola, tomorrow whatever the challenge might be — and ultimately in the long run to build that health system that enables us to respond to health care needs on a day to day basis, as Tom was just talking about, that's an opportunity for us collectively to use our time, our talents and our treasures to make a difference on a global level.

I think the other side of the double vision is recognition of the fact that we are a global community. And those of us who were born to the Global South yesterday, who may be leaders and partners in the North today, we realize that you never know where you're going to be. We're a connected planet, so what happens in Monrovia, what happens in other parts of West Africa and other parts of the world, has direct impacts here.

So, why would Medtronic care? A little Minnesota-based company, we sit in the middle of one of the largest Liberian diasporas in the world — Minneapolis, Minnesota — that has two generations now of Liberian community members, who are still very, very much linked to their West African roots and their West African families and communities. The challenge we see is not only being able to provide the technology, the innovation, the engagement we can as an innovation company for health care but also how do we, as a good neighbor, prepare our hometown community for being able to deal with the aftermath and the issues around Ebola? We have children arriving who no longer have parents in Liberia but may have cousins and grandparents in Minnesota, who are dealing with the stigma, the discrimination, the post-traumatic stress issues related to a situation like Ebola. There is a wide range of needs and concerns directly in terms

of clinical care, but we also have to recognize that to be able to heal the world, we also look at the implications on a societal, political, economic and personal level; we all have a role that we can play.

I'm so glad that Tom always reminds us of find, stop and prevent because those three are very important parts of our public health response to Ebola or to any public health issue. The fourth one I always add is heal. And whether we're talking about being able to heal a medical problem — the actual physiologic condition — or whether we heal our societies, the way that we come together and work together is able to bring us back to the global realities of diversity, engagement and interaction. Ebola is going to give us many opportunities to learn how we, as a human population, care for each other and ultimately care for ourselves.

STEVE DAVIS

That's great. Thank you, Jacob.

Let me speak quickly from another point of view on this challenge. It's a point of view informed and enabled only by frontline viewpoints, from folks at the bedside, from the communities we work in around the world; it is the role of innovation in this work because one of the worries is that we've got to rethink, rebuild, reshape in order to actually enable those communities and the workers in those communities to come together; we have to help them, work with them on better ways to go about doing this. We learn and relearn how to do things, and we're not actually sharing that operational research and that learning, and I think this is also a time for us to bring that forward.

We also know that there is going to be a demand for new tools, and we think about that often: "Okay, we need a new vaccine or a new drug." And, yes, those are very important, and PATH works on some of the most significant tools in the vaccine and drug space in global health, but what I think we are sometimes forgetting about is the innovation and tools that would actually be a game changer in a rural village in Liberia. So, let me give you an example of the challenge we faced. It is that we need to reshape, to build, these systems to have the mindset of Everybody deserves and should have a health worker to make sure they're there, but it could take us multiple generations to do that. That worries me. That isn't okay.

So, how do we then think about innovation to say, "Well, maybe we have to make that look different tomorrow than the way that looked yesterday in these villages"? So, instead of a trained worker needing to have a certain set of protocols to be able to deliver a certain set of tools, maybe we can innovate to make sure that they can actually do things simpler, easier, quicker, and you don't have to have as much training. We're actually quite concerned about this idea of what is often called "task shifting." Can we shift the tasks more and more broadly? I think in an emergency situation, the rules of task go to hell; I mean, everybody's doing whatever they can to get through, but actually make sure that there are simple-to-use devices that can be used without a whole lot of training.

Let me give you a very quick example. It came out of the vaccine space, but it's actually a family-planning example. One of the challenges we have is it's quite difficult for a fairly untrained person to figure out how to use a syringe — fill a needle, make sure the bubble is out — to give a proper vaccine. So, the immunization processes actually takes some training. That's a challenge because there's limited bandwidth for what people can do. So, we started thinking, Maybe we could make that simpler. Long story short is that we came up with a small plastic package that is already pre-filled; you just have to go like that and you squeeze it and it's done. It doesn't take a trained health worker to do that.

Then we started thinking, Wow, that's actually really great. We're seeing that uptake. We're actually moving the training to a different level to enable more people to do the job. So, then we thought, Okay, we have this huge problem in the family-planning area with the unmet need of women who want contraceptives but don't have access. The preferred access in a lot of places that we work is injectable because they're long lasting. They're hidden, so they don't have to navigate permission from their partner, who might not provide that permission. So that's a preferred method. But how could we make that simple? So, we've actually taken that same package to figure out if we could fill that with an injectable contraceptive and distribute that. And the game changer here is that women can eventually inject themselves. They don't have to get permission to go to a clinic, go to a doctor, and we're working on that journey. And this journey of innovation has to start with what those women are asking for in the community, and what capabilities we have in the community to deliver, which are limited in many places, and then sort of reverse-engineer that thinking backward and say, "Okay, if that's the case, could we make that tool better? Can we make it simpler? Can we really listen to what people are telling us to do?"

I think there is an important conversation at three levels going on right now. One is the large What do we do with the billions of dollars of allocation? And what are the big levers? And how should we reform the WHO? And all of the different things about how to turn this so-called Ebola moment into a real reform agenda? There's a second, which is, How do we finally grasp what we have to do at the village and the community and the frontline levels? What is it to enable your vision of everyone having a health worker? And that's going to be driven by people on the ground — national agendas. It's not all the globe's to solve, but that's going to be solved at country and subnational levels. And then there's this third piece: How do we help support those people to innovate either operational approaches— tools and devices — or better data systems and really provide better tools and models for them? I think that's also going to be a critical piece.

I'm going to now go to the fairy godmother piece of this, which is you each have the same wand I gave to Tom, and if you had that wand to do one big disruptive thing in this Ebola moment that's big and audacious but also doable, what would it be? Ian?

IAN CROZIER

I mentioned the first elephant. The second one for me is about a different direction. Jacob has talked about the relevance of what's happening in West Africa for our side of the pond. There's an emerging post-Ebola syndrome that's happening in survivors, and I've sort of become the poster child for that syndrome. In one sense an unintended consequence of something very dear to me — my ability to access that care — is that we've been able to intersect, to use a Paul Farmer-ism, modern medicine with Ebola in ways that we never have been able to before, right?

Let me give you a very quick example. In October in the same place that I cared for patients, they began to ask those patients, "What are you suffering from?" And people said, "Terrible fatigue, inflammatory joint pain and arthritis, insomnia." And 40 percent of them complained of eye signs and symptoms. In December I went blind in my left eye. I developed a very acute aggressive inflammatory process that once it was unleashed took three weeks until I couldn't see my hand right in front of my eye. And I met Steven Yeh, who treats uveitis. Uveitis is the medical speak for that inflammation. And he spent the next weeks peering into my eye but unable to see the back of my eye, the retina, through this dense inflammatory debris and obstruction. From the other side of the theater, I was looking from the same retina and couldn't see out to the world. Very rapidly, Steve became the world's expert in what is essentially a new disease process. We had a little noise, a little signal in the mid-nineties of four patients with very mild similar disease, but nothing like mine.

Last week Steve and two docs from the Emory [University Eye Center] eye team and myself were in Monrovia, invited by the ELWA [Eternal Love Winning Africa] Hospital to do three things. Number one is to provide patient care, and that's important. This has to be driven by delivering care to patients. Number two is to build capacity in midlevel providers to examine eyes, to triage eyes, to decide who needs an ophthalmologist, and then in doctors. We took portable slit lamps and left them in situ and trained them. And then, third, to understand this disease process for the first time through a state-of-the-art microscope. That required an agility and a nimbleness that is very different from the sometimes slow, plodding ways Global North scholarship makes a difference on the ground on the other side.

And so, particularly in speaking to this room, you're uniquely poised to enable that type of agility and nimbleness in getting what we learn from medically evacuated survivors and getting those same principles unpacked in situ on the ground to make a difference and to save African eyes. You can imagine someone survives their first death, right? These patients have been through hell at home first, and then in an ETU, an even lonelier hell; but after they've survived that first death, you can imagine the tragedy of, in a sense, what is a second death. It's not so far below dying in West Africa. That is going to require a very quick and agile and nimble effort that I think the people in this room have a particular ability to enable. So that is the second elephant.

I'm sorry it was a windy answer.

STEVE DAVIS

That's great. Jacob, you've got the wand.

JACOB GAYLE

I would really wish for, given the fact that the largest health care workforce is the family caregiver around the world — more caregivers come from the household of the individual in need and oftentimes we neglect the caregiver herself as well — some way to be able to strengthen that caregiver network with support from those of us who are around her. It's interesting to note that we could make a world of a difference in health if each of us were trained in first aid, CPR [cardiopulmonary resuscitation], washing hands, basic things like that.

So my wand would be used somehow or another to be able to get the entire world to understand the germ theory and believe in it and then take the smallest steps to equip one's self to be able to care for the person to your left and your right in any normal day-to-day circumstance.

STEVE DAVIS

That's a fantastic idea. Yes. Great. Okay, it's yours, Raj.

RAJESH PANJABI

Mine builds on Jacob's. I think professionalizing local caregiving — giving the village health workers the equipment, the tools that you spoke of, the employment and the coaching that they need to get health care for everyone, everywhere, is really the challenge.

And I would also say speed. Everyone in this room who's been involved in this, or those who want to still be involved, has an opportunity to do it in any one of these three countries. The president of Liberia, along with the presidents of the other two countries, has just said that expanding rural coverage through community health workers is the number one priority. Liberia has a plan. The government has a plan for 4,000 of these workers to be put in for the 1.5 million people who have no physical access to care in the next seven years. They need help to do that. The World Bank, USAID and the US Congress may be putting funding in, but there is a role for philanthropists to for help these governments build a capacity to actually win that funding. There's a role for making sure they can accelerate the launch of these programs and make them innovative, and anyone in this room can make a difference in that. I would hope that we act with speed and urgency and honor the people who've been affected by this.

STEVE DAVIS

I want to make a comment, not to take the wand, but there is one point that I think it's important to understand: When we talk about community health care workers around much of the continent of Africa, and it varies by country and subnational region, many, if not most, are not paid.

RAJESH PANJABI

Right.

STEVE DAVIS

I think people think, Oh there's this workforce out there. This is not a workforce in the way that we think of a workforce. This is a set of community volunteers and that's an important distinction.

LIVING PHILANTHROPIC VALUES: MAINTAINING A “LISTENING EAR”



Phil Buchanan

FRIDAY, APRIL 24
11:15 AM

PEGGY DULANY

Founder and Chair, Synergos

CARRIE HESSLER-RADELET

Director, Peace Corps

MICHAEL MONIZ

Co-founder, President and CEO, Circadence

KAYLEE MONIZ

Philanthropist

MODERATOR: PHIL BUCHANAN

President, The Center for Effective Philanthropy

CLOSING COMMENTS: JANE WALES

PHIL BUCHANAN

My name is Phil Buchanan. I'm the president of The Center for Effective Philanthropy. Thank you. And we're going to move straight into our last session.

I spend my time working with foundations to help them improve their performance and effectiveness and we do that in a variety of ways through the research that we pursue as well as feedback mechanisms that we've created to allow foundations to hear from those who might otherwise just tell them what they think they want to hear. And so I'm a big believer in the importance of data and effectiveness. And none of us would be doing this work if we didn't want to do it well. This has been a great conference and lots of really good conversation about what it takes to make an impact, what it takes to make a difference. But I think maybe in the last session in a particularly moving way we saw the intersection between the personal story, the heart and the head, the passion to make a difference. And so we're going to talk about those issues a little bit today as we close this conference. Why do we do this work? How do values get conveyed between generations in both directions? And we're going to talk about the heart and the head. So I often say you know that's a false choice. There isn't a dichotomy between the heart and the head, that it is your heart that compels you to use your head, and yet it gets experienced I think by people doing this work often as a tension and we want to talk a little bit about that.

So we have a great, really interesting panel with diverse perspectives, and I'm really excited about getting them to share a little bit about their personal story and then the conversation about motivations and about why we do this work. So let me tell you who we have here, and then we'll get into a conversation with them.

Peggy Dulany is founder and chair of the Synergos Institute, which is a global nonprofit that is helping solve complex problems of poverty and inequality by promoting and supporting collaboration. I was reading her longer bio and recognizing that she's been saying for probably 30-plus years

what sometimes gets portrayed as a blinding new insight, which is that you really can't accomplish anything on the world's most vexing and pressing social problems alone, as a single institution. This has I think been obvious to her based on her experience, but for some they have had to learn that I guess the hard way.

Also on the panel with us today is Mike Moniz. He's the co-founder, president and CEO of Circadence, a leader in the cyber-defense and network optimization market. The company has many patents focusing on high-growth market segments including cloud and mobile computing. I heard some of his stories yesterday, which are truly impressive; a record holding alpinist and has scaled many mountains with his family.

And speaking of his family, his daughter is here as well. Kaylee Moniz is also an accomplished climber, the youngest female at the age of 10 to summit Mt. Kilimanjaro.

CARRIE HESSLER-RADELET

Cool.

KAYLEE MONIZ

Thank you.

PHIL BUCHANAN

And she has become very involved in philanthropy, raising funds for many organizations, currently working with the American Himalayan Foundation's STOP Girl Trafficking program to help put an end to female trafficking in Nepal.

Finally, I'm really excited to have Carrie Hessler-Radelet, the director of the Peace Corps on our panel. During her tenure, he has spearheaded reforms to increase the organization's efficiency and engage more volunteers in post-service public education activities. She is a returned Peace Corps Volunteer herself and has more than two decades of experience in public health focused on HIV/AIDS and maternal and child health.

So I want to start just understanding a little bit where each of you are coming from because this is ultimately deeply personal: Why do we do the work that we do? I'd like to start with you Peggy. Why do you do this? You've been doing it a long time. What motivates or drives you?

PEGGY DULANY

Thank you, Phil. Just starting with the issue that you raised about neurons. It's been proven that there are as many or more neurons in the heart and the gut as there are in the brain, so I think I probably was well endowed with heart neurons, or at least I somehow started feeling them early. It may be partly a result of my family upbringing. I'm the fourth generation of the Rockefeller family, which has been involved in philanthropy, so it may have transposed into a genetic defect. But in any case, I had the opportunity

to live in Brazil when I was young and to work and live in a favela squatter settlement where I had ample opportunity to see that those facing problems of poverty are those with the greatest commitment to overcome it. It seems like a very simple thing to say, but what was missing was the connections. There was no opportunity for education, for decision making, for information, and so that kind of stuck in the back of my brain and later came back in the form of an opportunity to start Synergos, which means “working together” in Greek and that's our whole philosophy.

PHIL BUCHANAN

Great. Mike, tell us your story.

MICHAEL MONIZ

I'm the one who doesn't really fit into this crowd here. I'm not a professional philanthropist, and I don't run a foundation, but we do have a great desire in our family to help and make a difference on the planet where ever we can, and we've made that part of our journey throughout our entire life.

I'm an entrepreneur in tech and life sciences, a venture capitalist. I love spending a lot of time coaching companies, helping companies. We love companies that make a difference, that may change the world in some way. Bringing a new oncological diagnostic platform or a way to look at the genome in a different way is beautiful work for me, and that's what really motivates me.

When I'm not doing that, I love to climb, and we've been climbing as a family since the kids were really young. Kaylee learned how to ski when she was, I think just old enough to walk, on the driveway at our place in Winter Park. Since then we had an opportunity to introduce the children — and particularly Kaylee's twin brother, Matt, initially — to the Himalayas. When he was nine, we walked to Everest Base Camp. And I saw this amazing spark of passion in his soul. It was really amazing how he bonded with the people, with the mountains, with the culture. There was a moment along the way when he had an opportunity to interface with a Korean reporter who very intrigued why this nine-year-old was wandering around the Himalayas amongst these 7,000, 8,000-meter peaks. He looked a little unusual. They interviewed him and there was an opportunity for him to talk about something that was not about him too, and that was a great teachable moment.

Throughout our journey — which has taken us from the Himalayas, to the Caucasus, to the savannah and to the top of Africa — we have enjoyed an amazing connection with people, and we've tried to make that an opportunity to learn about the issues that confront the people in those areas and come up with strategies where the kids can do the research and make an impact. That's evolved from simple things like being involved with the orphanages in Africa to most recently on a larger scale — and Kaylee will talk a little bit about her work with STOP Girl Trafficking, which has made a difference to as many as 200 young women who are no longer part of the trafficking circle. I don't know where the odyssey will take us, but we'll continue to develop and evolve our strategy as we go along.

PHIL BUCHANAN

Great. And, Kaylee, thanks for being here. You were telling me yesterday that not only have you been going to the conference but you’ve got to stay up and do your homework and you’re probably the only one in this crowd who has to worry about homework. Tell us a little bit about your involvement. And I suppose you could have just focused on the climbing, which is a passion of yours and your family’s, but you got involved in other ways; tell us why and what that looks like.

KAYLEE MONIZ

Well I think of it as giving back to the community because I’ve been given many amazing opportunities to travel around and visit many cultures, so whenever I go somewhere I like to do some research and see what I can do to make it a better place. My first major exposure to poverty was, as Phil said, in Tanzania when I climbed Kilimanjaro; my brother and I decided to gather a bunch of money and presents from our birthday that was a month before and then we gave it to the children’s orphanage there. And that’s what really opened my eyes to some of the things that children face every day around the world. The following year we raised money for doing 14/14 — 14,000-foot peaks in Colorado in 14 days — for pulmonary arterial hypertension, a heart/lung disease, because my brother has a good friend who has it. And after that my brother and I led an expedition to Nepal, the Everest Base Camp, and that’s where we got really into STOP Girl Trafficking, the American Himalayan Foundation program, and we raised over \$25,000 just by going around, doing some presentations and explaining to people before we left why we were going there. And that’s probably what opened my eyes the most.

In fact, I had an interesting conversation with Dr. [Manu] Prakash. He did a presentation on the first day about microscopes, and I’m going to go back to Asia at the end of the month as soon as I finish school because my brother’s currently on Everest right now. I’m going to try to see if I can bring some of those microscopes to the girls, introduce it because I think it’s a really great tool. It’s only 50 cents, and I think it could really help them become valuable to the community. It’s great for many applications like agriculture and water quality. I’d really like to get connected with that.

PHIL BUCHANAN

That’s great. Great. Thanks. Carrie, how about you? You’re now running an organization that had a profound impact on your life presumably early on. I don’t know if you thought when you were in the Peace Corps, Oh, I’m going to come back and run this place, but here you are. So, tell us about that.

CARRIE HESSLER-RADELET

I have to say that thought never crossed my mind.

PHIL BUCHANAN

Yes.

CARRIE HESSLER-RADELET

I do know that my experience with the Peace Corps with my husband in Western Samoa in the early 1980’s absolutely transformed my life. And it was the reason why I went into a public health career and I’ve spent my entire career now, 25 years, in the international development field.

The decision to come back to the Peace Corps was actually a very easy decision because it is an organization that changes lives, not only the volunteers but also the communities with which we work. And the model is unique. I do believe it’s unique. We live and work as members of the community for two years, learning the language, eating the same food, riding the same transportation and working side by side on the priorities of the community. And so through that process of being a volunteer and learning what life is like in a village, seeing poverty up front and living at poverty level with members of my community, absolutely transformed my life. What continues to inspire me every single day are the volunteers who are around now, and the incredible tools that they bring. And I know we’re going to talk about it.

I want to just tell one story from last week. Last week I was in Peru. And I do travel a lot to visit our volunteers and oversee our programs, and last week I visited with a water and sanitation volunteer and she had been working with a group of other partners to help build latrines in very, very remote areas. They follow a prescribed process, working with the Ministry of Public Works, to identify exactly the right locations for the community latrines. And it was fantastic. She studied and spoke Quechua very well, so they were able to reach a number of different villages with her serving as the translator and helping the community identify the right place for the latrine.

She told me this just incredibly moving story of how in one of her communities they had finished this incredible community latrine and they were just about to leave the community when they stopped at a little shop to get some water and she noticed a woman who was just around the corner, sobbing, absolutely sobbing. She just went over to her and spoke in Quechua and asked her, “What’s the matter?” And it turns out that this young woman named Ines is the mother of a two-year-old child. She had been left by her husband who also left her with HIV. She had been locked out of her own family’s latrine, and she had already been told that she would not be allowed to use the community latrine. And she was devastated. Now there was this beautiful new latrine in her village and she would never be able to use it. And every time they needed to use the toilet, she and her little child had to go over the sand dunes and find a place. And there are very few trees there. There is no privacy because it’s on a sand dune. Any of you been to Peru? Peru is actually a desert; much of it’s along the coastline. And she was devastated because she looked at this community latrine and thought That will never be for me. And so our volunteer was able to speak to the group and they constructed a latrine with the materials they had left in this woman’s house.

That’s a small story except that it gets to the heart of what Peace Corps is. She would never have known that. There’s a whole team of hydrologists and Ministry of Health people in that community, and they would never

have known that that woman had that situation because none of them spoke Quechua and they didn't take the time. But because this Peace Corps Volunteer is so in tune with the needs of her community and she understood the language well she was able to pretty quickly develop a bond with that woman, identify what the problems and work with that team of others to solve a problem that was deeply personal to this woman and changed her life. I'm quite certain of it. When you're in that situation, to have someone say, “I care enough about you, and I'm going to do something about it right now,” it speaks volumes.

It is an incredible privilege to me to be able to serve this agency that not only gave me my own career but also, frankly, gave careers to at least a quarter of USAID and 1,000 State Department and probably a third at least, of all NGO leaders who work overseas. The Peace Corps has been foundational. Can I ask, are there any return Peace Corps Volunteers here? See? There we go.

PHIL BUCHANAN

Wow!

CARRIE HESSLER-RADELET

Thank you for your service.

PHIL BUCHANAN

Carrie that's a great story and it raises a lot of issues that I think we wanted to talk about here including the importance of actually listening to the people you seek to help and that gets lost sometimes. So there's a lot of good intentions, and those good intentions can come from really important deeply personal places, but we don't have to think that hard to think of examples of initiatives — programs that sounded great, that made a lot of sense to those who cooked them up — that didn't work in the way people thought they were going to work; they either didn't have an effect or had a negative effect, so certainly there are plenty of examples in the areas of international development and domestically.

You know everyone likes to trot out — because they are good, well-worn examples and they're old enough that you don't run too much of a risk of offending anyone in the room — DARE [Drug Abuse Resistance Education] or Scared Straight as programs that didn't work, right? DARE is different now, and maybe it works now, but it was rigorously evaluated too late. Scared Straight seemed to make a lot of sense. You trot in a former prison inmate to a school assembly to talk about how you shouldn't pursue a life of crime. The only problem was, it turned out that once it was finally evaluated, attitudes about crime went in the opposite direction. Or you'd look at more contemporary examples. Another domestic example here in the US is the \$100 million spent in Newark, New Jersey on education reform that — from what I read anyway, pretty well -documented — didn't work out. And people weren't necessarily involved in the process of what was going to happen in their community.

So, Peggy, you must deal with this with your work and your clients. How do you think about avoiding unintended consequences? How do you think about the balance between the passionate desire to do something and the need to know that what's being done is not only going to have the desired effect but not have an unintended negative consequence?

PEGGY DULANY

Yes. It's a great question.

Well I can start with my own learning from failure.

PHIL BUCHANAN

Great.

PEGGY DULANY

I ran a program on education and youth employment for the New York City Partnership for five years in the 1980s, and it was a wonderful organization that brought together government, labor, businesses and community organizations and had real commitment at the top. However, the people at the top thought they were so smart that among themselves they could create the solutions and, of course, there was no consultation, for example, with teachers or principals in the schools. So, the solutions to improving schooling sounded great but they didn't get the buy-in; and if you don't have the buy-in, either it's going to be passively accepted or resisted because they didn't have any input. So actually that was partly why I decided to start Synergos because I could see the value of collaborative problem solving, but I could also see that if you don't include those who are the “beneficiaries” in the planning of how it should be approached there is liable to be a disconnect somewhere.

One of the best stories I know of inclusion is Gram Vikas in Odisha in India — the poorest state in India, or at least equally poor as one or two of the others — where some volunteers went in after the cyclone in the early seventies and began working with people to rebuild; at one point 800 architects and engineers were volunteering. But they learned they had to retrain them all because, again, they were coming in with an attitude of Okay, we know what kind of buildings you need to resist the next cyclone, not What does the social structure require? Instead, by talking to people, they came up with sanitation as absolutely the first criterion and ended up creating a pool of capital that allowed every family to have their own private toilet and bathing facility, which reduced gynecological diseases by 80 percent, and had an amazing impact on economic development.

On your story, Carrie, I would have loved it if — and maybe this will still happen — the Peace Corps Volunteer could have convinced the community that they didn't have to give her own private toilet and gone on as an educational thing.

CARRIE HESSLER-RADELET

Well actually I think that is what happened. In this particular community, that is what happened.

PEGGY DULANY

Oh, good. So it wasn't that they built her her own private toilet.

CARRIE HESSLER-RADELET

No, they did build her own, but then they continued to work. This volunteer was actually not from that community but she started to work with the community.

PEGGY DULANY

I see. She heard the story.

CARRIE HESSLER-RADELET

Yes.

PEGGY DULANY

It's just thinking ahead of the emergency of one person, which obviously rends the heart to what could be a longer term.

CARRIE HESSLER-RADELET

Yes absolutely.

PEGGY DULANY

And it sounds like that's what did happen, which is great.

And that's what happened here because they were listening, particularly to the women in the community, and what was the source of the problem.

PHIL BUCHANAN

Great. So, Mike and Kaylee, I'd like to ask you this question and I'll just ask this in its harshest formulation just to see what you would say. People might look at you and say, “You're coming here for your recreation, going on your climbs and it's great that you want to do something but what do you know really?” Do you worry about unintended consequences of what you're doing or how do you avoid making mistakes that that might lead to, again, either not having the desired impact or having a negative impact? Is this something you talk about as a family?

MICHAEL MONIZ

I think so. I mean that's an interesting perspective. I think it's easy to be the accidental tourist and wander through the valley and want to make an

impact here or leave some good will in various places along the way but the reality is that we've tried as a family to do a lot of deep research. One of the wonderful things that we did was we brought a large group of our friends together and we invited several different nonprofits to come in and present about what they're doing in that region — we had RDI [Rural Development Institute] that's doing some wonderful things in the southern Himalayas in terms of sanitation — and really look for things that resonate in the heart.

And what makes that meaningful to us as a family is the kids deciding What can we get behind? Clearly, the girl trafficking — when you have six or seven young teenaged women in the room, it definitely resonates. So, I think it's different than walking through the Khumbu and saying, “Hey, look, can I donate \$500 for your school?”

PHIL BUCHANAN

Right.

MICHAEL MONIZ

Which we did the first time. I mean it's all a learning experience and we learned that the building is easy to build. It's the teacher who has to be in that building for multiple years that needs support.

PHIL BUCHANAN

Great. Kaylee, you want to add to that?

KAYLEE MONIZ

Yes. So I don't really know the right answer to this but I talked with Neal [Keny-Guyer] yesterday, and he told me about Nike's work to stop child labor and in the outcome it ended up in a dramatic increase in child sex trafficking because the families lost a source of income. So that's just something we really need to think about: fixing one problem while creating another problem.

When we raised money for STOP Girl Trafficking, I got to meet with the founder of that, Dr. Aruna Uprety, and she told me, “If you raise this much money, it will put this many girls in school.” They say education is the key because it makes them more valuable to the community and raising just \$100 is enough put one girl in school. Give her school supplies, a uniform, tutoring, for a full year. And then she's safe. When we were there we raised \$25,000 and were able to put 250 girls in a school for a full year. So I don't really know the correct answer to this but I think the unintended consequence is a really important thing to think about and to acknowledge.

PHIL BUCHANAN

Great. My view would be there isn't a correct answer except to be aware of how easily that can happen. That's a great example and I've heard similar ones of programs working to help teenage girls. This is a domestic example but while working with teenage girls who are involved in gangs, getting them

out of gangs resulted in very high pregnancy rates of the girls because there was something about a sense of purpose or connection that was gone for them. And this was not something that the folks working on that program had anticipated. So I think it happens all the time in all kinds of ways.

I want to talk for obvious reasons about generational differences, and I'll confess that honestly I get a little tired — I don't know about you all — of reading about generational differences. I sometimes wonder whether we can really generalize about large swaths of people in the way that we sometimes do, but clearly there are differences.

Carrie, my understanding is that you come from four generations in your family of Peace Corps Volunteers. What do you see in the current crop that's different? What can we learn from them? Or are they similar to the way folks joining the Peace Corps have always been in terms of the idealism and perspective that they bring?

CARRIE HESSLER-RADELET

I think the idealism is still there but this generation of volunteers comes so much better equipped than I was. I mean first of all they've had a lot more experience before they entered Peace Corps. Many of them have done junior year abroad. They've done some sort of service abroad. There are just so many more opportunities now than there were 30 years ago when I was a volunteer.

In addition, we've learned more about the development field in the last 25, 30 years. There are best practices out there, and the Peace Corps is actually working with other partners very closely. And actually I'd like to give you an example of that because it illustrates how today's volunteers are using the tools, the technologies and their experience to be able to make a difference. The other thing I would say about this generation of volunteers, and I think it comes because they have so much experience, is that they have a greater level of confidence in their ability to make a difference than when I was a volunteer.

The example that I want to give you is of a young man named Ian Hennessee who was a Peace Corps Volunteer in Senegal. He was part of a community health team. He lived in Kédougou; for those of you who've been to Senegal, it's an area with a very high prevalence of malaria. Ian was a very close friend and next-door neighbor of the head of his community health team; his name was Cheikh Tandian. One day very soon after Ian arrived, after they had just, ironically, completed a sweep of the entire village to distribute bed nets to the community, Cheikh's four -year-old niece became very ill and then died of cerebral malaria. She was a four-year-old and everyone was completely heartbroken, because here they were, using one of the best interventions for malaria, and the child was sleeping under a bed net and had been for about a month, and yet she still died of malaria.

Well, the reason she died of malaria is because there's a reservoir of malaria that's asymptomatic in communities there. People who have grown up in malarial regions carry malaria and are also able to transmit it; maybe they

don't develop symptoms, but they are able to transmit. That reservoir existed. It's one of the reasons why it's so hard to stomp out malaria. So, Ian and Cheikh got together and thought, What can we as a community do? They talked to their health workers and said, “We've got to get rid of that latent reservoir of malaria.”

They were already empowered by the government of Senegal, which is very progressive, to be able to diagnose and treat malaria, but they were very passive. They waited for sick people to come to them. And so they had this community-based idea — this was Cheikh's idea along with Ian — to go out every week, once a week, to every single household in that small community and test if anyone was sick with malaria: Test them and if they were positive, treat them on the spot. But they not only did that, if they noticed that there was more than one case in that family, they tested everyone around them to get at that latent malaria.

They asked the Centers for Disease Control and the national malaria control program if they could pilot this new initiative. And they said, “Yes, we're interested.” And so the Centers for Disease Control decided to do a case-control study. They found another village 30 miles away that had the same bed net coverage rate and the same incidence rate and that was the control village. So for one rainy season Cheikh and Ian and their group did this what has now become known as proactive case detection and treatment model. They went out to every community once a week — every household once a week. And at the end of that rainy season, compared with the control village, there was a 90 percent decrease in malaria incidence and no malaria deaths for the first time in 30 years in that community.

PHIL BUCHANAN

Wow.

CARRIE HESSLER-RADELET

Then the district health head said, “Well you know... This is nice in a little village but I don't know if this model is scalable. Can you do it in five villages?” So Cheikh and Ian and their team of five health workers trained the other community health workers in those other five villages, and the CDC did the same study, this time with five case and five control villages. And they did it again. And again the result was a 90 percent decrease in malaria incidence.

I'm really proud to say that just a couple of months ago they completed doing it in the entire southeastern region of Senegal, population 1.45 million. Cheikh and his ever-growing team of community health workers have been training each other. Now it's literally this proactive case detection and treatment approach. It's been fully managed by community health workers with the help of 17 Peace Corps Volunteers and the result was an 88 percent decrease in malaria incidence at scale.

Our team has now been going to WHO. We're working with the UN. We're working with the President's Malaria Initiative, which was a partner from the

beginning, and the Centers for Disease Control. This was a model that was successful because it came from the community.

They listened to the community itself and knew what the problem was. And the advantage of the volunteer in this case is because the volunteer was able to link them up with services, first of all, and the CDC could do the research. So it's so important to listen to the community.

And to your earlier point, Peggy, I couldn't agree more. I don't honestly know how much interaction my volunteer had with that community because my understanding was that the volunteer was not from that community. They certainly talked to that community. But the thing about Peace Corps Volunteers is that they live in the village...

CARRIE HESSLER-RADELET

...and they're there for two years. And they don't just do what they came to do. They have girls' empowerment clubs and they do you know hand washing in school and they grow a perma-garden with the pregnant women, and they just do all sorts of things that meet the holistic needs of the community as identified by the community.

PHIL BUCHANAN

What a great example that is of a heartbreaking story leading to a motivation to do something, and then the rigorously testing it for expansion.

CARRIE HESSLER-RADELET

Yes. And I would also note that Ian is now working for CDC.

PHIL BUCHANAN

That's great. So, we're talking about really listening to folks in the community but I want to also come back to this other topic, listening across generations. Right?

One of the critiques you hear sometimes of nonprofits and foundations — and companies too, for that matter — is that we have this sort of hierarchical, what Henry Timms at 92nd Street Y calls a “old power mindset,” where it's command and control. Yet this generation of folks entering the world of nonprofit sector or businesses that has a social purpose but who really aren't interested in waiting to feel like they're contributing. I remember when I was in business school people talked about “learn, earn, serve.” As the three stages in life you had to do one at a time. Clearly, that isn't the model now.

I'd like to just explore this a little more. Mike what have you learned from Kaylee or her brother's involvement in philanthropy or the way they've affected how you think, how you approach that work or your work in business?

MICHAEL MONIZ

Sure and I think that one of the things that I've learned is that there's really the boundaries we've put around our expectations for our generation's or our children's are really not always what we think. Their capabilities are beyond what we think, their abilities to impact the world and the community don't really get necessarily better as they get older. They have the ability and the desire to make a difference. Even at the youngest age, I think they can relate to that. And if you give them the opportunity to serve they will serve and probably exceed your expectations.

There's a great article that's been floating around social media that was written in Fast Company about what makes us happy. It's a wonderful story. I highly recommend it; just Google this, “The Science of What Makes You Happy” [Article Name: “10 Simple, Science-Backed Ways to be Happier Today”]. It turns out after they rigorously looked at what makes people happy that buying things, owning things, material possessions give us a moment of happiness, but we're never connected with that material thing. It's always separate from us. But our collective soul is really the sum of all of our life experiences. I believe that the opportunity to take the family in and experience the actual philanthropic — rather than just writing a check or responding to a commercial or donating at the local supermarket — is an entirely different experience in the way it affects the soul, by reaching in and understanding the issue and doing the things that the community needs but listening and learning.

And one great example and I think that what we've done as a family is really try to understand how little things, even on an individual level, work and then look for scale in that. How do you go from being moved about a particular issue — seeing a child on the street who's obviously been sold into a sex trafficking ring or job — to making a difference on a larger scale? I think from our perspective it's that opportunity to get them out there, see it and engage with it and make a difference and that's happening every day.

Phil Buchanan: Great. Kaylee, what about you? How do you experience this? Do you feel like you've learned a lot from your parents, or have they learned more from you in all this?

KAYLEE MONIZ

Well first of all I wouldn't be doing this much if it weren't for my dad getting into mountaineering and my family traveling so much. So basically, my dad encouraged Matt and me to give all of our presents and money from our birthday to them. At first we were like, “Ah, I don't want to do that,” but then once you actually see it given to them and how happy they all are, it's a good feeling.

PHIL BUCHANAN

Yes.

KAYLEE MONIZ

So, that’s what really made us want to keep on doing what we do and keep giving to the community. All I’m saying is if it wasn’t for just a little bit of encouragement, then it wouldn’t have started. But definitely, as a whole family, we want to do what is best for the world, and it’s a lifelong goal to help others and help the community.

CARRIE HESSLER-RADELET

I think you’d be a good Peace Corps Volunteer.

PHIL BUCHANAN

Yes. So with that, Peggy, I want to ask you something. Peter Singer has gotten more and more attention in recent years, and think you know him. I’ve never met him, but from what I’ve read I think his argument would be, “You know what? Personal experience, personal passion, being moved by this or that, for example, philanthropy that’s affected by the loss of a loved one to a disease, this is not the way we should be choosing our goals.” He would argue that that’s not the moral way to decide how to give, and that in fact we should be not just rigorous on the strategy and implementation front in terms of Does the thing that we think is going to work, work? And how do we iterate it? but equally analytical and rigorous when it comes to goal selection. Some goals are more worthy than others, and we should analyze them in terms of basically lives saved per dollar spent. How do you think about that? Working with clients do you agree with him or do you disagree?

PEGGY DULANY

I’m going to come at it from a completely different perspective, and then you can tell me if I answered the question or not.

What I believe is that our wholeness as a person allows us to make the right kinds of decisions both in terms of what’s worthy out there and also in terms of our own passion, that all of us are shaped by our childhood experiences — including fears or trauma or whatever that keep us from being whole — that keep us from listening deeply because we’re afraid, so we close our heart, so we don’t have access to the neurons of the heart and the gut. And what I would say is if we’re using only the neurons of our brain, there may be a certain logic to what we do, but we’re lacking that whole part of both passion — compassion — and the ability to open ourselves to really listening to what the situation is out there. I trust that when people can work through some aspects of that fear at least and really open themselves, they will see what the reality is and what the needs are. If they’re not doing the listening, any amount of logic is not in my view liable to lead to the optimal outcomes.

PHIL BUCHANAN

And yet —just to push on this and maybe ask others on the panel if they have a perspective — we look at the amount of philanthropy today that goes to institutions of higher education, for example, with enormous endowments.

Is that smart? I mean, should we be more challenging of the philanthropic choices that folks are making, more judgmental about what really qualifies as philanthropy?

CARRIE HESSLER-RADELET

Well I wouldn’t want to take on higher learning. My husband is a professor at Georgetown. But what I would say is that if you don’t listen and your heart is not open, you may be working on entirely the wrong problem.

A quick example: In Burkina Faso there is a team of experts who came in because they noticed in a particular area that there was a very low level of girls’ education and they were trying to figure out, What is it about this village that girls were not going to school? And after I don’t know, a week or so of study, the experts came back and they said, “The parents don’t value education, so what we need to do is get a training for parents about the importance of girls’ education and how it’s going to increase their family income in the long run.”

There was a Peace Corps Volunteer there who attended the briefing of this expert team and she said, “You know, that doesn’t make any sense to me at all because every mom and dad that I know in this village values education, but in fact there are so many other barriers to girls’ education that aren’t even raised here.” And so she spoke up and said, “You know I don’t really know what the answer is, but I don’t think that’s right answer.” So, they decided to then talk to more people, to ask the girls themselves. They hadn’t talked to the girls themselves. Then they went back and started doing some more research, which was done in the local language, and the Peace Corps Volunteer helped as a translator really more than anything.

So, the same experts stayed, but they started doing their research in the local language, not even in French; Burkina Faso is French, but they also have a local language and all the previous research had been done with the village heads in French. So when they started to get down in the local language, they found out that the parents were terrified because there were a couple of teachers at school who had very bad reputations of abusing young girls. They were also scared about the walk to and from school, it was a four or five mile walk and it was known to be a dangerous area. So those were major constraints, and it turns out that the parents were trying to protect their children from this abuse and danger on the road.

If you looked at the surface it seemed like the parents weren’t convinced of the benefit of school, but what they saw instead as the problem was actually the immediate safety, right there and then of their girls, so it demanded an entirely different intervention. It demanded an intervention at the school to talk about no sexual abuse in school and we need to be supporting young girls so that they can be successful in learning. It also caused them to rethink where they were placing their secondary schools. They were too far away.

So, all I’m saying is that sometimes if you don’t really listen and you don’t get down to the community, you might be solving the wrong problem.

PHIL BUCHANAN

Yes, and maybe this is just stating the obvious — and I'd be interested in your view on this Mike — but this work is different from business, right? Yet over the past 10, 15 years, we've seen a lot of folks who say, “What philanthropy needs is to be more like a business.” And I always wonder, Which one?

Enron? Apple? When it was doing poorly or when it was doing well? And because what happens in business typically is — there are many differences; this is just one — you hear from your customers if you're not giving them what they expect. It's a little different in this world. You might not hear from, as we've been saying, from intended beneficiaries for all kinds of reasons, including that they might not be comfortable saying how things are going.

So, Mike, you're very successful in business. What's harder, that or doing the philanthropic work you're now doing more and more effectively?

MICHAEL MONIZ

Well I think that the philanthropic work is certainly a challenge and there's an enormous amount of complexities that you wouldn't choose to introduce to a business plan, right? But it is what it is, right? So you just deal with it. For example, in the Khumbu Valley leading up to Mount Everest, everyone's probably seeing a little different look at the issues around the Sherpa culture and the challenges they face, the dangers they face, but it is very interesting. For example Conrad Anker and Jon Krakauer, good friends, have built the Khumbu Climbing School, which is designed to really encourage technical expertise and proficiency so that Sherpas are safer when they're climbing. They're more comfortable with their rope work and they're also able to lead expeditions at a higher level. They introduced the technical side but didn't introduce a lot of the more safety-oriented side, in terms of rescue, in terms of judgment calls and other things.

So, they made a huge investment in the community, millions of dollars. Montana State participated in building this facility. And some of the unintended consequences that make this really complex — when you're trying to do something to scale and do something well, and you have what you think is a good business plan — is all of these cultural dynamics and caste systems and other things. What we found now is that there's an even greater divide between the southern Khumbu porters and now the highly educated Sherpa population, so it's more difficult for them to work together. We use to see a little bit of blending. We had climbing Sherpas from different regions. Now you're seeing very elite portions, and there's a kind of pushback in the community from allowing anyone else to attend these schools other than people from those villages.

So, we're seeing these really highly complicated issues now that are manifesting themselves in real conflict on the mountain because of the skills that the Sherpas now have. They have found a voice that they haven't had in the past 50 years, and they're saying, “Hey, this is our country and our mountain and our life, and we want to be leading these companies. We want this to be our industry, not your industry.” And that's great, but it has created

this conflict between Western companies and Western guides, and also safety in large part has been compromised. Almost all the deaths that happened when I was on Everest in 2012 were attributed to startup, early-stage, Asian-based trekking companies that had just enough skill to get customers.

So, it's an interesting paradigm and one that is highly complicated by just the nature of people, people you don't understand.

PHIL BUCHANAN

Right. Great. Thank you. Before we wrap up and turn it back over to Jane for some concluding comments, Peggy, I want to turn to you and see if you can help me wrap this up, so I'm handing over what should be my job to you. What themes do you hear as you think about this conversation and the conference that you would like people to leave the room thinking about?

PEGGY DULANY

What I've loved about this conversation is the extent to which the panelists have stories that imply how deeply you have been listening, that you pay attention to stories. And to me all the evaluation in the world is wonderful and necessary, but unless we have the anecdotes in our hearts, not just in our minds and in our reports, it doesn't guide us the way I think we can be guided by the experience of being there, which you said, Kaylee, very well, and listening and responding. But not just listening and then deciding but having an interactive ongoing relationship, which allows us to see as we move along, Did we miss that? or What's the next thing? Where can we go from here? So, to me it's been very satisfying hearing the extent to which people's neurons in their bellies and their hearts appear to be well connected to their brains.

PHIL BUCHANAN

Great.

PEGGY DULANY

What I take away from this is feeling more confirmed that we need to pay attention to all aspects of ourselves and all aspects of the people we're interacting with, particularly those whom we often define as the beneficiaries.

PHIL BUCHANAN

That's great. That's great. That was a wise choice I made.

I'm going to ask you all to stay seated as we wrap this up because we're going to switch right over to Jane and some concluding comments. I think it's important for us to step back and remember that progress happens. I mean, look at worldwide child mortality, for example, in the last 30, 40 years. Progress happens, as significant as the challenges are that we face.

I want to thank Carrie. And Kaylee. I'm feeling very optimistic about the future if there are more 17-year-olds out there like you. Mike and Peggy, thank you for really thoughtful comments and a great panel. Please join me in thanking them.

Finally, just as I turn it over to Jane, I just want to say, great conference, Jane, congratulations and thanks to you and your staff for doing for wonderful job.

JANE WALES

Thank you, Phil. Thank you. What a marvelous panel.

I want everyone to know that Carrie's connection to GPF is even deeper that you know. One of our first speakers ever was Steve Radelet, Carrie's wonderful husband. He's a development economist.

CARRIE HESSLER-RADELET

He is.

JANE WALES

And an extraordinary man, and you're an extraordinary woman. So, thank you for making this a family affair.

CARRIE HESSLER-RADELET

Thank you very much.

JANE WALES

Most of all we're going to want to hear from you, so you'll find that there are surveys, and also we'll be e-mailing you a survey.

I wanted to make just a few concluding thoughts before we turn it over to Gary Malkin to give us some beautiful music. I started out by saying the Global Philanthropy Forum is a community. I say it but I hope you have felt it. There are lots of newcomers around. There were lots of newcomers among us. You're old-timers now. Thank you for being part of this community.

The second thing I wanted to say is that philanthropy is audacious. At its best we're ambitious, and to realize those ambitions I'm becoming increasingly persuaded that we need to leverage one another — not just fellow philanthropists and not only our grantees. Also bear in mind that to achieve the completely audacious goals, we need the efficiency and scale of the private sector, we need the accountability of democratic governments and we need the agility of a grassroots organization that is responsive to those it serves. And ultimately, of course, we need the risk appetite and the long view of philanthropy. We need all of those attributes to achieve our goals.

To that end as you think about leveraging governments, bear in mind that there are a few key opportunities that we've discussed in the hallways and in working groups and breakfasts. The first is Addis Ababa. In July

governments will come together to try to figure out What is the financing of these incredibly ambitious development goals? What are the mechanisms there? The second one will be the UN General Assembly in September, where the follow-on to the MDGs, the Sustainable Development Goals, will be forged. Do talk to Ed Cain at the Hilton Foundation and Heather Grady at Rockefeller Philanthropy Advisors about ways to get your learnings into the mix. It doesn't mean that everybody has to go to Addis and everybody has to go to New York, but you can transfer the knowledge that you've gained, and they are happy to really help in that regard.

The second opportunity that relates to governments is President Obama's trip to Kenya. That is always an opportunity to shine the spotlight on the possibilities for change. If you know of terrific innovations in Africa that he can shine a spotlight on, that he can learn from, those that should be scaled, and those that shouldn't — you know, those that gain their value from their smallness, from their size, from their deep roots in the community — do share. That's something that you learn from your grantmaking that the White House may or may not know. And it wants to know, so there is an opportunity to share. If you're interested in doing that, just get in touch with us. Or if you simply want to be kept abreast of what they're doing, get in touch with us for that as well. Those are two opportunities for leveraging governments.

As for leveraging each other, I hope we see you next April fourth through sixth in Redwood City at the next Global Philanthropy Forum so you'll take those opportunities to learn from and leverage each other. I've mentioned the African Philanthropy Forum. You can see a passion for that. This is an example of Africans who are investing in the success of Africa, investing in the success of fellow Africans and learning from and leveraging one another in the process because they want to have impact. We can learn from them too. If you look at the Global Philanthropy Forum community — and we constantly are surveying you to find out where your interests are — the overwhelming majority has, as one part of their portfolio at least, grantmaking in Africa. Think what you would learn from your peers there. Think how helpful that would be.

I mention that because we also have the more mature, the longer-lasting collaboration with IDIS [Instituto para o Desenvolvimento do Investimento Social] and Paula Fabiani to build the Brazil Philanthropy Forum: similar situation, similar opportunities. But I would just note — and Paula and Marcos [Kisil] will remember this — that at their first conference a Nigerian philanthropist invited himself because he knew what we know, and that is that the next great philanthropic innovation is going to come from the South. And that knowledge is going to be transferred in the South. So these are opportunities for the kind of knowledge building that we think both help us be effective but also are fun.

I also want to note, keying off this panel a little bit, that philanthropy is about knowledge, it's about strategy, it's about continuous learning but of course it's also about values. That's what motivates. That's what animates. And

last night as we were listening to that panel on technology, I kept thinking to myself, How would I sum this up? Right? And the way I'd sum it up, and I don't know if others agree, is Technology untied to values can indeed be dangerous, but value without technology can also be ineffectual. So how do we marry the two? That combination will give us the impact we want. To paraphrase Tony Blair, I loved it when he said in essence that there's a funny thing about change; in the beginning we resist it, in the midst we labor through it but — excuse me for paraphrasing — in the end we're really glad we did it. And I thought that was very apt for us.

I want to thank all the speakers. It was a heavy lift for them. I think they had fun, but they were working and they really raised the level of my understanding at least, so I am very grateful.

We also have leaders who really help us. Laurene Powell Jobs is the chair of our Advisory Committee. Peter Robertson is chair of our Board. And we're really grateful to them as well. And of course to both the Ford and MacArthur Foundations that last night not only got us wild but got us fed, which is a great combination.

I want to give a special shout-out to the staff, and particularly to the GPF-specific team, although the Aspen team is here, the World Affairs Council is here. Suzy Antounian heads up our strategy and is so brilliant. Michele Dilworth headed up the communications. Ashlee Rea is responsible for the content. If this was strong for you in terms of content, Ashlee's your woman. Sawako Sonoyama is the person who vetted, sought out and found each of our speakers and in fact vetted, sought out and found ten times as many; we could fit only so many on the stage, but she just did a brilliant job of that. Carla Thorson gives the overall organization to it; Carla is in the back. And then Nicole Wood is the person who got you here and greeted you with a smile. So, thank you to all of them.



Global Philanthropy Forum

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