



Center for Global Development



Annual Report 2007



# Independence, Ideas, Impact, Influence

The Center for Global Development has carved out a special niche for itself that combines rigorous research and cutting-edge communication techniques in pursuit of policy change to **impact** the opportunities available to poor people in developing countries.

All of our work reflects our **independent** voice and commitment to reducing global poverty and inequality through research and analysis that is rigorous, relevant and respected.

The Center's staff are also dedicated to something more: effective communication of the resulting practical **ideas** to actors who have the power to **influence** and improve policy.

This approach was as vital to our work in 2007 as it was on day one, six years ago.



*a research agenda for  
impact  
respected ideas and analysis  
an independent voice  
influencing policy  
through effective communications*

# The Center *for* Global Development

CGD is an independent, not-for-profit think tank working to reduce global poverty and inequality through rigorous research and active engagement to encourage policy change.

At the Center for Global Development we believe that improvements in the policies and practices of the United States, other rich countries, and international corporations and institutions matter for people in developing and emerging market countries -- and that our research and policy advocacy can make a real difference in these practices and thus in peoples' lives.

Among our current initiatives are: introduction of results-based aid to help reform the flawed aid "industry"; new, bigger and more predictable financing of such key global public goods as R&D to combat malaria and other tropical diseases; an international initiative to promote credible impact evaluation of microfinance, AIDS programs, and other development investments; migration policies to better exploit the "brain gain" for sending countries; and use of public disclosure to cut greenhouse gas emissions and reduce the costs to the world's poorest of climate change.

By pairing research with action, the Center goes beyond simply contributing to the development literature; it conceives of and advocates for policies that can improve the economic and social prospects of developing nations. To learn more about the Center's initiatives, stay abreast of current activities or find out how you can get involved, visit us at [www.cgdev.org](http://www.cgdev.org).



Dear Friend,

The energy and impact of the Center for Global Development is growing, and nothing demonstrates that more than the results of our work during 2007.

Our research staff completed path-breaking analytic work on migration, trade, climate change, global health and development and security. We saw the launch of an Advanced Market Commitment for a new vaccine for the developing world – a novel approach that was developed under the auspices of a CGD working group. We brought a coalition of developing country governments, development agencies, NGOs and foundations together around the International Initiative for Impact Evaluation, an independent entity that will coordinate and fund rigorous evaluations of development programs. We published the fifth annual Commitment to Development Index, eagerly anticipated by wealthy countries that fare well and not so well in the rankings. We provided new data and meticulous analysis about how to strengthen financial services for the poor and how to make donor funding for HIV/AIDS more effective. We offered a fresh, rigorous and counter-intuitive perspective on the real development impacts of migration. In short, the achievements of the past year reaffirmed our strong belief that excellent, policy-relevant research coupled with creative communication and active engagement in the policy process adds up to real change – and real-world improvements in the prospects for prosperity among the world's poorest citizens.

In this report, we offer a taste of CGD's work during 2007, along with some hints about the fascinating work ahead in 2008. We hope you get a sense of the talent and commitment of CGD's staff, as well as a feel for the work of the Center – an organization of modest size but immodest ambition to change the world by achieving policy influence and impact with independent ideas, research and action.

We welcome your suggestions, friendship and support as we work together toward a better, more just future for all.

Nancy Birdsall, President

Edward W. Scott Jr., Chairman of the Board

# Supporting Liberia's Reconstruction

*The reconstruction of Liberia after 14 years of brutal civil war and economic collapse is one of today's greatest development challenges. President Ellen Johnson Sirleaf, the first African woman elected head of state, has set the country on a new course, putting accountability, transparency, good governance and economic opportunity at the center of her agenda. And she has asked CGD to help.*



*Liberian President Ellen Johnson Sirleaf provides an overview of Liberia's first year at a CGD event, 'The New Liberia: From Conflict to Recovery.'*

The work, led by Senior Fellow Steve Radelet, focuses on debt relief, donor coordination and management, and economic growth and poverty reduction. Radelet has worked closely with President Sirleaf and Finance Minister Antoinette Sayeh to resolve Liberia's enormous debt burden. In late 2007 the World Bank and African Development Bank forgave about \$650 million in debt, and by late 2009 Liberia expects its creditors to have forgiven upwards of 98 percent of its \$4.6 billion debt.

CGD helped Liberia establish a unique approach to better coordinate donor activities, including planning, information flows, and funding. CGD

also helped the government to develop its economic growth and poverty reduction framework. In April 2008, Liberia released its Poverty Reduction Strategy Paper, which set forth priorities for 2008-2010.

CGD is also helping to enhance capacity. Observing the problems resulting from a severe shortage of junior and mid-level civil servants, the family of CGD Board Chairman Edward W. Scott Jr. donated \$1 million to start the Scott Family Liberia Fellows program, which funds young professionals to work for one year as special assistants to Liberian government officials. In cooperation with the John Snow Research and Training Institute, CGD launched the



program in mid-2007 by sending the first six Fellows to Monrovia.

The program's successful start attracted other funders, including the Open Society Institute, Humanity United and the McCall MacBain Foundation. The program expanded quickly. As of April 2008, 12 Fellows (six of whom are Liberian) were supporting the work of Liberia's top officials.



*Antoinette Sayeh, Liberian Finance Minister, describes the major challenges facing Liberia as it moves forward, with CGD Senior Fellow Steve Radelet.*



*Gbolokai, Liberia, March 15, 2007: A small town of a few hundred people over the main road near Totota. All of Gbolokai's inhabitants fled during the long brutal civil war and have slowly returned after 2005 to try and rebuild their lives. (Photo by: Christopher Herwig)*

# Changing the Way the World Learns

## What Works in Development

*Measuring the impact of development programs – better health, more income, higher literacy rates – is difficult but not impossible. Conducting rigorous evaluations is essential to learn “what works” so that health, education, poverty-reduction and other programs of the future can be more successful. Yet very few high-quality impact evaluations are ever conducted. Why?*



*Howard White, the first director of the International Initiative for Impact Evaluation or 3IE (“Triple I E”), is based in Cairo, Egypt.*

To find out—and to discover a way to fix the problem—CGD convened the Evaluation Gap Working Group in 2005, led by Ruth Levine, Nancy Birdsall, and William Savedoff. The group examined the practice of evaluation in international development; identified the underlying reasons for persistent shortcomings, and thought through practical yet ambitious improvements.

Based on analysis of how incentives in governments, aid bureaucracies and implementing organizations undermine good impact evaluations, the Working Group offered two

recommendations. First, funding agencies should strengthen internal efforts to evaluate program impact. Second, the international community should pool resources for high-quality impact evaluations around shared questions that are important for policy, and the findings should be disseminated widely.

The Working Group report, *When Will We Ever Learn: Improving Lives through Impact Evaluation*, stimulated unprecedented debate, discussion and excitement about evaluation in international development. In consultations in





South Africa, India and Mexico; in Congressional and Parliamentary hearings; in conversations in government meeting rooms and university classrooms; in NGO training sessions and foundation boardrooms, those who fund, design, implement and study development programs discussed how to improve the evaluation track record. CGD nurtured the debate by providing new perspectives (including through a popular e-mail newsletter) and by engaging leading stakeholders to turn the recommendations into actions.

Many development agencies responded with greater visibility and resources for their evaluation work. Even more remarkably, during 2007, several developing country government agencies, large foundations, major NGOs, and bilateral and multilateral development banks committed resources to create the International Initiative for Impact Evaluation (3IE or “Triple I E” as it came to be known). With its launch in 2008, the 3IE will identify key evaluation questions (for example: “What is the best way to improve schooling

attainment in different settings?” or “What approaches have been effective for reducing maternal mortality?”) and then use significant new resources to commission independent, rigorous evaluations that answer those questions.

In what is emerging as a hallmark of our work, CGD was able to raise awareness about a problem, bring excellent analysis and creative thinking to develop a workable solution, and then create a path toward implementation of a broadly endorsed plan of action.

*Ruth Levine, Vice President for Programs and Operations and Senior Fellow (second from left) led CGD’s Evaluation Gap Working Group. The group’s report, When Will We Ever Learn: Improving Lives Through Impact Evaluation, stimulated unprecedented debate and discussion on evaluation issues, which led to the creation of the 3IE.*



# Confronting Climate Change

*Unabated carbon emissions will cause dangerous climate change in this century, with significant impacts on economic growth, agricultural production, health and poverty that threaten to undermine the entire development agenda. CGD's research in this area includes assessing the stakes for developing countries, slowing the growth in greenhouse gas emissions through increased transparency about emissions sources, and helping to think through the global institutional framework needed to finance responses that are both effective and fair. In 2007 the Center made three important contributions:*



- ▶ *Global Warming and Agriculture: Impact Estimates by Country*, by William Cline provided the first worldwide, country-level estimates of the agricultural impact of climate change through 2080. His findings starkly reveal the stakes for developing countries: reduced agricultural potential of 45% in India, and similar losses in much of Sub-Saharan Africa. The implications of such findings for global stability—not to mention development—highlight the need to reduce carbon emissions and to prepare for the impacts that past emissions have made inevitable.
- ▶ *Carbon Monitoring for Action (CARMA)*, an interactive online database, made available for the first time the estimated CO<sub>2</sub> emissions of the entire global power sector: more than 50,000 power plants and the identities of the 20,000 firms that own them. The site promotes carbon emissions reduction using public disclosure techniques that have cut pollution in both developed and developing countries. Electricity generation accounts for about one quarter of total annual emissions of CO<sub>2</sub>, the most common greenhouse gas.
- ▶ *Another Inconvenient Truth: A Carbon-Intensive South Faces Environmental Disaster, No Matter What the North Does*, a working paper by David Wheeler and Kevin Ummel, upended the conventional wisdom that developing countries can succeed by following rich countries' carbon-intensive path. Using scenarios from the Intergovernmental Panel on Climate Change to project developing countries' emissions, they show that even if the rich North had never existed, greenhouse gases from the developing South would lead to dangerous warming by 2040 at the latest, with widespread glacial and polar melting, and rising sea levels.



These research outputs, particularly CARMA, generated wide media attention. More importantly, they are helping shape the global debate about how rich countries and the international community should confront climate change.

The Center's climate and development team is marshaling CGD's special strengths—rigorous independent research, quality data and timely analysis—to catalyze effective international action before the UN convenes the December 2009 climate change conference in Copenhagen to negotiate a successor to the Kyoto Protocol.



*Above Left: Kevin Ummel, Research Assistant with CGD's Confronting Climate Change Initiative attended the 2007 United Nations Climate Change Conference in Bali, Indonesia.*

*Above Right: Jacob Scherr, Senior Attorney at the Natural Resource Defense Council and CGD Board member discussing research in this area with Senior Fellow David Wheeler.*

*Left: United Nations Foundation President Timothy Wirth with Carla Hills, Chair and Chief Executive Officer of Hills & Company, at the book launch event for Bill Cline's Global Warming and Agriculture.*



# HIV/AIDS Monitor; Tracking Aid Effectiveness

*Billions of foreign aid dollars have poured into programs to combat HIV/AIDS, with much of the funding provided through just three agencies: the U.S. President's Emergency Plan for AIDS Relief (PEPFAR), the Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund), and the World Bank's Multi-Country AIDS Program (MAP). Yet relatively little is known about how this money is spent, which policies are working, and how programs can become more effective in slowing the epidemic.*

**HIV/AIDS**  
**MONITOR**  
Tracking Aid Effectiveness



The Center's HIV/AIDS Monitor fills this gap by analyzing the design, delivery mechanisms and management of the three biggest HIV/AIDS funders, and offering evidence-based recommendations to help them improve their performance. The research approach includes analysis of funders' global policies and country-level studies in Mozambique, Uganda, and Zambia. This sheds light on how donor programs operate on the ground while identifying strengths and weaknesses in both policies and actual practices.

The Monitor's work has been well received by a range of international stakeholders including donor officials, U.S. Congressional staff, advocacy groups, as well as representatives of host country governments and civil society organizations. For example, the release of a report on the allocation and flow of funding to AIDS programs drew a diverse crowd of more than 200 people and featured a candid discussion of the report's recommendations by senior donor officials and a recipient of donor funds in Zambia.



*Left: From left to right: Nandini Oomman, Senior Program Associate and Director of the HIV/AIDS Monitor, CGD; William Okedi, Field Director, HIV/AIDS Monitor, CGD; Thomas Kenyon, Principal Deputy Coordinator and Chief Medical Officer, PEPFAR; Simon Mphuka, Executive Director, Churches Health Association of Zambia; and Elmar Vinh-Thomas, Acting Deputy Director of Operations, The Global Fund participate in a CGD event, What Are Donors Doing with AIDS Money?*

Funders take these recommendations seriously. The World Bank's new HIV/AIDS strategy for Africa stresses building host country capacity; the 2008 PEPFAR Annual Report to Congress stresses the importance of a strategy to increase the participation of local organizations in program implementation; and the Global Fund board recently invited countries to apply for funds to support existing national AIDS plans. All of these actions reflect specific recommendations of the HIV/AIDS Monitor.



*Former Executive Director of the Global Fund to Fight AIDS, Tuberculosis and Malaria Sir Richard Feachem joined CGD and guests as a part of CGD's breakfast discussion series.*





# Migration

*The rich-world debate on migration focuses on whether or not it results in changes, no matter how small, in the welfare of people in rich countries. The few studies of “migration and development” tend to regard these trends as contradictory: migration happens when development fails and the best we can hope for is a few dollars sent home by the trickles of people who escape poor countries.*



We can look differently at the world: the movement of people helps foster development even in very poor countries, just as movements of technology, goods, and finance are part of development—and as migration has historically been part of the development process for most of today’s high-income countries. CGD’s work on migration, led by Michael Clemens, aims to identify ways in which rich countries’ migration policies can be more supportive of poor people’s efforts to escape poverty. The research covers three areas:

- ▶ **Movement of High-skill Workers:** Rich countries’ immigration policies are increasingly aimed at attracting highly skilled workers. How does this affect the people left behind? The impacts are more complex—and sometimes positive—than the term “brain drain” suggests. India’s diaspora of engineers helped jumpstart the country’s high-tech industry, and the large-scale movement of nurses out of the Philippines stimulated that country’s nurse-training capacity. CGD’s research is designed to identify ways for policymakers to maximize the benefits of such movements.



*Left: CGD Board member Lawrence Summers, Professor and former President of Harvard and Co-chair of the Commission on Migration Data for Development Research, answers questions during one of CGD's breakfast series event.*

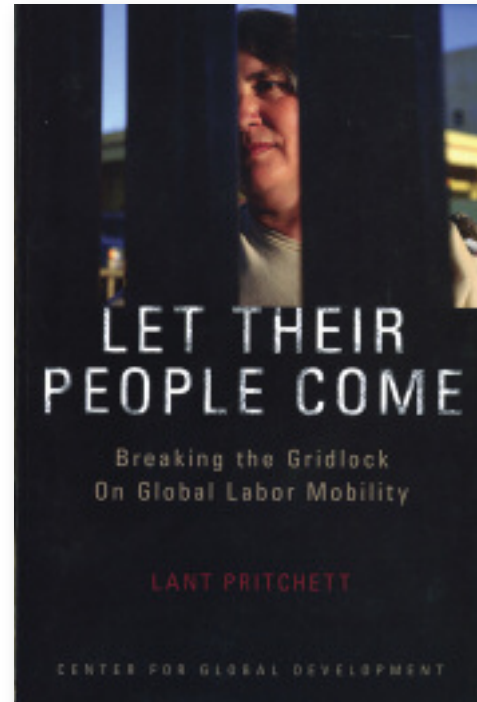
*Right: CGD Research Fellow Michael Clemens pauses during a research trip to Nairobi where he collected data for migration policy research.*

► **Movement of Low-skill Workers:**

How will rich-world migration policies respond to the collision between political opposition to low-skill immigration and the growing demand for young, low-skill migrants due to aging populations? CGD is working to shed light on how rich-country policies can transform some forms of low-skill immigration into a winning scenario for destination countries, migrants, and sending countries alike.

► **Migration Data for Better Research:**

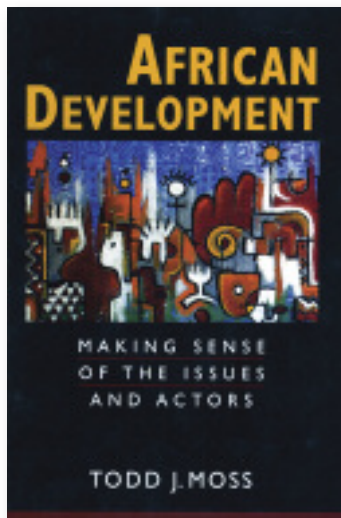
One reason that policies related to migration and development are based on anecdotes and hearsay is lack of data on the international movement of people. While it is easy to learn how many Christmas-tree ornaments were exported from Bangladesh to Belgium in September 1998, there is no data on how many doctors moved from France to Mali last year. CGD is convening an international commission in 2008 to identify practical ways to fix this problem and to help ensure that they are actually implemented.





## Fragile States

*Growing concern about the links between security, governance and development has focused fresh attention on the problem of fragile states—countries that are conflict-prone, poorly governed, economically stagnant and politically unstable. Yet remarkably little is known about the causes and consequences of state fragility. There is a lack of knowledge about what works; how to reconcile the competing mandates, timeframes and strategies of external and internal actors; and how to ensure that long-term institution-building and development goals are not subordinated to short-term foreign policy and security goals.*



One of the biggest foreign policy challenges for the next U.S. administration—and for the global community—will be to create a more balanced and integrated approach to addressing the development and security challenges in failing, failed and post-conflict states. CGD’s work in this area includes:

- ▶ Exploring the links between state fragility and global public “bads”;
- ▶ Clarifying the concept of fragility, including by measuring its components;

- ▶ Publishing the first independent analysis of how leading donor governments are working to improve policy coherence of their various efforts, and the practical challenges that this entails; and
- ▶ Assessing the U.S. Department of Defense’s dramatically expanding role in U.S. engagement with fragile states, through development assistance and the creation of an African Command.





*From left to right: Morton H. Halperin, Director of U.S. Advocacy, Open Society Institute; Obiageli Ezekwesili, Vice President, Africa Region, World Bank; and Daniel Kaufmann, Director, Global Programs, World Bank Institute participate at CGD event, Governance Matters: Debunking the Afro-pessimism Myth.*

In 2007 this work helped to shape the debate in Washington and many other donor capitals about how to balance security and development objectives in foreign policy. Impacts included:

- ▶ U.S. congressional briefings and high-level, off-the-record consultations and meetings with representatives from the U.S. Department of Defense, the Department of State, and the Agency for International Development; and
- ▶ The distribution of CGD publications on weak and failed states to the U.S. defense establishment and in U.S. graduate school curricula.
- ▶ The Fragile States Group of the OECD's Development Assistance Committee began using CGD publications as a reference text and point of departure for evolving policy on the OECD's involvement in fragile states;
- ▶ Ongoing consultations with senior officials among different agencies within the U.S., U.K., Canadian, Swedish, German, French and Australian governments about their policies;



*Left: CGD's Vice President of Special Initiatives Dennis de Tray with World Bank President Robert Zoellick at the 2007 Sabot Lecture.*

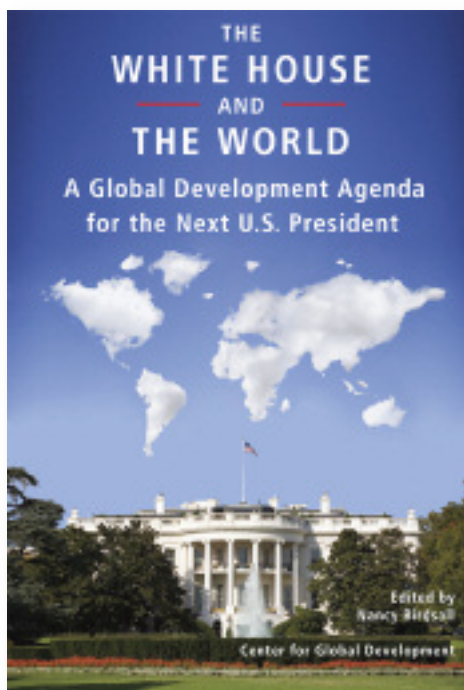


*Right: Research Fellow, Stewart Patrick directs the CGD's project on Weak States and U.S. National Security and also focuses more broadly on the intersection between security and development.*



## Influence

*By matching research with action, the Center for Global Development goes beyond simply adding to the development literature; it conceives of and advocates for policies that can directly improve the economic and social development prospects of poor people in developing nations. Our mission to reduce global poverty and inequality translates into three broad types of objectives:*



- ▶ Shaping the policy and program agenda in the United States, other rich countries, and the international framework and institutions that the rich countries largely control;
- ▶ Increasing rich world understanding of the critical issues in international development; and
- ▶ Working for specific policy changes identified through CGD research and analysis.

To achieve this real-world change, CGD engages in active, creative communication with the relevant policy communities throughout the research and policy process, beginning with the formulation of answerable research questions that

lead to practical policy recommendations. The Center's expert communications and policy staff work closely with the researchers to help identify relevant stakeholder groups and then actively involve these groups in the research and policy design process.

Each CGD initiative uses a unique communications strategy tailored to achieve a specific goal, and the activities, tools and outputs vary accordingly. These may include small private consultations, large public events, books, briefs, working papers, datasets, e-mail newsletters, blogs, online Q&As, and online videos. The targeted audiences include policymakers and their advisors;



development activists and organizations; the academic and policy research community; and the general public including media, university students and others with an interest in issues of global poverty.

The year-long run up to the 2008 U.S. elections provided a rare opportunity to integrate the U.S. role in global development into the national political debate. During the national primaries in 2007 and early 2008, Nancy Birdsall and other CGD experts met with the senior foreign policy advisors of Republican and Democratic candidates, offering independent background information informed by the Center's solid policy research.

Elements of our work that featured in the presidential platforms included a commitment to modernize U.S. foreign assistance, to elevate the role of development in foreign policy, and to support an advance market commitment for vaccines needed by poor people in developing countries.

The Center's strong online presence and proven track record in innovative use of electronic media were central to the launch of CGD's campaign 2008 website, *Global Development Matters*. Through online videos, quizzes, blogs and e-mail newsletters, the site made CGD's work accessible to interested non-experts far beyond Washington's Beltway.

As this report was going to press, the Center was completing work on a collection of essays by CGD fellows: *The White House and the World: A Global Development Agenda for the Next U.S. President*. An introductory essay by Nancy Birdsall explains both why and how the president elected in November 2008 should put effective U.S. leadership for global development at the heart the administration's foreign policy. The essays exemplify the hallmarks of CGD's success: independent research and practical ideas for global prosperity.

*Left: CGD Board member William D. Ruckelshaus, Founding Director of the U.S. Environmental Protection Agency; C. Fred Bergsten, Director of the Peterson Institute for International Economics; Jessica Einhorn, Dean of the Paul H. Nitze School of Advanced International Studies; David Gergen, Editor-at-large at U.S. News & World Report and Professor of Public Service and Director of the Center for Public Leadership at the John F. Kennedy School of Government; and John Reid, President of American Friends of Maungatautari.*

*Middle: Henrietta Fore, USAID Administrator and Director of U.S. Foreign Assistance, chats with Paul Clayman, General Counsel, Minority Staff, Senate Foreign Relations Committee, before her speech, Foreign Assistance: An Agenda for Reform, hosted by CGD.*

*Right: Congressman Earl Pomeroy (D-ND) speaking of the CGD study, Inexcusable Absence: Why 60 Million Girls still Aren't in School and What to do about It.*

## CDI's European Tour

To celebrate the fifth year of the Commitment to Development Index, CGD launched the index outside Washington, DC, in London, in Parliament. The U.K. Department for International Development initiated the event; the Overseas Development Institute organized it; and the All-Parliamentary Group on Overseas Development, a coalition of Members of Parliament, hosted it. After CGD's David Roodman presented the 2007 results, Gareth Thomas, an MP and the Parliamentary Under Secretary of State for International Development, commented on the presentation and defended the U.K.'s policies.

Roodman returned to Europe in order to present the index:

- at the Ministry of Foreign Affairs in The Hague;
- at the OECD in Paris, where the audience included delegates from almost all member countries;

- at an event in Brussels organized by Euforic, a European NGO umbrella group;
- at the German Development Institute in Bonn, where the audience included many people from the Federal Ministry for Economic Cooperation and Development (BMZ);
- on a panel at the European Development Days conference in Lisbon, organized by the European Commission;
- and back in Paris at the Ministry of Foreign Affairs.

Almost without exception, the audiences took the CDI in the right spirit—as a communications vehicle and conversation starter. They were engaged and asked good questions. Without doubt, the two trips to Europe spread awareness of the CDI and its messages among the major European donors.



## Improving Access to Financial Services: A Global Challenge



In late November, CGD, the Ministerio de Asuntos Exteriores y Cooperación de España and the Fundación Carolina convened a high-level workshop: “Policies and Innovations for Improving Access to Financial Services: A Global Challenge.”

In a landmark event on financial access in developing countries, CGD brought together more than 50 distinguished participants including officials from industrial countries and central bank leaders from Turkey, Zambia, Uruguay, Bolivia, Rwanda, Malaysia and Kenya, as well as academic experts on the issues of financial access, and bankers who have led their private institutions into new markets across Africa, India and Latin America.

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## Research and Program Staff



**Nancy Birdsall** is the founding president of CGD. A former Executive Vice-President of the Inter-American Development Bank, she is the author, co-author, or editor of more than a dozen books and monographs and of more than 100 articles for books and scholarly journals published in English and Spanish. Shorter pieces of her writing have appeared in dozens of U.S. and Latin American newspapers and periodicals. In recent years much of her writing has focused on how to make globalization work better for poor people. Her most recent book is *Fair Growth: Economic Policies for Latin America's Poor and Middle-Income Majority*.



**Michael Clemens**, research fellow, leads CGD's Migration and Development Initiative, which is investigating how rich countries' migration policies shape the lives of developing country citizens who leave and those who stay behind. Much of his work draws upon the historical experiences of today's high-income countries to provide perspective on the problems that developing countries face today. His most recent paper presented a new global dataset and was titled: *Income Per Natural: Measuring Development as if People Mattered More Than Places*.



**William R. Cline** holds a joint appointment as senior fellow at CGD and the Peterson Institute for International Economics. His research interests include trade, financial flows, and the differential impact of climate change on rich countries and developing countries. In 1993 he published the first book on the economics of climate change. Recent books include *The United States as a Debtor Nation* and *Trade Policy and Global Poverty*. From 1996 – 2001, William was deputy managing director and chief economist of the Institute of International Finance (IIF) in Washington, D.C.



**Dennis de Tray**, vice president for special initiatives, works with the president to shape CGD's future, strengthens ties between CGD and communities of influence in the development arena, and works with CGD colleagues to develop new lines of business. His writing focuses on corruption and governance, institution building in weak and fragile states, the effectiveness of the multilateral development banks. His policy experience includes serving as World Bank country director for the five central Asian republics and in Indonesia, and as IMF senior representative in Vietnam.



**Kimberly Ann Elliott** holds a joint appointment as senior fellow at CGD and the Peterson Institute for International Economics. Her recent work focuses on globalization and the role of developing countries in the trade system, international labor standards, and the causes and consequences of transnational corruption. She is the author of *Delivering on Doha: Farm Trade and the Poor*, published by CGD and the Peterson Institute for International Economics.



**Sheila Herrling**, senior policy analyst, manages the Center's new Modernizing U.S. Foreign Assistance Initiative, a one-stop-shop for policy analysis and advocacy to revitalize the mission, mandate, and organizational structure of U.S. foreign assistance. She is also the principal contributor to the MCA Monitor Blog. Before coming to CGD, Sheila held a variety of positions with the U.S. Treasury Department, including five years as Advisor to the U.S. Executive Director of the African Development Bank.



**Ruth Levine**, vice president for programs and operations and senior fellow, is a health economist and internationally recognized expert on global health policy with more than 15 years experience designing and assessing the impact of social sector programs in developing countries. Her leadership of CGD's work on global health policy has included chairing a series of working groups on key policy and finance constraints to the effective use of donor funding for health programs in low-income countries. She is the lead author of *Millions Saved: Proven Successes in Global Health*.



**Rachel Nugent** is a senior program associate in CGD's Global Health Program. She heads a new CGD working group on drug resistance, lends her expertise to the Global Health Policy Research Network (GHPRN) working groups, and manages CGD programs on population and economic development. Rachel's publications span a range of topics, from the cost-effectiveness of non-communicable disease interventions to the economic impacts of trans-boundary pests and diseases.



**Nandini Oomman** manages CGD's HIV/AIDS Monitor and the research program that underpins it. Prior to joining CGD, Nandini worked as a specialist in population, reproductive and women's health, and HIV/AIDS at the World Bank. She has published widely on these issues, and her recent publications include an HIV/AIDS Monitor paper: *Following the Funding for HIV/AIDS: A Comparative Analysis of the Funding Practices of PEPFAR, the Global Fund and World Bank MAP in Mozambique, Uganda and Zambia*.



**Mead Over**, senior fellow, conducts research on the economics of efficient, effective, and cost-effective health interventions in the poor world. His most recent book is titled *The Economics of Effective AIDS Treatment: Evaluating Policy Options for Thailand*. Many of his other papers examine the economics of preventing and of treating malaria. Before joining CGD, Mead was Lead Health Economist in the Development Research Group at the World Bank.



**Stewart Patrick** is a research fellow who focuses on the intersection between security and development. During 2007 he was lead researcher for the Center's Engaging Fragile States Initiative. His recent publications include *Greater than the Sum of Its Parts? Assessing "Whole of Government" Approaches toward Fragile States*. Before joining CGD, Stewart was a member of the U.S. Secretary of State's Policy Planning Staff.

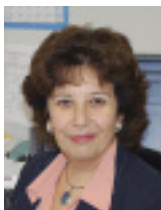


**Steve Radelet** is a senior fellow researching issues of foreign aid, developing country debt, and trade between rich and poor countries. He leads CGD's Modernizing U.S. Foreign Assistance and MCA Monitor initiatives. His books include *Challenging Foreign Aid: A Policymaker's Guide to the Millennium Challenge Account* and *Economics of Development*, a leading college textbook. Steve serves as an economic advisor to Liberia's president and minister of finance.



**Vijaya Ramachandran** is a senior fellow with expertise in private sector development, entrepreneurship, and foreign direct investment. She manages CGD's corporate engagement activities, helping international firms to identify ways in which they can join the fight against global poverty. She is the author of *Investing in Africa: Strategies for Private Sector Development* and co-editor of *Beyond Structural Adjustment*. Vijaya has written numerous articles and working papers on private sector development in Africa.





**Liliana Rojas-Suarez** is a senior fellow at CGD and the chair of the Latin American Shadow Financial Regulatory Committee, a group of former top economic officials from the region who meet annually and propose solutions to financial policy challenges. Liliana previously worked for the IMF and for Deutsche Bank, where she was chief economist for Latin America. She has published widely on macroeconomic policy, international economics and financial markets including a recent paper titled *The Provision of Banking Services in Latin America: Obstacles and Recommendations*.



**David Roodman**, CGD research fellow, has been the architect and project manager of the Commitment to Development Index since the project's inception in 2002. The Index is widely recognized as the most comprehensive comparative measure of rich world countries' dedication to policies that benefit people living in poorer nations. David's current interests include analyzing microfinance institutions as businesses, as in his *Microfinance as Business* report.



**Arvind Subramanian** is a senior fellow at CGD with a joint appointment at the Peterson Institute for International Economics. He has written on many topics, from the effects of aid on economic growth to the growth prospects of Africa and India. Recent publications include *Currency Undervaluation and Sovereign Wealth Funds: A New Role for the World Trade Organization*. Arvind was formerly assistant director in the Research Department of the International Monetary Fund.



**David Wheeler**, senior fellow, leads CGD's Confronting Climate Change Initiative to assess the stakes of climate change for developing countries, integrate climate change into development assistance, and use public information disclosure to reduce greenhouse gas pollution. He is the architect of the Carbon Monitoring for Action (CARMA), a database of global power-related CO2 emissions. Other areas of his research include natural resource conservation, African infrastructure development, sustainable development indicators and the allocation of development aid.

## CGD Staff *(as of December 31, 2007)*



*Nuhu Ribadu (at right), Executive Chairman of the Economic and Financial Crimes Commission in Nigeria, speaks at a private CGD lunch event hosted by CGD's Vice President Dennis de Tray as a part of the Center's Fragile States Initiative.*

Nancy Birdsall, *President*

Ruth Levine, *Vice President for Programs and Operations, and Senior Fellow*

Dennis de Tray, *Vice President for Special Initiatives*

### **Executive Office Staff**

Sarah Marchal Murray, *Deputy Director of Institutional Advancement*

Danielle Coleman, *Executive Assistant to the President*

Karelle Samuda, *Special Assistant to the President*

Kate Vyborny, *Program Coordinator to the President*

Rena Pacheco-Theard, *Special Assistant to Executive Office*

Ruth Coffman, *Program Coordinator to the Vice President*

### **Communications and Outreach Staff**

Lawrence MacDonald, *Director, Communications and Policy*

Sarah Jane Staats, *Senior Associate for Outreach and Policy*

Heather Haines, *Events Coordinator*

Lindsay Morgan, *Publications Associate*

Reid Dossinger, *Online Engagement and Strategy Manager*

Ben Edwards, *Web and Media Assistant*

Dave Colner, *Database Manager*

### **Finance and Administration Staff**

Ellen Mackenzie, *Director of Finance*

Jeff Garland, *Information Technology Manager*

Luke Easley, *Finance and Human Resources Administrator*

Anna Doctors, *Office Manager*

### **Program Staff**

Nandini Oomman, *Senior Program Associate -*

*Director, HIV/AIDS Monitor*

Rachel Nugent, *Senior Health Program Associate*

Sheila Herrling, *Senior Policy Analyst - MCA Monitor*

Kaysie Brown, *Program Associate -*

*Engaging Fragile States Initiative*

Michael Bernstein, *Program Coordinator*

Jessica Pickett, *Policy Analyst*

Danielle Kuczynski, *Program Coordinator*

Steve Rosenzweig, *Program Coordinator*



*Dwight Venner, Governor of the Eastern Caribbean Central Bank, participates in the workshop hosted by CGD on Improving Access to Financial Services.*

### Senior Fellows

William Cline	Mead Over	Vijaya Ramachandran	Arvind Subramanian
Kimberly Ann Elliott	Steven Radelet	Liliana Rojas-Suarez	David Wheeler

### Research Fellows

Michael Clemens	David Roodman	Stewart Patrick
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### Research Assistants

Selvin Akkus	Amy Crone	Rebecca Schutte
Sami Bazzi	Robin Kraft	Martina Tonizzo
Leda Basombrio	Cindy Prieto	Kevin Ummel

### Visiting & Non-Resident Fellows

Dillon Alleyne	Ethan Kapstein	Maureen Lewis	Peter Timmer
Chris Blattman	Devesh Kapur	Marlaine Lockheed	Nicolas van de Walle
James Habyarimana	Michael Kremer	Theodore H. Moran	Jeremy Weinstein
April Harding	Carol J. Lancaster	Guillermo Perry	
Ricardo Hausmann	Nancy Lee	Lant Pritchett	



*Roque B. Fernandez, Professor of Economics and Member of the Board of Directors of Universidad del CEMA; CGD's Nancy Birdsall, and Juan Antonio Morales, Dean of the Department of Economic and Financial Sciences of Universidad Católica Boliviana discuss the constraints to financial access in Latin America during the Improving Access to Financial Services workshop held in November.*

## CGD Publications in 2007



*The Center convened more than 60 public and private events, like the October event, The World Bank: What Should Its Future Be? pictured above, with policy advocates, government policymakers, philanthropists, program implementers and researchers in 2007.*

CGD produces books, policy briefs, online question & answers to e-newsletters, blogs and videos to reach many audiences.

### Books

#### **Exclusion, Gender and Education: Case Studies from the Developing World**

By Maureen Lewis & Marlaine Lockheed, eds., 09/24/2007

#### **Global Warming and Agriculture: Impact Estimates by Country**

By William Cline, 09/12/2007

#### **Harnessing Foreign Direct Investment: Policies for Developed and Developing Countries**

By Theodore H. Moran, 01/01/2007

#### **Inexcusable Absence: Why 60 Million Girls Still Aren't in School and What to do about It**

By Maureen Lewis and Marlaine Lockheed, 01/01/2007

### Working Papers

#### **Putting the Power of Transparency in Context: Information's Role in Reducing Corruption in Uganda's Education Sector**

By Paul Hubbard, WP# 136, 12/13/2007

#### **Macro Aid Effectiveness Research: A Guide for the Perplexed**

By David Roodman, WP# 135, 12/10/2007

#### **Another Inconvenient Truth: A Carbon-Intensive South Faces Environmental Disaster, no Matter What the North Does**

By David Wheeler, WP# 134, 12/03/2007

#### **Reviving Economic Growth in Liberia**

By Steve Radelet, WP# 133, 11/26/2007

#### **Information Disclosure and Climate: The Thinking Behind CARMA**

By David Wheeler, WP# 132, 11/12/2007

#### **The Pentagon and Global Development: Making Sense of the DoD's Expanding Role**

By Stewart Patrick and Kaysie Brown, WP# 131, 11/12/2007

#### **Reflections on the Macro Foundations of the Middle Class in the Developing World**

By Nancy Birdsall, WP# 130, 10/24/2007

#### **Generation of Political Priority for Global Health Initiatives: A Framework and Case Study of Maternal Mortality**

By Jeremy Shiffman, WP# 129, 10/15/2007



*CGD hosted 'The World Bank: What Should Its Future Be?' featuring, Robert Zoellick, World Bank President (pictured above). Panelists included Kemal Dervis, Administrator, UNDP; Ngozi Okonjo-Iweala, former Minister of Finance, Nigeria; Trevor Manuel, Minister of Finance, South Africa; Francois Bourguignon, Director, Paris School of Economics; and Pierre Jacquet, Chief Economist, Agence Francaise de Developement.*

## **Working Papers** *(continued)*

### **How Do the BRICs Stack Up? Adding Brazil, Russia, India, and China to the Environment Component of the Commitment to Development Index**

By David Roodman, WP# 128, 10/10/2007

### **Does Influence-Peddling Impact Industrial Competition? Evidence from Enterprise Surveys in Africa**

By Vijaya Ramachandran, Manju Kedia Shah and Gaiv Tata, WP# 127, 10/01/2007

### **Aiding Transparency: What We can Learn about China Exim Bank's Concessional Loans**

By Paul Hubbard, WP# 126, 09/17/2007

### **A Short Note on the Theme of Too Many Instruments**

By David Roodman, WP# 125, 08/13/2007

### **The Provision of Banking Services in Latin America: Obstacles and Recommendations**

By Liliana Rojas-Suarez, WP #124, 06/25/2007

### **It's One World Out There: The Global Consensus on Selecting the World Bank's Next President**

By David Wheeler, WP #123, 06/11/2007

### **Performance-Based Incentives for Health: A Way to Improve Tuberculosis Detection and Treatment Completion?**

By Alexandra Beith, Rena Eichler and Diana Weil, WP #122, 04/23/2007

### **Performance-Based Incentives for Health: Six Years of Results from Supply-Side Programs in Haiti**

By Rena Eichler, Paul Auxila, Uder Antoine, Bernateau Desmangles, WP #121, 04/23/2007

### **Performance-Based Incentives for Health: Conditional Cash Transfer Programs in Latin America and the Caribbean**

By Amanda Glassman, Jessica Todd and Marie Gaarder, WP #120, 04/23/2007

### **Performance-based Incentives for Health: Demand- and Supply-Side Incentives in the Nicaraguan Red de Protección Social**

By Ferdinando Regalía and Leslie Castro, WP #119, 04/23/2007

### **Income Distribution: Effects on Growth and Development**

By Nancy Birdsall, WP #118, 04/16/2007

### **Cost-Effective Prevention of Diarrheal Diseases: A Critical Review**

By Michael Kremer and Alix Peterson Zwane, WP #117, 04/16/2007

### **What Have IMF Programs with Low-Income Countries Assumed about Aid Flows?**

By David Goldsbrough and Ben Elberger, WP #116, 04/09/2007



*Pictured from (left to right) CGD's Research Fellow David Roodman and Board members Carol Lancaster, Nora Lustig, Paul O'Neill and Susan Levine.*

## **Working Papers** *(continued)*

### **Pathways Out of Poverty During an Economic Crisis: An Empirical Assessment of Rural Indonesia**

By Neil McCulloch, C. Peter Timmer and Julian Weisbrod, WP #115, 03/14/2007

### **Do Visas Kill? Health Effects of African Health Professional Emigration**

By Michael Clemens, WP #114, 03/09/2007

### **Do No Harm: Aid, Weak Institutions, and the Missing Middle in Africa**

By Nancy Birdsall, WP #113, 03/08/2007

### **Why Doesn't Africa Get More Equity Investment? Frontier Stock Markets, Firm Size and Asset Allocations of Global Emerging Market Funds**

By Todd Moss, Vijaya Ramachandran and Scott Standley, WP #112, 02/20/2007

### **Group Versus Individual Liability: A Field Experiment in the Philippines**

By Dean Karlan and Xavier Giné, WP #111, 01/29/2007

### **Credit Elasticities in Less-Developed Economies: Implications for Microcredit**

By Dean Karlan and Jonathan Zinman, WP #110, 01/29/2007

### **Observing Unobservables: Identifying Information Asymmetries with a Consumer Credit Field Report**

By Dean Karlan and Jonathan Zinman, WP #109, 01/29/2007

### **Expanding Credit Access: Using Randomized Supply Decisions to Estimate the Impacts**

By Dean Karlan and Jonathan Zinman, WP #108, 01/29/2007

### **Teaching Entrepreneurship: Impact of Business Training on Microfinance Clients and Institutions**

By Dean Karlan and Martin Valdivia, WP #107, 01/29/2007

### **Female Empowerment: Impact of a Commitment Savings Product in the Philippines**

By Dean Karlan, Nava Ashraf and Wesley Yin, WP #106, 01/29/2007

### **AIDS Treatment and Intra-household Resource Allocations: Children's Nutrition and Schooling in Kenya**

By Harsha Thirumurthy, Joshua Graff Zivin and Markus Goldstein, WP #105, 01/22/2007

### **Why are there so Few Black-Owned Firms in Africa? Preliminary Results from Enterprise Survey Data**

By Vijaya Ramachandran and Manju Kedia Shah, WP #104, 01/16/2007



*Cash-On-Delivery Aid meeting with Ghanaian Finance Minister Kwadwo Baah Wiredu and CGD Visiting Fellow Satish Chand of the Australian Agency for International Development.*

## Reports

### **Joining the Fight Against Global Poverty: A Menu for Corporate Engagement**

Staci Warden, 12/10/2007

### **The Commitment to Development Index 2007 Report**

David Roodman, 10/25/2007

### **Does the IMF Constrain Health Spending in Poor Countries? Evidence and an Agenda for Action**

David Goldsbrough, 07/23/2007

### **The World Bank's Work in the Poorest Countries: Five Recommendations for a New IDA**

Dennis de Tray and Todd Moss, co-chairs, 06/11/2007

### **A Risky Business: Saving Money and Improving Global Health Through Better Demand Forecasts**

Ruth Levine, 05/29/2007

### **Following the Money: Toward Better Tracking of Global Health Resources**

Ruth Levine, 05/17/2007

## Briefs

### **The 2007 Commitment to Development Index: Components and Results**

By David Roodman, 10/10/2007

### **Millions Saved: Proven Successes in Global Health (2007 Edition)**

By Ruth Levine, 09/27/2007

### **Global Warming and Agriculture: New Country Estimates Show Developing Countries Face Declines in Agriculture Productivity**

By William Cline, 09/17/2007

### **Poverty and Inequality in Latin America: How the U.S. Can Really Help**

By Nancy Birdsall and Peter Hakim, 09/10/2007

### **Trade Policy for Development: Reforming U.S. Trade Preferences**

By Kimberly Elliott, 09/04/2007

### **Does the IMF Constrain Health Spending in Poor Countries?**

By David Goldsbrough, 07/23/2007



*Congressman Ron Kind (D-WI) with CGD Senior Program Associate Rachel Nugent respond to questions during CGD's event A Healthy U.S. Farm Policy in a Globalized World.*

## **Briefs** *(continued)*

### **Greater Than the Sum of its Parts? Assessing “Whole of Government” Approaches to Fragile States**

By Stewart Patrick and Kaysie Brown, 06/25/2007

### **Generating Political Priority for Public Health Causes in Developing Countries: Implications from a Study on Maternal Mortality**

By Jeremy Shiffman, 06/04/2007

### **A Risky Business: Saving Money and Improving Global Health Through Better Demand Forecasts**

By CGD, 05/18/2007

### **Bilateral Guest Worker Agreements: A Win-Win Solution for Rich Countries and Poor People in the Developing World**

By Lant Pritchett 04/25/2007

### **Inexcusable Absence: Why 60 Million Girls Still Aren't in School and What to do about It**

By Maureen Lewis and Marlaine Lockheed, 04/16/2007

### **Agriculture and the Doha Round**

By Kimberly A. Elliott, 01/22/2007

## **CGD Notes**

### **PEPFAR Reauthorization: Improving Transparency in U.S. Funding for HIV/AIDS**

By Michael Bernstein and Sarah Jane Hise, 11/12/2007

### **A White House Focus on Social Justice in Latin America?**

By Nancy Birdsall and Peter Hakim, 7/09/2007

### **Will the Poor be Flooded Out? The IPCC's Predicted Flood Disasters and Their Implications for Development Aid**

By David Wheeler, 4/09/2007

### **A Better Way Forward on Trade and Labor Standards**

By Kimberly A. Elliott, 3/29/2007

### **U.S. Aid to Africa After the Midterm Elections? A “Surprise Party” Update**

By Todd Moss, 1/25/2007

### **Saving the Doha Round Requires Further Cuts in U.S. Agricultural Support**

By Kimberly A. Elliott, 1/22/2007





*Congressman Earl Pomeroy (D-ND) talks with authors Maureen Lewis and Marlaine Lockheed, CGD Non-Resident Fellows; and CGD Board member Belinda Stronach; at the book launch event for *Inexcusable Absence: Why 60 Million Girls Still Aren't in School and What to do about It*.*

## **MCA Monitor Analysis**

### **Round Five of the MCA: Which Countries are Most Likely to be Selected for FY2008?**

By Sheila Herrling and Steve Radelet, 11/26/2007

### **The Impact of FY2008 Funding Options on the MCA: From Saving Face to Saving the Program**

By Sheila Herrling, 11/16/2007

### **Which Countries Might Trip on the Millennium Challenge Account Corruption Hurdle?**

By Sheila Herrling and Sarah Rose, 10/22/2007

### **Investing in People by Investing in Data: How Best to Incorporate the New MCA Eligibility Indicators**

By Sarah Rose, Sheila Herrling, Steve Radelet, 08/27/2007

### **Lessons from Seven Countries: Reflections on the Millennium Challenge Account**

By Sarah Lucas, 05/17/2007

### **Will the Millennium Challenge Account be Caught in the Crosshairs? A Critical Year for Full Funding**

By Sheila Herrling and Sarah Rose, 03/30/2007

### **Expand and Enhance: A Proposal to Strengthen the MCA Eligibility Process When Adding the Natural Resource Indicators**

By Steve Radelet, Sheila Herrling, and Sarah Rose, 01/26/2007

## **HIV/AIDS Monitor Analysis**

### **Following the Funding for HIV/AIDS: A Comparative Analysis of the Funding Practices of PEPFAR, the Global Fund and World Bank MAP in Mozambique, Uganda and Zambia**

By Nandini Oomman, Michael Bernstein, Steven Rosenzweig, 10/10/2007

### **A Trickle or a Flood: Commitments and Disbursement for HIV/AIDS from the Global Fund, PEPFAR, and the World Bank's Multi-Country AIDS Program (MAP)**

By Michael Bernstein and Myra Sessions, 3/05/2007



*Mahamudu Bawumia, Deputy Governor of the Central Bank of Ghana, offers remarks at CGD's workshop, Improving Access to Financial Services: A Global Challenge.*

## Essays

### **From World Bank to World Development Cooperative**

By Nancy Birdsall and Arvind Subramanian, 10/15/2007

### **Helping the Bottom Billion: Is There a Third Way in the Development Debate?**

By Michael Clemens, 9/10/2007

### **We Fall Down and Get Up: Carol Lancaster Reports on Elections in Sierra Leone**

By Carol Lancaster, 8/27/2007

### **The U.S. Response to Precarious States: Tentative Progress and Remaining Obstacles to Coherence**

By Stewart Patrick, 7/20/2007

### **The Chinese Aid System**

By Carol Lancaster, 6/27/2007

### **The World Bank: Toward a Global Club**

By Nancy Birdsall, 5/22/2007

### **Liberia's External Debt: Moving Towards Comprehensive Debt Relief**

By Steven Radelet, 4/16/2007

### **Billions for War, Pennies for the Poor: Moving the President's FY2008 Budget from Hard Power to Smart Power**

By Samuel Bazzi, Sheila Herrling and Stewart Patrick, 3/16/2007

### **USAID's Track Record in Family Planning**

By Ruth Levine, 1/2/2007



*Attendees at the launch of the CGD report, Joining the Fight Against Global Poverty: A Menu for Corporate Engagement, discuss the opportunities and challenges for the private sector to participate and engage in development.*

*The launch event featured speakers Bruce McNamer, President and CEO of TechnoServe; Jeffrey Krilla, Deputy Assistant Secretary at the U.S. Department of State; and CGD Senior Fellow Vijaya Ramachandran.*

## 2007 Center for Global Development Events



Moisés Naim, Editor-in-Chief of Foreign Policy Magazine presents the CGD-FP Commitment to Development Award.

*From advocates to journalists, congressional staffers to staff of multilateral organizations, CGD's events provide a high-value interaction for stakeholders in the important dialogues underway in the development community. The Center convened more than 60 public and private events with policy advocates, government policymakers, philanthropists, program implementers and researchers in 2007. The interactions and dialogues catalyzed by these events provide unique opportunities for actors to be brought together in an independent forum.*

### **12.18**—*The International Migration of Women: Future Directions for Research and Policy*

Featuring **Andrew Morrison**, Gender and Development Group, World Bank; **Maurice Schiff**, Development Research Group, World Bank; and **Mirja Sjöblom**, Development Research Group, World Bank

### **12.17**—*The Best Things in Life are (Nearly) Free: Technology, Knowledge and Global Health*

**Charles Kenny**, Senior Economist, World Bank; **Ursula Casabonne**, Policy Analyst, World Bank; and **Ruth Levine**, Vice President, Programs and Operations, and Senior Fellow, Center for Global Development

### **12.14**—*Power and Roads to Africa: A Tanzanian Perspective*

Featuring The President of the United Republic of Tanzania, **Jakaya Mrisho Kikwete**; **David Wheeler**, Senior Fellow, Center for Global Development; **John Simon**, Executive Vice President, Overseas Private Investment Corporation; **Nancy Birdsall**, President, Center for Global Development.

### **12.11**—*Institutions to Limit Patronage Politics in Africa: A Pioneering Approach from Ghana*

Featuring **Afua Branoah Banful**, PhD Candidate, Harvard University, Department of Economics.

**12.6**—CGD Breakfast with **Lawrence Summers**, former President of Harvard University and Secretary of the Treasury of the U.S.

### **12.16**—*Corporate Engagement Event*

Featuring **Bruce McNamer**, President and CEO of TechnoServe, **Jeffrey Krilla**, Deputy Assistant Secretary at the U.S. Department of State, and **Vijaya Ramachandran**, Senior Fellow, Center for Global Development.

### **12.4**—*The Impact of Early Childhood Nutrition on Education: Evidence from a Randomized, Three-decade Longitudinal Study in Guatemala*

MADS event featuring **John Hoddinott**, Senior Research Fellow, International Food Policy Research Institute and **Hugo Ñopo**, Research Economist, Inter-American Development Bank.

### **11.29**—*Which Countries Will the Millennium Challenge Corporation Choose in 2008?*

**Steve Radelet**, Senior Fellow, Center for Global Development and **Sheila Herrling**, Senior Policy Analyst, Center for Global Development



CGD Chairman Ed Scott, Pierre Jacquet, and Dominic Lombardi at CGD's conference *The World Bank: What Should Its Future Be?*

**11.29**—*Governance Matters: Debunking the Afro-pessimism Myth*

Featuring **Daniel Kaufmann**, Director of Global Programs at the World Bank Institute; **Obiageli Ezekwesili**, Vice President, Africa Region, World Bank; **Morton H. Halperin**, Director of U.S. Advocacy, Open Society Institute and Senior Fellow, Center for American Progress; **Aart Kraay**, Lead Economist, Development Research Group, World Bank; and **Dennis de Tray**, Vice President for Special Initiatives, Center for Global Development.

**11.29**—*Policies and Innovations for Improving Access to Financial Services: A Global Challenge*

Invitation only participation in two-day workshop, led by **Liliana Rojas-Suarez**, Senior Fellow, Center for Global Development

**11.15**—*Islam and Development in Africa: A Nigerian Perspective*

Featuring His Eminence **Sa'ad Abubakar**, The Sultan of Sokoto.

**11.6**—*Internal Migration and Poverty Reduction in Tanzania: Evidence from a Long-Term Tracking Survey*

MADS event featuring **Kathleen Beegle**, Senior Economist, Development Research Group, The World Bank; and **Karen Macours**, Assistant Professor of International Economics, Johns Hopkins University.

**11.1**—Private CGD Breakfast with **David Gordon**, Director of Policy Planning, U.S. Department of State.

**10.26**—Private CGD Lunch with **Nuhu Ribadu**, Executive Chairman of the Economic and Financial Crimes Commission (EFCC) in Nigeria.

**10.26**—*Do Reforms of the Business Environment Work? Macroeconomic Responses to Reforms, 2003-2006*

Featuring **Benn Eifert**, Graduate Student, Department of Economics, University of California, Berkeley; and **Vijaya Ramachandran**, Visiting Fellow, Center for Global Development.

**10.24**—Private CGD Breakfast with **Angel Gurria**, Secretary-General of the Organization for Economic Cooperation and Development.

**10.23**—*Are the Poorest Countries a Risky Investment? Shadow Sovereign Ratings for Unrated Developing Countries*

MADS event featuring **Dilip Ratha**, Senior Economist, Development Prospects Group, World Bank and **Donald Mathieson**, Former Chief of Emerging Markets Surveillance, Capital Markets Department, International Monetary Fund.

**10.22**—*Impact Assessment, Community Involvement and the Pratham India Project*

Featuring **Rukmini Banerji**, Director of Research and Evaluation Unit for Pratham, India.



CGD's President Nancy Birdsall with President of Tanzania Jakaya Mrisho Kikwete before the Tanzanian President's talk on Power and Roads to Africa: A Tanzanian Perspective.

**10.18**—*The World Bank: What Should Its Future Be?*

Featured speaker, **Robert Zoellick**, World Bank President. Panelists included **Kemal Dervis**, Administrator, UNDP; **Ngozi Okonjo-Iweala**, Former Minister of Finance, Nigeria; **Trevor Manuel**, Minister of Finance, South Africa; **Francois Bourguignon**, Director, Paris School of Economics; and **Pierre Jacquet**, Chief Economist, Agence Francaise de Developpement.

**10.16**—*The Investment Climate Facility for Africa: A Unique Role in the Growth of Africa's Private Sector*

Featuring **Omari Issa**, Investment Climate Facility for Africa, Chief Executive Officer.

**10.15**—*Who's Doing Worst on Climate? Ranking the Rich and the BRICs: Results from the 2007 Commitment to Development Index*

Featuring **David Roodman**, CGD Research Fellow and architect of the CDI; **Vicki Arroyo**, Director of Policy Analysis at the Pew Center on Global Climate Change; **David Wheeler**, Senior Fellow at the Center for Global Development; and **Nancy Birdsall**, President of the Center for Global Development.

**10.10**—*What Are Donors Doing with AIDS Money? A Comparative Analysis of PEPFAR, Global Fund, and World Bank Funding in Mozambique, Uganda and Zambia*

Featuring CGD's HIV/AIDS Monitor team, along with discussants **Elmar Vinh-Thomas**, Acting Deputy Director of Operations, The Global Fund; **Jean-Jacques de St. Antoine**, Lead Operations Officer, Human Development, East and Southern Africa, World Bank; **Thomas Kenyon**, Principal Deputy Coordinator and Chief Medical Officer, PEPFAR; and **Simon Mphuka**, Executive Director, Churches Health Association of Zambia.

**10.4**—*A Farewell to Alms: A Brief Economic History of the World*

Featuring *A Farewell to Alms* author **Gregory Clark**, Chair of the Economics Department at the University of California, Davis.

**9.25**—CGD Breakfast with **Paul Collier**, author of the bestselling *The Bottom Billion: Why the Poorest Countries are Failing and What Can Be Done About It* and Professor of Economics at Oxford University.

**9.12**—*Book Launch of William Cline's Global Warming and Agriculture*

Featuring author **Bill Cline**, Senior Fellow, Center for Global Development and Peterson Institute for International Economics and remarks by **Jonathan Lash**, President of World Resources Institute.

**9.10**—*A Healthy U.S. Farm Policy in a Globalized World*

Featuring **Congressman Ron Kind** (D-WI); **David Beckmann**, President, Bread for the World; **Ousmane Badiane**, Senior Research Fellow and Africa Coordinator, IFPRI; **Kimberly Elliott**, Senior Fellow, Center for Global Development and Peterson Institute; **Rachel Nugent**, Senior Program Associate, Center for Global Development; **Barry Popkin**, The Carla Smith Chamblee Distinguished Professor of Global Nutrition, School of Public Health, University of North Carolina at Chapel Hill.



Goanpot Asvinvichit, former President and CEO of the Government Savings Bank of Thailand, during the workshop: *Improving Access to Financial Services*.

**9.7—Does the IMF Constrain Health Spending in Poor Countries?**

Discussants included **Ambassador Amina Salum Ali**, Permanent Representative to the African Union’s Mission to the U.S. and **Abdoulaye Bio Tchane**, Director, African Department, International Monetary Fund.

**8.10—When Capital Earns a 20% Real Return, What is Left for Labor? A Glimpse into Latin American Reality**

Featuring noted economist and father of the “Chicago Boys” **Arnold “Al” Harberger**; **Peter Hakim**, President, Inter-American Dialogue; **John Williamson**, Senior Fellow, Peterson Institute for International Economics; and **Dennis de Tray**, Vice President for Special Initiatives, Center for Global Development.

**7.19—Generating Political Priority for Global Health Initiatives: A Framework and a Case Study on Maternal Mortality**

**Jeremy Shiffman**, CGD visiting fellow and associate professor of public administration at the Maxwell School of Syracuse University; **Maurice Middleberg**, Vice President, Public Policy, Global Health Council; **Anne Tinker**, Director, Saving Newborn Lives, Save the Children; and **Rachel Nugent**, Senior Health Program Associate, Center for Global Development.

**7.2—IMF-Supported Programs and Health Spending**

**David Goldsbrough**, Visiting Fellow at the Center for Global Development and chaired the Working Group on IMF Programs and Health Spending; **Sanjeev Gupta** is a Senior Advisor in the Fiscal Affairs Department at the International Monetary Fund. **Jo Marie Griesgraber** is Executive Director at the New Rules for Global Finance Coalition; **Rick Rowden** is a Senior Policy Analyst at ActionAid International USA.

**6.26—Ethiopian Immigration to Washington**

Featuring **Dinaw Mengestu**, author of the novel *The Beautiful Things That Heaven Bears* and filmmaker **Chris Flaherty**, director of *Migration of Beauty*.

**6.21—China: Developing Giant and Emerging Development Actor**

Featuring **David Dollar**, World Bank country director for China and Mongolia and **Callisto Madavo**, visiting professor of African Studies at Georgetown University.

**6.20—Second Annual Richard H. Sabot Memorial Lecture**

Featuring keynote speaker **Ngozi Okonjo-Iweala**, former Finance Minister and Minister of Foreign Affairs of Nigeria.

**6.6—Can Public-Private Partnerships Help Stop AIDS in Africa? Lessons from Botswana**

Featuring **Dr. Themba Moeti**, Managing Director of African Comprehensive HIV/AIDS Programs, Merck & Co., Inc., **David Greeley**, Senior Director, HIV/AIDS Programs, Merck & Co., Inc. and Board Member, African Comprehensive HIV/AIDS Partnerships, **April Harding**, Visiting Fellow, Center for Global Development, **Mead Over**, Senior Fellow, Center for Global Development, and **Nandini Oomman**, Director, HIV/AIDS Monitor, Center for Global Development.



*Dinaw Mengestu, author of The Beautiful things That Heaven Bears, and filmmaker Chris Flaherty, director of Migration of Beauty, at a CGD event focus on the experience of Ethiopian immigrants in Washington D.C.*

**6.6**—*Contracting for Primary Health Care in Uganda: An Experiment in Performance-Based Payment*

**Mattias Lundberg**, Senior Economist, Human Development Network, World Bank, **Rena Eichler**, President, Broad Branch Associates, served as the discussant and **Ruth Levine**, Vice President of Programs and Operations, Center for Global Development.

**5.31**—*Learning about What Works: Impact Evaluation for Development*

**Ruth Levine**, Center for Global Development, **Blair Sachs**, Bill & Melinda Gates Foundation, and **Julio Frenk**, former Secretary of Health, Mexico

**5.29**—*Risky Business: How Better Demand Forecasting Can Save Money and Lives*

Discussants included **Ruth Levine**, **Jeffrey Sturchio**, Merck & Co, Inc. and **Prashant Yadav**, MIT-Zaragoza International Logistics Program.

**5.9**—CGD Breakfast with **Bobby Pittman**, Special Assistant to the President for African Affairs of the National Security Council.

**5.8**—*Democracy and Foreign Education*

MADS event featuring **Antonio Spilimbergo**, Research Department, International Monetary Fund and **Raj Desai**, Associate Professor of International Development, Georgetown University.

**5.7**—*Health Aid and Infant Mortality*

**Prachi Mishra**, Research Department, International Monetary Fund and **David Newhouse**, Fiscal Affairs Department, International Monetary Fund.

**4.30**—*The (under-exploited) Development Potential of Regional Programs*

Featuring **Victoria Elliott** and **Catherine Gwin** of the Independent Evaluation Group (IEG) at the World Bank

**4.27**—*Rent Seeking and the Unveiling of “De Facto” Institutions: Development and Colonial Heritage within Brazil*

MADS event featuring **Rodrigo Soares**, Assistant Professor, Department of Economics, University of Maryland and **Karla Hoff**, Senior Research Economist, Development Economics Group, World Bank.

**4.26**—Private CGD Lunch with **Ethan Zuckerman**, Research Fellow, Berkman Center, Harvard Law School and Founder, Geekcorps

**4.23**—Private CGD Lunch with **Clay Lowery**, Assistant Secretary, International Affairs, U.S. Treasury

**4.19**—Private CGD Breakfast with **Antoinette Sayeh**, Finance Minister of Liberia

**4.13**—Private CGD Breakfast with **Owen Barder**, Director of International Finance and Development Effectiveness in the UK Department for International Development



Nancy Birdsall moderates the CGD event, Does the IMF Constrain Health Spending in Poor Countries? with Ambassador Amina Salum Ali, Permanent Representative to the African Union's Mission to the United States; David Goldsbrough, CGD Visiting Fellow; Abdoulaye Bio Tchane, Director of African Department, International Monetary Fund; and Jose Sulemane, former Director for Planning and Budget, Ministry of Finance, Mozambique, and Advisor to the IMF Executive Director.

**4.12**—*Latin America and the IMF: The Way Forward*

Featuring members of the Latin-American Shadow Financial Regulatory Committee (LASFRC), including **Roberto Zahler**, Former President, Central Bank of Chile; **Pablo Guidotti**, Former Vice-Minister of Finance of Argentina; and **Ernesto Talvi**, Former Chief Economist, Central Bank of Uruguay.

**4.12**—Private CGD breakfast with **Donald Kaberuka**, head of the African Development Bank.

**3.30**—CGD lunch with **Andrew Mwenda**, Political Editor of Uganda's Daily Monitor newspaper.

**3.14**—*Playing Monopoly with the Devil: Dollarization and Domestic Currencies in Developing Countries*

Featuring **Manuel Hinds**, Former Minister of Finance of El Salvador.

**3.18**—*Harnessing Foreign Direct Investment for Development: Policies for Developed and Developing Countries*

Featuring **Theodore Moran**, Non-Resident Fellow, Center for Global Development and Marcus Wallenberg Chair, School of Foreign Service, Georgetown University and author of *Harnessing Foreign Direct Investment for Development*

**3.7**—*African Development: Making Sense of the Issues and Actors*

Featuring author of *African Development* and Senior Fellow at CGD, **Todd Moss**, along with discussants **H.E. Dr. Amadou Lamine Ba**, Ambassador of Senegal, and Professor **Thomas Callaghy**, Department of Political Science, University of Pennsylvania.

**3.7**—*A Trickle or a Flood?: The Effects of Donors' Disbursement Policies on Countries' Ability to Manage AIDS Funding*

**Michael Bernstein**, Program Coordinator, HIV/AIDS Monitor, Center for Global Development, **José Sulemane**, Advisor to the Executive Director, International Monetary Fund and Former Budget Director for Mozambique and **Jean-Jacques de St. Antoine**, Lead Operations Officer, Human Development, East and Southern Africa Region, World Bank

**3.16**—*Local Conflict and Development Projects in Indonesia: Part of the Problem or Part of a Solution?*

MADS event featuring **Michael Woolcock**, Development Research Group, World Bank and **Alasdair Bowie**, Associate Professor, Political Science and International Affairs, George Washington University.

**3.1**—*Donor Politics and The Channels and Effectiveness of Foreign Aid*

MADS event with **Matteo Bobba** and **Andrew Powell** of Inter-American Development Bank.

**2.15**—*The Liberia Partners' Forum: Key Outcomes and the Path Forward*

Featuring **Antoinette Sayeh**, Minister of Finance, The Republic of Liberia, and **Toga McIntosh**, Minister of Planning, The Republic of Liberia





A CGD Meetup event Opportunities and Challenges of the One Laptop per Child Project.

**2.13**—*Inexcusable Absence: Why 60 million girls still aren't in school and what to do about it*

Featuring authors **Maureen Lewis**, Chief Economist, Human Development, World Bank and Non-resident Fellow, CGD and **Marlaine Lockheed**, Visiting Fellow, CGD. Remarks by **Congressman Earl Pomeroy** (D-ND); the **Honourable Belinda Stronach**, MP, PC, Member of Parliament for Newmarket-Aurora (Ontario), Canada; and **Gene Sperling**, Senior Fellow for Economic Policy and Director of the Center for Universal Education, Council on Foreign Relations

**2.12**—*The New Liberia: From Conflict to Recovery*

Featuring **Her Excellency Ellen Johnson Sirleaf**, President of the Republic of Liberia. Discussants include **Congressman Jesse L. Jackson, Jr.** (D-IL), U.S. House of Representatives

**2.6**—*Making Foreign Investment Safe: Property Rights and National Sovereignty*

Featuring **Louis T. Wells, Jr.** Herbert F. Johnson Professor of International Management, Harvard Business School with discussant **Theodore Moran**, Marcus Wallenberg Chair at the School of Foreign Service, Georgetown University and Non-Resident Fellow, Center for Global Development

**1.31**—*Eyes Beyond the Prize: Envisioning the Next Thirty Years of Microfinance*

Featuring **Alex Counts**, Founder, President and CEO of Grameen Foundation; **Elizabeth Littlefield**, CEO of Consultative Group to Assist the Poor; **Elisabeth Rhyne**, Senior Vice President of ACCION International; and **Damian von Stauffenberg**, Founder and CEO of MicroRate

**1.26**—*A European Perspective on the Future of Global AIDS Programs: A Conversation with Five AIDS Ambassadors*

Featuring **Paul Bekkers**, AIDS Ambassador, the Netherlands; **Lennarth Hjelmaker**, AIDS Ambassador, Sweden; **Michel Kazatchkine**, AIDS Ambassador, France; **Michel Lastschenko**, AIDS Ambassador, Belgium; and **Sigrun Mogedal**, AIDS Ambassador, Norway.

**1.25**—*CAFTA, Democracy and Development in Costa Rica and the Region*

Featuring **Otton Solis**, President and Co-founder of Costa Rica's Citizens Action Party and remarks by **Peter Hakim**, President, Inter-American Dialogue and **Ambassador Rene Leon**, Embassy of El Salvador

**1.23**—*Aggregate Income Shocks and Infant Mortality: Evidence from the Developing World*

A MADS event co-sponsored with Johns Hopkins University SAIS featuring **Jed Friedman**, Development Research Group, World Bank, **Norbert Schady**, Development Research Group, World Bank with discussant **Christopher McKelvey**, Department of Economics, University of Maryland

**1.23**—*2007 State of the Union Bingo*

Held at The Diner in Washington, DC, with **Dennis de Tray**

## 2007 CGD Working Groups



*Armand Pereira, Director of the Washington Office, International Labour Organization.*

### Drug Resistance Working Group

Chair: Rachel Nugent	Dai Ellis	Daniel Miller	Carol Sibley
Emma Back	Roger England	Vinand Nantulya	David Smith
Ted Bianco	Susan Foster	Paul Nunn	Suniti Solomon
Stephen Blount	Jeffrey Gilbert	Iruka Okeke	Donald Sutherland
Nancy Blum	Fred Goldberg	Kevin Outterson	Thelma Tupasi
Joanne Carter	Martha Gyansa-Lutterodt	Mead Over	Saul Walker
Gail Cassell	Thomas Kanyok	Eddie Power	Nicholas White
John Chalker	Jerry Keusch	Renee Ridzon	Prashant Yadav
Patricia Danzon	Ramanan Laxminarayan	David Roos	
Alexander Doodoo	Ruth Levine	Harvey Rubin	

### Global Health Forecasting Working Group

Chair: Ruth Levine	John Hurvitz	Angeline Nanni	Jeffrey Sturchio
Deborah Atherly	Steve Jarrett	Donné Newbury	Krista Thompson
Jorge Carrion	Andrew Jones	Hans Rietveld	Christine Tonkin
Robert Chisholm	Steve Kinzett	Mark Rilling	Saul Walker
Renia Coghlan	Andrea Longhi	Nina Schwalbe	Edward Wilson
Peter Evans	Elisabetta Molari	Neelam Sekhri	
Gian Gandhi	Morgan Musongole	Anil Soni	

### Global Health Resource Tracking Working Group

Co-Chair: Brian Hammond	Karen Cavanaugh	Pablo Gottret	Ann Pawliczko
Co-Chair: Gustavo Nigenda	Don Creighton	Prea Gulati	Blair Sachs
Co-Chair: Ruth Levine	Paul De Lay	Jose-Antonio Izazola-Licea	James Sherry
Sono Aibe	Jacqueline Eckhardt-	Jennifer Kates	Viroj Tangcharoensathien
Joseph Annan	Gerritsen	Kei Kawabata	Tessa Tan-Torres Edejer
Mark Bura	Tamara Fox	Eric Lief	Abdelmajid Tibouti
Andrew Cassels	Charu Garg	Daniel Lopez Acuna	



*Gayle Smith, Senior Fellow at the Center for American Progress, participating in the 2nd Annual Sabot Lecture.*

### Working Group on IMF-Supported Programs and Health Expenditures

Chair: David Goldsbrough	Alan Gelb	Maureen Lewis	Anthony Akoto Osei
K.Y. Amoako	Jo Marie Griesgraber	Nora Lustig	Sara Sievers
Anupam Basu	Kara Hanson	Maurice Middleberg	Ellen Verheul
Lola Daré	Peter Heller	Mary Muduuli	

### Working Group on Performance-Based Incentives

Chair: Ruth Levine	Luis Fernando Sampaio	Akramul Islam	John Peabody
Carola Alvarez	Tom Foels	Ben Karenzi	Miriam Schneidman
Paul Auxila	Mark Gersovitz	Dan Kraushaar	Robert Soeters
Leslie Castro	Paul Gertler	Ken Leonard	Sally Theobald
Karen Cavanaugh	Amanda Glassman	Ruth Levine	Kevin Volpp
Rena Eichler	Markus Goldstein	Phil Musgrove	Axel Weber
Maha Adel El-Adawy	Davidson Gwatkin	Natasha Palmer	Diana Weil

### Modernizing Foreign Assistance Network

Co-Chair: Steve Radelet	Lael Brainard	George Ingram	Ray Offenheiser
Co-Chair: Gayle Smith	Sheila Herrling	Charles MacCormack	Stewart Patrick
David Beckmann	Carol Lancaster	Larry Nowels	Sam Worthington



*Working Group on Performance-Based Incentives in session.*

## 2007 CGD Supporters



*CGD's successes are rooted in our ability to innovate and take risks in our operating programs while simultaneously building a strong foundation for the future. Through the generous investment of our supporters in 2007, CGD amplified the impact of its policy research and outreach to key public policy debates affecting health, education, governance and economic outcomes in the developing world. In 2007 CGD counted many foundations, governments and a growing number of individuals amongst its supporters. We are grateful for their support and for our Chairman's continued generosity and guidance.*

### Individual Contributions

Anonymous (3)	Paul De Lay	Christina Knowles	Ngozi Okonjo-Iweala
Henry Abbott	Catherine Dom	Michael Kovrig	Paul O'Neill
Heather Addison	Jessica P. Einhorn	Danuta Krotoski	Jennifer Oppenheimer
Alice Albright	James Ekman	Carol Lancaster	Stephen Parker
George Alleyne	Susan S. & A. Edward	Rita Leavell	John Edward Porter
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Robert Ayres	Janet Forest	Gilbert & Ilma Levine	John T. & Claire R. Reid
Jere Behrman	Thomas Frank	Michael Levine	Allan Rosenfield
Mindy Benton	Adam Frese	Ruth Levine	William Ruckelshaus
C. Fred Bergsten	Gyorgy Fritsche	Susan Levine	Judith A. Sabot
John Birdsall	Tony Gasbarro	Jonathan C. Lewis	S. Jacob Scherr
Nancy Birdsall	Johan Gely	Jonathan E. Lewis	Edward W. Scott Jr.
Martha Blaxall	David Gergen	Jonathan Libbey	Navendu Shekhar
Bruce Bolnick	John Gershman	Ambassador Princeton Lyman	Donald Shriber
Larry Bridwell	Thomas Gibian &	Callisto Madavo	Donald Sillers
Gerard Caprio	Christina Grady	Andrea & William Marchal	Anne Simmons-Benton
Jim Cashel	Duff Gillespie	Raymond S. Martin	Jerome Smith
Duncan Chaplin	Arthur Goshin	John May	Belinda Stronach
Andy Chen	Bruns Grayson	Adam John McCarty	Larry Summers
Ajai Chopra	Geeta Rao Gupta	Peter and Joan McPherson	Siwze Tati
William Clapp	Henrik Hansen	Anthony Measham	Sergio Trindade
Alden W. Clausen	James A. Harmon	Andre Medici	Edwin Truman
Kristin Clay	Peter Heller	Jacob Meerman	Nicolas Van de Walle
Pedro Conceição	John Hennessy	Samuel Morley	Sherie Welch
Denys Correll	George Hise	Colleen Morton	Hadley Williams
Alexander Cummings, Jr.	Willene Johnson	Patricia Moser	Mollie Williams
David Dahlin	Charlotte Jones-Carroll	Bruce Murray	Wolfensohn Family
Kenneth Dam	Robert Kaplan	John Nellis	Foundation
Richard Debs	Avinash Kaza	Steve Noakes	
Ciro De Falco	Kassahun Kebede	Anthony Ody	



CGD State of the Union Bingo 2007: Tracking Attention to Global Issues helped people from Washington, D.C. (photographed here) to Dhaka, Bangladesh track global issues in the United States President's speech. CGD friends and supporters organize and host their own CGD State of the Union Bingo party, while others played online waiting to mark-off mentions of HIV/AIDS, trade, poverty, and global warming during this year's State of the Union.

## Grants and Contracts

Africa Progress Panel  
 Anonymous  
 Australian Agency for International Development (AusAID)  
 Banco de España  
 Better World Fund  
 Bill & Melinda Gates Foundation  
 Canadian International Development Agency (CIDA)  
 Carnegie Corporation of New York  
 Commonwealth Secretariat Economic Affairs Division  
 The Community Foundation for the National  
   Capital Region  
 Connect US Fund of Tides Foundation  
 Conrad N. Hilton Foundation  
 Covington & Burling  
 The David and Lucile Packard Foundation  
 Department for International Development (DFID)  
 Eli and Edythe Broad Foundation  
 The Federal Ministry for Economic Cooperation and  
   Development (Germany)  
 Foundation Open Society Institute  
 Google.org  
 Grousbeck Family Foundation  
 Inter-American Development Bank  
 International Development Research Centre (IDRC)  
 Japan Bank for International Cooperation  
 The John D. and Catherine T. MacArthur Foundation  
 John Snow Corporation  
 Ministry of Foreign Affairs, Department for  
   Development Policy (Finland)  
 Ministry of Foreign Affairs, Department of International  
 Cooperation and Development (France)  
 Ministry of Foreign Affairs for Development  
   Cooperation (Netherlands)  
 Ministry of Foreign Affairs Department of Global  
   Development (Sweden)  
 Nike Foundation  
 Rockefeller Foundation  
 The Royal Danish Embassy  
 Royal Ministry of Foreign Affairs of the  
   Government of Norway  
 Open Society Institute  
 Peterson International Institute of Economics  
 Swiss Agency for Development and Cooperation (SDC)  
 Tinker Foundation Inc.  
 United Nations Foundation  
 The William and Flora Hewlett Foundation  
 World Bank Group

# Financials

Statement of Financial Position  
As of December 31, 2007

With Summarized Financial  
Information for 2006

	<u>2007</u>	<u>2006</u>
<b>Assets</b>		
<b>Current Assets</b>		
Cash and cash equivalents	\$10,533,704	\$2,270,274
Investments (Note 2)	4,708,063	3,017,861
Pledges receivable, current portion (Note 8)	1,650,000	2,352,490
Grants receivable, current portion (Note 8)	9,251,174	6,056,483
Accounts receivable (Note 6)	115,091	68,293
Prepaid expenses	29,833	82,610
Total current assets	<u>26,287,865</u>	<u>13,848,011</u>
<b>Fixed Assets</b>		
Furniture	161,678	160,272
Computer equipment	316,547	250,360
Leasehold improvements	114,659	98,033
	592,884	508,665
Less: Accumulated depreciation and amortization	<u>(338,728)</u>	<u>(263,399)</u>
Net fixed assets	<u>254,156</u>	<u>245,266</u>
<b>Other Assets</b>		
Pledges receivable, net of current portion (Note 8)	3,579,629	5,563,452
Grants receivable, net of current portion (Note 8)	10,270,203	12,484,847
Goodwill	15,000	15,000
Total other assets	<u>13,864,832</u>	<u>18,063,299</u>
<b>Total Assets</b>	<b><u>\$40,406,853</u></b>	<b><u>\$32,156,576</u></b>
<b>Liabilities and Net Assets</b>		
<b>Current Liabilities</b>		
Accounts payable and accrued liabilities	\$395,478	\$212,028
Accrued salaries and related benefits	242,918	144,911
Deferred rent (Note 5)	14,938	1,099
Due to related party (Note 6)	-	14,713
Deferred revenue	-	44,233
Total current liabilities	<u>653,334</u>	<u>416,984</u>
<b>Long Term Liabilities</b>		
Deferred rent, net of current portion (Note 5)	119,228	131,968
Total liabilities	<u>772,562</u>	<u>548,952</u>
<b>Net Assets</b>		
Unrestricted	5,978,569	2,202,658
Temporarily restricted (Note 3)	33,655,722	29,404,966
Total net assets	<u>39,634,291</u>	<u>31,607,624</u>
<b>Total Liabilities and Net Assets</b>	<b><u>\$40,406,853</u></b>	<b><u>\$32,156,576</u></b>

# Financials *(continued)*

Statement of Activities and Change  
in Net Assets for the year ending  
December 31, 2007

With Summarized Financial  
Information for 2006

	2007		2006	
	Unrestricted	Temporarily Restricted	Total	Total
<b>Revenue</b>				
Grants and contributions	\$1,211,667	\$15,796,331	\$17,007,998	\$13,292,758
Investment income (Note 2)	451,038	-	451,038	375,101
Service revenue	340,128	-	340,128	121,781
Net assets released from donor restrictions (Note 4)	11,545,575	(11,545,575)	-	-
<b>Total revenue</b>	<b>13,548,408</b>	<b>4,250,756</b>	<b>17,799,164</b>	<b>13,789,640</b>
<b>Expenses</b>				
Program Services	8,841,781	-	8,841,781	5,892,718
Supporting Services:				
Management and General	742,544	-	742,544	883,224
Fundraising	188,172	-	188,172	144,053
<b>Total supporting services</b>	<b>930,716</b>	<b>-</b>	<b>930,716</b>	<b>1,027,277</b>
<b>Total expenses</b>	<b>9,772,497</b>	<b>-</b>	<b>9,772,497</b>	<b>6,919,995</b>
Change in net assets	3,775,911	4,250,756	8,026,667	6,869,645
Net assets at beginning of year	2,202,658	29,404,966	31,607,624	24,737,979
<b>Net Assets at End of Year</b>	<b>\$5,978,569</b>	<b>\$33,655,722</b>	<b>\$39,634,291</b>	<b>\$31,607,624</b>

*Front Cover, from left to right starting on the top row moving down*

**First Row:**

1. CGD's Vice President of Special Initiatives Dennis de Tray with President of the World Bank Robert Zoellick at 2007 Richard H. Sabot Lecture
2. CGD's Nancy Birdsall with President of Tanzania Jakaya Mrisho Kikwete before the President's talk on Power and Roads to Africa: A Tanzanian Perspective
3. CGD Board member Nona Lustig, J. B. and Maurice C. Shapiro Visiting Professor of International Relations at the Elliott School of International Affairs, George Washington University, talks with Trevor Manuel, South Africa's Minister of Finance
4. CGD Board members Jessica Einhorn, Dean of the Paul H. Nitze School of Advanced International Studies, The Johns Hopkins University, David Gergen, Editor-at-large at U.S. News & World Report and Professor of Public Service and the Director of the Center for Public Leadership at the John F. Kennedy School of Government, and John Reid, Board member of the Citizens' Committee for Children in New York City and President of American Friends of Maungetautari

**Second Row:**

1. CGD Chairman of the Board Edward Scott, featured speaker and former Finance Minister of Nigeria Ngozi Okonjo-Iweala, CGD President Nancy Birdsall, and Judith Sabot at the 2007 Richard H. Sabot Memorial Lecture
2. Larry Summers speaking as part of the CGD breakfast series
3. United Nations Foundation President Timothy Wirth with Carla Hills, Chair and Chief Executive Officer of Hills & Company at the Global Warming and Agriculture book launch
4. Antoinette Sayeh, Liberian Finance Minister and CGD's Senior Fellow Steve Radelet

**Third Row:**

1. Cash-On-Delivery Aid meeting with Ghanaian Finance Minister, Kwadwo Baah Wiredu, and Satish Chand of Australian Agency for International Development
2. Lauren Moser Counts, Vice President, ShoreBank International; Keith Jefferis, Managing

- Director, Econsult Botswana (Pty) Ltd and former Deputy Governor of the Bank of Botswana; Bo L.G. Jerkström, Ambassador and Head of the Office for Project Exports, Swedish Ministry for Foreign Affairs; Anjali Kumar, Adviser, Financial and Private Sector Development, Financial Access Unit, World Bank participate in CGD's Access to Finance workshop
3. Moisés Naim, Editor-in-Chief of Foreign Policy Magazine presenting the Commitment to Development Award

**Forth Row:**

1. CGD's Vice President Ruth Levine leading working group
2. Henrietta Fore, USAID Administrator and Director of U.S. Foreign Assistance, chats with Paul Clayman, General Counsel, Minority Staff, Senate Foreign Relations Committee, before her remarks on Foreign Assistance: An Agenda for Reform, hosted by CGD

**Back cover:**

1. Ngozi Okonjo-Iweala, former Finance Minister and Minister of Foreign Affairs of Nigeria and currently Managing Director of the World Bank, Todd Moss, Deputy Assistant Secretary, Bureau of African Affairs, U.S. Department of State and Carol Lancaster, CGD Board member and Director of the Mortara Center for International Studies Georgetown University at dinner after the Second Annual Sabot Lecture given by Ngozi Okonjo-Iweala
2. Ambassador of Mali, His Excellency Abdoulaye Diop talks with Congressman Earl Pomeroy (D-ND) during the book launch event for Inexcusable Absence
3. Economist Paul Collier shares his views on The Bottom Billion: Why the Poorest Countries Are Failing and What Can Be Done About It
4. CGD Board members Nora Lustig, J. B. and Maurice C. Shapiro Visiting Professor of International Relations at the Elliott School of International Affairs at George Washington University; Paul H. O'Neill, Former US Treasury Secretary, Chief Executive Officer of the Pittsburgh Regional Healthcare Initiative (PRHI); and Susan B. Levine, Chief Operating Officer of Watershed Asset Management, LLC

Annual Report photos taken by Heather Haines of CGD and Kaveh Sardari of Sardari Group Inc.



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