

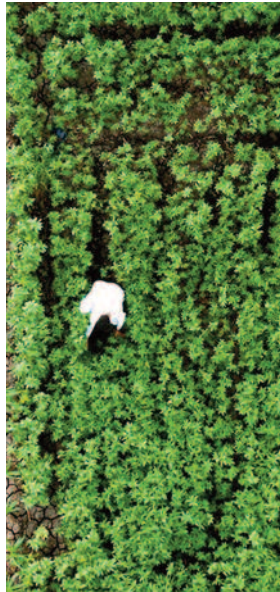
# Center for Global Development



CGD @ 10

*Ten years of independent research &  
practical ideas for global prosperity*





**10** Center  
of Global  
Development

*Ten years of independent research & practical  
ideas for global prosperity*

[www.cgdev.org](http://www.cgdev.org)

The Center for Global Development combines rigorous research and cutting-edge communication techniques in pursuit of policy change.

We are an **independent** voice, committed to fighting global poverty and inequality through research and analysis that is rigorous, relevant, and respected.

Beyond excellence in research, CGD is dedicated to effectively and creatively communicating practical **ideas** to **influence** and improve policy.

This approach is as vital to our work today as it was on day one, ten years ago.





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# Celebrating 10 Years of Independent Research & Practical Ideas for Global Prosperity

The Center for Global Development works to reduce global poverty and inequality through rigorous research and active engagement with the policy community to make the world a more prosperous, just, and safe place for us all.

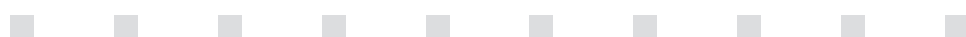
The policies and practices of the rich and the powerful—in rich nations, as well as in the emerging powers, international institutions, and global corporations—have significant impacts on the world’s poor people. We aim to improve these policies and practices through research and policy engagement to expand opportunities, reduce inequalities, and improve lives everywhere.

By pairing research with action, CGD goes beyond contributing to knowledge about development. We conceive of and advocate for practical policy innovations in areas such as trade, aid, health, education, climate change, labor mobility, private investment, access to finance, and global governance to foster shared prosperity in an increasingly interdependent world.

As a nimble, independent, nonpartisan, and nonprofit think tank, we leverage modest resources to combine world-class scholarly research with policy analysis and innovative outreach and communications to turn ideas into action.

We are proud of our achievements in our first decade and excited about the challenges that lie ahead. This special report marking our 10th anniversary describes 10 ways we have helped to make the world a better place and 10 problems that preoccupy us—and some ideas we have for solving them.

To learn more about the Center’s initiatives, stay abreast of current activities, or find out how you can get involved, please read this report and visit us at [www.cgdev.org](http://www.cgdev.org).











Ten years of independent research & practical ideas for global prosperity

## Dear Friend,

What a difference a decade makes! Ten years ago, in the spring of 2001, the two of us met for the first time to discuss the possibility of creating a new kind of research organization, a think-and-do tank that would focus on improving the policies and practices of the rich and powerful toward the poor and vulnerable around the world. Within a few short months, amid the uncertainty and anxiety that followed the September terrorist attacks, the Center for Global Development was born.

From the start, our approach has been to recruit world-class staff—creative, passionate researchers and policy analysts with hard heads and soft hearts who are eager to make the world a better place—and then give them broad latitude in deciding which problems to tackle and how to proceed. Our focus on real-world impacts and influence led us to invest in cutting-edge communications and policy outreach. The brilliant young people we attracted to work as research assistants and program associates helped to define who we are with their energy, enthusiasm, and smarts.

As we celebrate our 10th year, we look back with pride and astonishment at the Center’s many achievements in a wide range of sectors and fields. Ten of these are recounted in the first part of this special 10th Anniversary report. We are also looking ahead, devising fresh ways to tackle tough issues in a world that is very different from the one in which the Center began.

With our superb staff, the credibility we have achieved in our first decade, an ever-widening network, and the support of our Board and funders, we are better positioned than ever to cause improvements in the policies of the rich and powerful in ways that make life less difficult and create new opportunities for the world’s most disadvantaged people.

We hope that this report will give you a taste of the exciting journey on which we are embarked, and that you will be inspired to follow our work and help to spread our ideas.

Nancy Birdsall  
President  
Center for Global Development

Edward Scott  
Board Chair  
Center for Global Development



## Ten Years of Impact & Influence

The fall of 2001 was a time of great anxiety as the United States and the world scrambled to respond to the 9/11 terrorist attacks. But while there was much uncertainty, few doubted the need for the United States and other rich countries to actively engage with the developing world. Founded in October 2001, CGD encountered a ready market for our core value proposition: *independent research & practical ideas for global prosperity.*

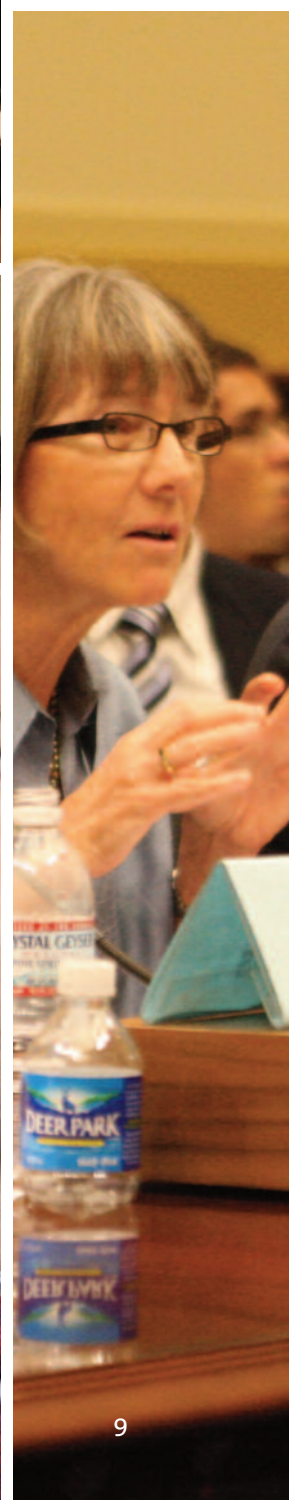
Our recipe for impact and influence involves thinking through the theory and practice of proposed policy innovations, including the political and bureaucratic context of implementation. Jeremy Weinstein, CGD's first postdoctoral fellow, who went on to work in the White House at the National Security Council, put this nicely. Policymakers, Weinstein said, rarely have time to think through new proposals. "CGD does something that no other think tank in Washington does for development; that is, they identify ideas that are actionable, do the thinking, work out the kinks, and then present the package in a way that policymakers can pick it up and run with it."

The approach seems to be working. In the Center's first decade, we have built an impressive list of accomplishments, including the following:

- Unleashing billions of dollars in debt relief for some of the world's most heavily indebted countries
- Accelerating development and delivery of an improved vaccine that is saving hundreds of thousands of children's lives
- Monitoring major new aid programs and providing timely independent critiques to improve performance
- Describing and then helping to close the "evaluation gap," the shocking lack of knowledge about what works and what doesn't in development
- Identifying key challenges and priorities for the incoming heads of multilateral institutions, making the institutions more effective
- Understanding the causes and consequences of state fragility and recommending appropriate policy interventions for capacity building in post-conflict and other fragile states
- Puncturing a rice price bubble that was putting the staple out of reach for millions of poor households and nudging the World Food Programme to begin modernizing procurement procedures in ways that cut costs and speed the delivery of food to hungry people
- Designing principles for sustainable, expanded financial access that were picked up in the G-20 Toronto Summit's declaration on Principles for Innovative Financial Inclusion
- Cleaning up the World Bank's Clean Tech Fund so that billions of dollars would be spent on commercial-scale renewable energy rather than massive coal projects
- Proposing a \$1 trillion international effort to help developing countries cope with the 2008 global financial crisis and then helping to make it a reality

These are tall claims. Read on.







# Debt Relief



Debt relief is the quintessential CGD issue, one in which the policies and practices of the rich and powerful have far-reaching effects on poor people, where big ideas matter but result in action only with a deft mix of expert knowledge and savvy engagement in the policy process.

CGD's first book was inspired by the passionate concern of Edward Scott, our Board chair, for securing debt relief for the world's most heavily indebted countries. *Delivering on Debt Relief: From IMF Gold to a New Aid Architecture*, by Nancy Birdsall and John Williamson, offered a combination of informed analysis and fresh ideas that would become a hallmark of our work. Among the ideas that seemed unlikely then but have since come to pass: selling IMF gold to help finance debt relief.



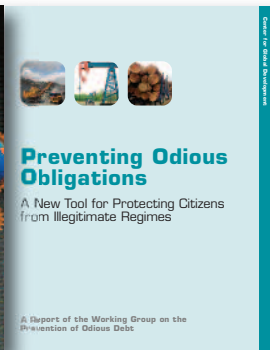
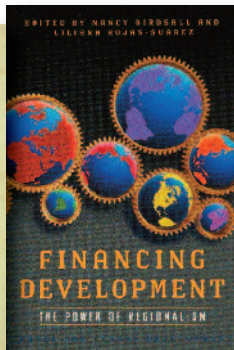
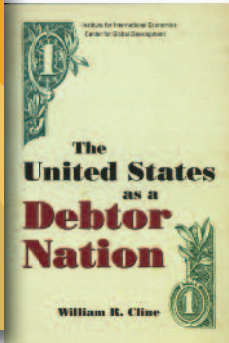
CGD worked closely with then Finance Minister Ngozi Okonjo-Iweala, now Managing Director at the World Bank, on Nigeria's landmark debt buyback in 2005.

Subsequent CGD research argued for giving grants instead of loans to the poorest countries to prevent debt buildup, an idea increasingly applied. CGD analysis and quiet engagement in the policy process also helped to make possible historic debt relief deals worth billions of dollars in Liberia and Nigeria, a tradition that continues with our work on Sudan.

Nigeria: At the request of finance minister Ngozi Okonjo-Iweala, CGD played a pivotal role in reducing Nigeria's external debt by \$30 billion. CGD provided analysis to enable Nigeria's change in classification within the World Bank, making it eligible for special Paris Club treatment. Todd Moss then proposed the first ever "discounted buyback" within the Paris Club. Under the 2005 agreement, Nigeria paid off its arrears and then bought back the remainder of its outstanding debt at 24 cents on the dollar. This paved the way for another buyback of its commercial debt, enabling Nigeria to almost wholly eliminate its debt burden.



In November 2010, Todd Moss testified before the House Financial Services Subcommittee on International Monetary Policy and Trade on "The Global Financial Crisis and Financial Reforms in Nigeria" with Arunma Oteh, Director General of Nigeria's Securities and Exchange Commission, and Sanusi Lamido Sanusi, Governor of the Central Bank of Nigeria.





Liberia: In 2006, facing daunting postwar challenges, Liberia had one of the highest debt burdens in the world. President Ellen Johnson Sirleaf tapped Steve Radelet to help shape debt relief and other economic strategies that enabled Liberia to negotiate, first, a deal with official creditors and then a commercial-debt buyback that retired \$1.2 billion in claims at a 97 percent discount. The historic 2009 agreement allowed Liberia to fully reengage with the international financial community.



Former Liberian Minister of Finance Antoinette Sayeh, currently Director of the IMF's Africa Department, with former CGD Senior Fellow Steve Radelet. Radelet worked closely with President Ellen Johnson Sirleaf, Sayeh, and other Liberian and multilateral officials on the 2009 Liberian debt buyback deal.



Ben Leo greets IMF First Deputy Managing Director John Lipsky at the CGD event "Liberia: Life after Debt" with Liberian ministers Augustine Ngafuan, Finance, and Amara Konneh, Planning and Economic Affairs. Leo's 2010 paper, "Sudan Debt Dynamics," provides extensive analysis and information for successful debt negotiations and a peaceful secession of Southern Sudan.



CGD's Working Group on Prevention of Odious Debt co-chairs Michael Kremer, Gates Professor of Developing Societies at Harvard University; John Williamson, Fellow at the Peterson Institute and CGD; and Seema Jayachandran, Assistant Professor at Stanford University. The working group's report presents a policy proposal for a global lending and contracts embargo to be declared against corrupt, illegitimate regimes.



David Roodman speaking on a panel at CGD's day-long conference, "Whatever Happened to the Jubilee?" with Lawrence MacDonald; Jamie Drummond, ONE; Rev. Séamus Finn, US Oblate JPIC Office; Aart Kray, World Bank; Axel von Trotsenburg, World Bank; and Neil Watkins, formerly with Jubilee USA.

# Advance Market Commitments for Vaccines



In December 2010, children in Nicaragua became among the first in the world to receive an improved pneumococcal vaccine to protect them against strains of pneumonia, meningitis, and sepsis common in poor countries. The development and delivery of the life-saving vaccine was greatly accelerated by a new type of incentive financing—the Advance Market Commitment (AMC)—incubated at the Center for Global Development.

The idea was first proposed by CGD non-resident fellow Michael Kremer. It was elaborated in a 2005 CGD working group report led by Ruth Levine, *Making Markets for Vaccines: Ideas to Action*, and then nurtured by the GAVI Alliance, the World Bank, and others. It became reality with the launch of a \$1.5 billion pilot project at a G-8 finance ministers meeting in Italy in 2009. Sponsors included Canada, Russia, Norway, and the Bill & Melinda Gates Foundation.

By the end of 2012, an estimated 14 million children in 19 countries will be protected by the improved vaccine, and by 2015, 446,000 child deaths will have been averted as a result of the accelerated immunizations made possible by the AMC.



In June 2009, Finance Ministers of Italy, the United Kingdom, Canada, Russia, and Norway, along with the Bill & Melinda Gates Foundation and GAVI Alliance partners the World Bank, UNICEF, and the World Health Organization, committed \$1.5 billion to launch a pilot program based on the proposal by the Advance Market Commitment Working Group.



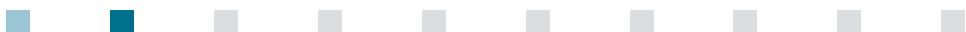
As proposed in CGD's AMC blueprint, the sponsors created a market where none existed before, and manufacturers responded by building capacity to meet the demand, guaranteeing a 10-year supply at a fraction of the non-AMC price. An evaluation is underway, but it's already clear that the AMC should be seriously considered for vaccines for other diseases, such as malaria (the example in CGD's report) and HIV/AIDS.

"The CGD working group showed how an AMC could actually work in practice, and the Center's policy engagement was crucial in moving it from ideas to action," said Amie Batson, a member of the AMC working group and deputy assistant administrator for global health at USAID.

The idea of an AMC is now widely understood and efforts are underway to apply similar mechanisms in sectors such as clean energy and agricultural innovation.



Ruth Levine testifying before the Senate Committee on Foreign Relations at a March 2006 hearing called by Senator Richard Lugar to find ways to improve the effectiveness of aid. Levine testified along with Adam Lerrick, Carnegie Mellon University (middle), and Bill Easterly, New York University (far right).





Amie Batson, then at the World Bank and now Deputy Assistant Administrator for Global Health at USAID, with Ruth Levine. Batson participated in the Making Markets for Vaccines Working Group chaired by Levine and worked on vaccine financing and development at the World Bank, WHO, and UNICEF.



Michael Kremer, chair of the Making Markets for Vaccines Working Group, talks with Rick Klausner, Bill & Melinda Gates Foundation, and working group member Peter Hutt, Covington & Burling, at the April 2005 event launching the working group's report, *Making Markets for Vaccines: Ideas to Action*.



AMC Working Group co-chair Alice Albright, formerly of The Vaccine Fund and currently Executive Vice President and COO at the U.S. Export-Import Bank, speaks with Dr. Orin Levine, Executive Director of PneumoADIP at Johns Hopkins and Dr. Bruce Gellin, Director of The National Vaccine Program Office, following the launch of the working group's report in April 2005.





# Monitoring Major New Aid Initiatives



When it comes to aid effectiveness, practice can be as important as policy proclamations. With major new aid initiatives, practices are often malleable, so informed critiques to bring them in line with principles of aid effectiveness can have great traction. CGD's first decade coincided with the launch of several major new initiatives, notably the U.S. Millennium Challenge Account (MCA) and an unprecedented surge of aid to address the HIV/AIDS pandemic.

The Center's work on the MCA began with Steve Radelet's 2003 book, *Challenging Foreign Aid*, which set forth what became the guiding premises for the MCA. Launched in 2005 and led by Sheila Herrling, CGD's MCA Monitor provides just-in-time analysis on issues such as country selection, program implementation, and adherence to the MCA's core principle of transparent, nonpolitical aid allocation. Based on the Monitor's strong reputation, Herrling was asked to lead President Obama's transition team's work on the Millennium Challenge Corp. (MCC), the implementing body for the MCA, and later became MCC vice president of policy and evaluation. Radelet, meanwhile, became a senior advisor to Secretary of State Hillary Clinton and subsequently chief economist at USAID, the first in many years.



The HIV/AIDS Monitor, led by Nandini Oomman, focused on the three biggest HIV/AIDS donors: the U.S. President's Emergency Plan for AIDS Relief (PEPFAR), the Global Fund to Fight AIDS, Tuberculosis and Malaria, and the World Bank's Africa Multi-Country AIDS Program. The HIV/AIDS Monitor influenced all three to make key changes such as increasing data disclosure. President Obama's successor initiative to PEPFAR, the Global Health Initiative, is explicitly built on key HIV/AIDS Monitor recommendations: partner with national governments, reduce the reporting burden for recipients, and focus on women and girls.



Ethiopia's Minister of Health Tedros Adhanom Ghebreyesus (far right) provided remarks at the CGD event "What Is Country Ownership Anyway? Rethinking Global Health Partnerships." He is pictured here with CGD Board members Edward Scott and Kassy Kebede, and Tesfaye Yilma, Chargé d'Affaires of the Embassy of Ethiopia.



CGD Board member and former USAID Administrator Peter McPherson talks with MCC CEO Daniel Yohannes and Nancy Birdsall at a January 2010 CGD policy breakfast shortly after Yohannes's confirmation.



Former CGD Senior Fellow Steve Radelet, President Nancy Birdsall, and former Treasury Secretary Paul O'Neill on a panel at a 2002 CGD event on the Millennium Challenge Account. Analysis by CGD experts at events such as this and through papers, books, and blogs laid the groundwork for CGD's MCA Monitor.





In addition, CGD has helped to build a growing movement to re-imagine and reform U.S. foreign assistance. CGD provided much of the thinking and analysis in the early days of the Modernizing Foreign Assistance Network, a coalition of international development experts, and Radelet served as one of the first co-chairs. Herring and Radelet's chapter in *The White House and the World* made the case for reform and detailed the steps needed to overhaul the aid system. Their advice was sought for the Presidential Study Directive on U.S. Global Development Policy, the Quadrennial Diplomacy and Development Review, congressional reviews, and House and Senate legislative efforts to reform foreign aid, including an effort to rewrite the 1961 Foreign Assistance Act.



Nandini Oomman talks with members of the HIV/AIDS Monitor team Freddie Ssengooba, Principal Investigator, Uganda, and William Okedi, Field Director, Kenya, on a visit to an AIDS treatment clinic in Kampala, Uganda, which is supported in part by PEPFAR and the Global Fund.



Steve Radelet was an inaugural chair of MFAN, a group formed to analyze and provide opinions on the reform of the mission, mandate, and organizational structure of U.S. foreign assistance. Pictured here with Howard Berman (D-CA), then Chairman of the House Foreign Affairs Committee (third from left), are MFAN members Carol Lancaster, George Ingram, David Beckmann, Gayle Smith, and Radelet.



Sheila Herring directed CGD's MCA Monitor from its inception in 2005 through its transition to the Rethinking U.S. Foreign Assistance program. In February 2010, she became Vice President for Policy and International Relations at the MCC.



# Closing the Evaluation Gap



Trillions of dollars are spent each year on development projects around the world, mostly by developing countries themselves. Relatively little is spent, however, on assessing the impact of these efforts. Shockingly, the story is much the same for development aid provided by outsiders. Overall, the development industry has been appallingly weak at learning about what does and doesn't work. CGD launched a movement that is changing that.

One of CGD's first initiatives, the What Works Working Group, addressed this need in global health by publishing *Millions Saved*, a compendium of 17 proven, large-scale successes in global health. Led by Ruth Levine, the report helped strengthen the consensus for investments in global health and became required reading in more than 60 universities worldwide.

Recognizing that development organizations have little incentive to assess their impact—and even less to document failures—Levine then launched the Evaluation Gap Working Group to propose ways to strengthen such learning. The group's report included two recommendations: strengthen in-house evaluation efforts and create a new, independent organization to identify key questions, establish rigorous standards, and sponsor independent studies.

In response to requests from potential backers of the proposed new organization, report co-author Bill Savedoff led the way in bringing it to life by lining up support from additional sponsors. In 2009, the International Initiative for Impact Evaluation (3ie) was born.



In February 2007, CGD convened a meeting at the Rockefeller Foundation conference center in Bellagio, Italy to design a new entity for impact evaluation based on the recommendations of the CGD Evaluation Gap Working Group. From left to right: Sulley Gariba, Institute for Policy Alternatives, Ghana; Smita Singh, Hewlett Foundation; Francois Bates, AFDB; V.K. Bhatia, Planning Commission of India; Hector Peña-Baca, Ministry of Health Mexico; Bill Savedoff, CGD; Bram van Ojik, Dutch Ministry of Foreign Affairs; Jessica Gottlieb, CGD; Stefano Bertozzi, National Institute of Public Health of Mexico; Ruth Levine, CGD; Jeremy Clarke, DfID; Margaret Kakande, Ugandan Ministry of Finance; and Hap Carr, MCC.



Bill Savedoff, and 3ie Deputy Director Marie Gaarder during a panel discussion on conditional cash transfers and health at the Center's day-long conference "Closing the Evaluation Gap: 3ie One Year On" in May 2010.



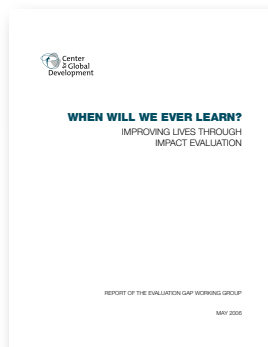


“Today, evaluation is being taken much more seriously, and 3ie is supported by dozens of member organizations, including governments, multilateral agencies, and philanthropic foundations,” says Savedoff. “3ie is helping developing countries build evaluation into their programs and policymaking and has committed \$26.5 million to 66 new studies. I’m proud to have been a part of CGD’s effort to help close the evaluation gap.”

CGD continues to promote better impact evaluations, through a regular Evaluation Gap newsletter and through new work by Michael Clemens raising tough questions about the evaluation approach of the Millennium Villages Project, a high-profile, multimillion dollar project of Columbia University’s Earth Institute across several countries in Africa.



Gene Sperling talks with Nancy Birdsall at the 2007 launch of the CGD book *Inexcusable Absence*, which addresses the lack of educational opportunities for girls. Former Rep. Earl Pomeroy (D-ND), far right, provided remarks at the launch.



3ie Executive Director Howard White giving the keynote address at CGD’s day-long conference “Closing the Evaluation Gap: 3ie One Year On.”



Ruth Levine, former CGD Vice President of Programs and Senior Fellow; Suman Bery, Director-General, National Council of Applied Economic Research, New Delhi; and Rajat Gupta, former Managing Director, McKinsey & Co., at an April 2006 consultation meeting in New Delhi, India.



# Leadership Transitions at International Organizations



CGD reports on leadership transitions in international institutions have been remarkably influential. A CGD expert typically recruits a co-chair and a diverse working group to prepare such reports. The group identifies key challenges and offers practical recommendations to the incoming leader—and often to the institution’s board and other stakeholders.

Incoming leaders have usually welcomed the reports, sometimes endorsing them as blueprints for reform and publicly committing to implement CGD recommendations. The reports have been especially influential with regional development banks and specialized agencies such as UNAIDS and the Global Fund. Less often in the spotlight than the World Bank and IMF, these institutions are responsible for disbursing billions of dollars in assistance, yet their work is rarely subject to critical analysis. CGD reports fill a vacuum and often achieve surprising traction.

Impressed with leadership transition reports on the World Bank and the Inter-American Development Bank, Donald Kaberuka requested a similar study of the African Development Bank (AfDB) when he was named president. Todd Moss and Dennis de Tray convened a working group that offered bold ideas for making the AfDB the continent’s leading financial institution. Launched at the bank’s headquarters in Tunisia, the report was well received by board and management.



Paul Martin, former Canadian Prime Minister and co-chair of the Independent High Level Panel on the African Development Bank, discussed the panel’s report and recommendations at a CGD event in May 2008.

“CGD is a leading innovator of development thinking,” said Kaberuka. “Their working group’s taking a hard look at the future of the African Development Bank was extremely useful for us.”

In 2010, Moss prepared a report card that found the bank had aggressively implemented the three key recommendations for management: focus on growth, shift the portfolio to infrastructure, and become a powerful voice for Africa in the international arena. Shareholders had done less well on trimming the bank’s many mandates, reducing the tendency of the board to micromanage, and resolving the question about where the bank should be headquartered.

CGD continues to track progress—or the lack of it—at other institutions that have been the subject of our reports.



Nancy Birdsall walks with World Bank President Bob Zoellick at the 2007 CGD conference “The World Bank: What Should Its Future Be?” Zoellick spoke at this conference on the bank’s potential contributions to climate change and framed the bank’s role in climate change and other areas as being about more than traditional project-based lending.







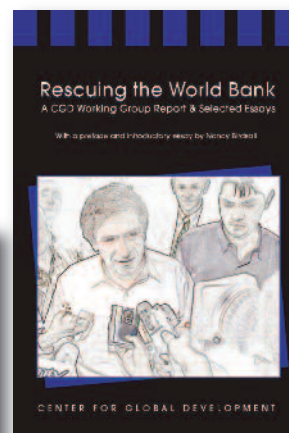
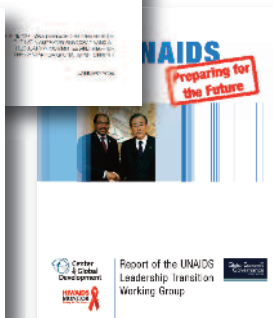
Members of the African Development Bank Working Group Todd Moss, Dennis de Tray, then CGD Vice President, and Papa Ndiaye, AFIG Funds, launch the report *Building Africa's Development Bank: Six Recommendations for the AfDB and its Shareholders* on September 7, 2006 in Tunis with AfDB President Donald Kaberuka.



Early in 2006, CGD launched *A New Era at the Inter-American Development Bank*. The report, by CGD and the Latin American Shadow Financial Regulatory Committee (CLAAF), offered recommendations for newly appointed IADB President Luis Alberto Moreno (second from right) pictured here with (from L to R) Roberto Zahler, former President of the Central Bank of Chile, Nancy Birdsall, and Lilianna Rojas-Suarez.



Former Mexican President Ernesto Zedillo at the CGD release of the report of a high-level commission on World Bank governance headed by Zedillo. The report, *Repowering the World Bank for the 21st Century*, which offers recommendations for modernizing the bank, was published by the Yale Center for the Study of Globalization.

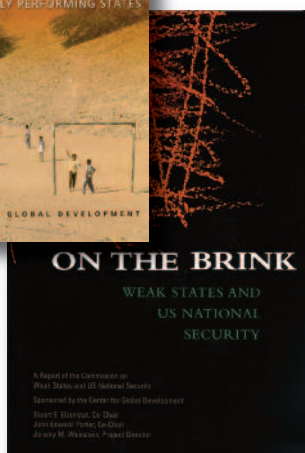
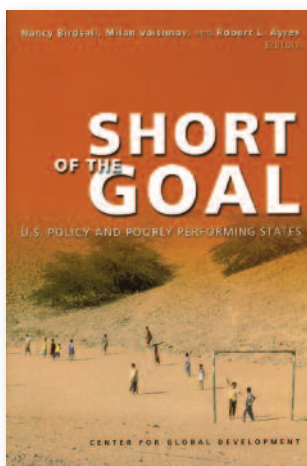


# What to Do About Fragile States?



The September 2001 terrorist attacks focused U.S. and other rich-world attention on the seemingly intractable problems of fragile states. Policymakers suddenly believed what development advocates had been saying for years: what happens there matters here. Besides the fear that terrorists could exploit collapsed states as safe havens (as the 9/11 plotters had done in Afghanistan), there was fresh awareness that other ills (high-seas piracy, drug production and trafficking, the incubation of new epidemics) could spread quickly from weak and fragile states to harm the citizens of the world's richest and most powerful nations.

In response, CGD organized the Commission on Weak States and U.S. National Security, a bipartisan panel of 30 former government officials, senior business leaders, and academics, to examine links between weak states, development, and security. The Commission's report, *On the Brink*, helped shape reforms adopted by the Bush administration, including the creation of a new (but since poorly funded!) State Department office to coordinate U.S. responses to failed and war-torn countries.



Subsequent CGD work included the design and implementation of a practical response to the capacity constraints that hinder recovery in post-conflict and other fragile countries. With Steve Radelet's guidance, the Scott Family Liberia Fellows Program was created to temporarily place dozens of dedicated young professionals, including expatriate Liberians, as assistants to members of the Liberian Cabinet. The program is now being considered as a model for other countries, including post-earthquake Haiti.

Our Pakistan study group is identifying approaches, such as paying ex-post for project performance and monitoring key development outcomes, which can increase government accountability and donor transparency. Alan Gelb has proposed a new approach to the disbursement of World Bank funds in weak and fragile states that would identify and reward successes, strengthening incentives for institution building.



Wren Elhaj, Molly Kinder, and Nancy Birdsall at a meeting of the CGD Study Group on a U.S. Development Strategy in Pakistan.



Vijaya Ramachandran leads CGD's fragile states program which examines how rich countries and other development actors can best assist fragile states and their citizens in the transition from immediate post-conflict assistance to long-term development investment.





“Understanding the causes and consequences of state fragility in order to determine appropriate policy interventions has guided our research in this important area,” says Vijaya Ramachandran, who leads CGD’s work on the topic. “We remain committed to finding better solutions, including identifying turning points that signal when to shift from post-conflict to longer-term development of the state, not only for the sake of that nation’s people, but for their immediate neighbors and the connected global community.”



Mark Malloch-Brown, then Administrator, United Nations Programme, and Stewart Patrick, then CGD Research Fellow and Co-Chair of the Commission on Weak States and U.S. National Security, at the launch of the commission’s report, *On the Brink: Weak States and U.S. National Security*, in 2004.



Research Professor at the University of New South Wales and CGD Visiting Fellow Satish Chand’s research focuses on post-conflict rebuilding and on the particular development challenges faced by small island states.



In October 2010, CGD hosted Pakistan’s Finance Minister Abdul Hafeez Shaikh and David Lipton, former Under Secretary of the Treasury for International Affairs and currently Head of Global Country Risk Management at Citigroup, for a policy breakfast.



Oeindrila Dube, Assistant Professor in Politics and Economics at New York University and CGD Non-Resident Fellow, spent a year at CGD as a Postdoctoral Fellow. Her research focuses on the political economy of conflict and development, including the causes and consequences of civil war.



# Food Security, Agriculture, and Trade



Food security is a growing concern in the 21st century, threatened by declining productivity, rising demand, and increased extreme weather events due to climate change. Crops for biofuels and for livestock feed (to meet the demand for meat from an emerging global middle class) compete with food staples for scarce land and water. Meanwhile, the Doha Round of trade talks, which launched in 2001 with a focus on reforming rich countries' agricultural policies, is moribund.

"Poor people spend a big chunk of their income on food, so sudden price hikes can be devastating for them," says Kimberly Elliott, author of *Delivering on Doha: Farm Trade and the Poor*. "At the same time, agriculture is an important source of income for many poor people. Sound international food policies and practices are crucial to their well-being."

Elliott and non-resident fellows Jenny Aker, Nora Lustig, and Peter Timmer have pushed for better international food and agricultural policies, even as they sought out and publicized opportunities to improve practices within the existing international arrangements.

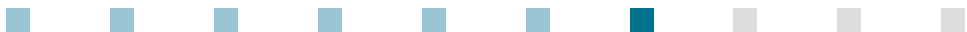
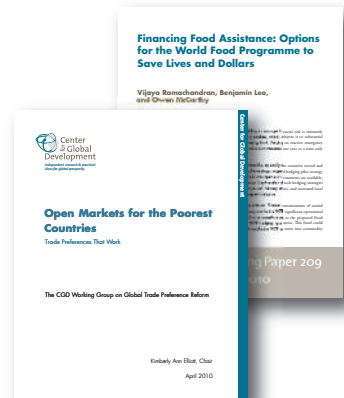
In 2008, CGD helped deflate a rice-price bubble that threatened to put the staple out of reach for millions of poor households. Prices had skyrocketed even as Japanese warehouses bulged with 1.5 million tons of imported rice that Japan did not want but could not re-export without U.S. permission. With research from Timmer and market intelligence from rice-trade expert Tom Slayton, CGD won U.S. approval for the Japanese to sell the rice. As awareness of the Japanese stockpile spread, global rice prices fell 25 percent in just two weeks.



Kim Elliott, chair of the Global Trade Preference Reform Working Group, with working group members Gawain Kripke, Oxfam America, and Bill Lane, Caterpillar, at the 2010 launch of the working group's report, *Open Markets for the Poorest Countries: Trade Preferences That Work*.



Vijaya Ramachandran's working paper, "Financing Food Assistance: Options for the World Food Programme to Save Lives and Dollars," co-authored with Ben Leo and Owen McCarthy, analyzes WFP's ability to manage financial risk and suggests hedging strategies to increase financial predictability, improve delivery times, and increase local and regional trade.

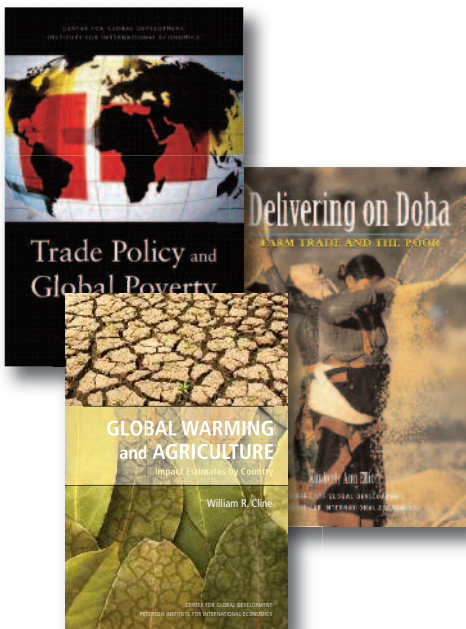


In early 2010, Vijaya Ramachandran and Ben Leo investigated how the World Food Programme (WFP) could use commodity futures to help smooth procurement and hedge against price increases. They recommended a pilot program of purchasing futures and options contracts at commodities exchanges in southern Africa. Late that year, the WFP announced a new \$550 million financing facility for advance purchases to shorten response times and reduce the cost of delivering food.

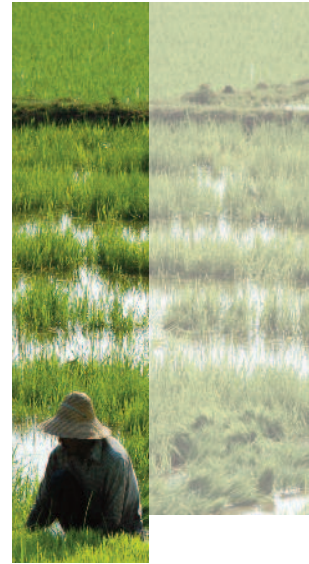
Elliott, meanwhile, has written an influential paper on the potential of applying Advance Market Commitments and other pull mechanisms to boost agricultural innovation in, and adapted for, developing countries.



The 2005 event “Poverty Reduction As If Rural People Mattered,” co-sponsored by CGD and IFAD, featured Peter Timmer, CGD Non-Resident Fellow; M. Peter McPherson, Founding Co-Chair, Partnership to Cut Hunger and Poverty in Africa, and CGD Board member; and Gary Howe, Chief Development Strategist, IFAD, discussing methods for achieving rural development.



Norman Borlaug, who won the Nobel Peace Prize in 1970 for his work developing short, fertilizer-responsive grain varieties that became the basis of the Green Revolution, delivering the keynote address at a September 2006 CGD event, “The Prospects of Bringing a Green Revolution to Africa.”



CGD Non-Resident Fellow Nora Lustig, Samuel Z. Stone Professor of Latin American Economics at Tulane University and Non-Resident Fellow at the Inter-American Dialogue, has authored several CGD working papers on coping with rising food prices.



Jenny Aker’s work focuses on the impact of information on agricultural markets, food security, and literacy. In one of Aker’s working papers, “Does Digital Divide or Provide? The Impact of Cell Phones on Grain Markets in Niger,” she finds that the introduction of mobile phones is associated with a 20 percent reduction in grain-price differences across markets.

# Increasing Sustainable Financial Access



Access to financial services—secure savings, credit, insurance, and even such seemingly simple things as checking accounts—is critical to equitable growth and poverty reduction. CGD is shaping the international agenda on ways to increase access to financial services for poor people and small and medium businesses in the developing world, while avoiding credit bubbles that can have a powerful negative effect on growth and poverty reduction.

A 2009 CGD task force report led by Liliانا Rojas-Suarez, with co-chairs Stijn Claessens and Patrick Honohan, developed principles for regulators to ensure that financial access for the poor and middle class is not sacrificed on the altar of stability and showed why access and stability ultimately reinforce each other.

The report, which recommended improvements in data collection, monitoring, and evaluation to achieve these ends, was presented at the World Bank/IMF annual meetings in Istanbul in 2009, where Princess Maxima of the Netherlands, UN special advocate for inclusive finance, praised it for “offering a clear set of guidelines for policymakers in the financial inclusion arena.”

Added the Princess: “I am sure that these policy principles, together with the UN key messages, will be widely used when setting up national strategies.” In 2010, the G-20 Summit in Toronto adopted nine “Principles for Innovative Financial Inclusion” that closely mirrored those of the CGD task force.

Of course, the best known effort to increase poor people’s access to finance is microfinance. International awareness of the movement reached an apogee in 2006 when Muhammed Yunus and the Grameen Bank he founded were awarded the Nobel Peace Prize. By 2010, however, the pendulum had swung from applause to opprobrium amid stories in southern India of microfinance borrowers driven to suicide.



David Roodman talks with Marjolaine Nicod, Senior Policy Advisor on Aid Effectiveness at the OECD, and the Hon. Bob McMullan, Australia’s former Parliamentary Secretary for International Development Assistance, at a conference hosted by the Lowy Institute to stimulate international interest in the Asia-Pacific region and discuss how to accelerate progress toward the MDGs in the region.



A 2009 meeting of the access to finance task force with Jonathan Morduch, Professor of Public Policy and Economics, New York University; Elisabeth Rhyne, Managing Director, Center for Financial Inclusion, Accion International; and co-chairs Patrick Honohan, then Professor at Trinity College, now Ireland’s Central Bank Governor; Liliانا Rojas-Suarez; and Stijn Claessens, Assistant Director in the Research Department of the IMF.





Throughout it all, David Roodman offered research, reporting, and analysis that is both scholarly and lively through a unique “open book blog.” In hundreds of posts, Roodman shared his intellectual journey (and draft chapters) of his forthcoming book: *Due Diligence: An Impertinent Inquiry into Microfinance*.

“I learned a lot by combining my research with writing a book in public,” says Roodman. “Microfinance has made life less hard for millions of poor people, but the movement’s claims have sometimes been oversold. Savings and other financial services like insurance may be more important for the poor than credit.”



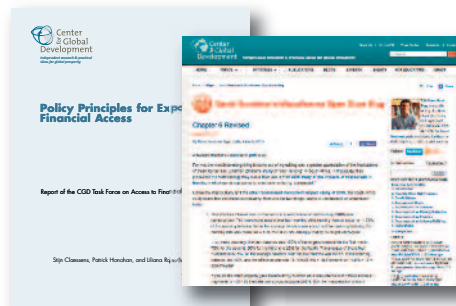
Late in 2010 CGD hosted “The Global Implications of India’s Microcredit Crisis” to discuss the microfinance crisis unfolding in Andhra Pradesh. The panel of experts included Swaminathan Aiyar, Consulting Editor, *Economic Times*; and Liliana Rojas-Suarez.



Elizabeth Littlefield, former head of CGAP, a microfinance research center based at the World Bank, and current head of OPIC, at the 2007 CGD event, “Eyes Beyond the Prize: Envisioning the Next Thirty Years of Microfinance.” Littlefield and other leading thinkers on microfinance explored the future of financial services for the poor following the awarding of the Nobel Peace Prize to Grameen Bank and Muhammad Yunus.



Access to financial services task force members Ishtat Husain, former Governor, State Bank of Pakistan, and Nachiket Mor, President, ICICI Foundation for Inclusive Growth, discuss the task force’s recommendations during a meeting at CGD’s offices in 2009.



In the fall of 2010, David Roodman visited Mudimyal, a village in Andhra Pradesh, to talk with members of the village’s microfinance self-help groups and observe a meeting of the Mudimyal Village Organization.

# Cleaning Up the Clean Tech Fund



To avoid the worst effects of climate change, global energy production must shift rapidly to renewable and other low-carbon sources. A multibillion-dollar Clean Technology Fund (CTF) managed by the World Bank was wasting scarce public resources by funding supercritical coal projects. Though such plants are more efficient than conventional coal plants, they still produce huge volumes of CO<sub>2</sub>. And, besides, the private sector was already financing them.

Senior fellow David Wheeler and colleagues at CGD pressed the World Bank to stop funding coal projects and to instead back industrial-scale renewables such as concentrated solar. The Center's efforts combined solid research and practical policy recommendations with an outreach campaign that included congressional testimony, alliances with NGOs, and direct communication with World Bank president Robert Zoellick and bank management.



Environmental activists protesting the World Bank's Clean Technology Fund outside of bank headquarters in Washington, D.C.

Wheeler told the U.S. Congress that the World Bank should meet three conditions to win U.S. support for the CTF: adoption of carbon accounting (considering future emissions as part of project assessment), a clear clean-technology focus for the Fund, and avoidance of future coal-fired power projects. NGOs drew on CGD's research to pressure the World Bank Group to reduce its investments in coal-fired power.



In September 2008, CGD and the World Bank hosted a high-level consultation to discuss the World Bank document, *Development and Climate Change: A Strategic Framework for the World Bank Group*. Panelists included Scott Barrett, Johns Hopkins SAIS; Chris Flavin, Worldwatch Institute; Beth Urbanas, Treasury Department; Michele de Nevers, World Bank; David Wheeler; and Gary Stiggins, World Bank.



Lawrence MacDonald discusses CGD's climate work with Jonathan Lash, President of the World Resources Institute.









# Mobilizing \$1 Trillion for the Global Financial Crisis



The 2008 financial crisis was caused by decisions in New York and Washington, D.C., but the impact quickly spread around the world, threatening the livelihoods of poor people tied to U.S. and European markets through channels ranging from exports to tourism and remittances. Fears were high that the crisis could trigger a global collapse in trade and financial flows comparable to the Great Depression of the 1930s.

Nancy Birdsall drafted a CGD Note calling on rich countries and multilateral development banks to make available \$1 trillion to help developing and emerging-market countries weather the storm. Drawing on her understanding of the impacts of financial crises on the developing world, and her knowledge of the international financial institutions, Birdsall showed in a few brief pages why such an infusion of funding would benefit all concerned, and how it could be achieved.

Ahead of the April 2009 G-20 Summit in London, UN Secretary-General Ban Ki-moon picked up the idea, and the G-20 included the pledge in their communiqué. But contributions from other countries to the global stimulus package would only proceed if the U.S. Congress authorized Washington's contribution. Birdsall was asked to testify before Congress, where she endorsed the administration's request to make the funds available through increased U.S. backing of the International Monetary Fund.



IMF Managing Director Dominique Strauss-Kahn discusses the outlook for IMF reforms and developing countries in the face of the global financial crisis during his speech, "Helping Low-Income Countries Cope with the Global Financial Crisis," at CGD in September 2009.

The bill passed, clearing the way for \$1.1 trillion in accelerated disbursements from the IMF and multilateral development banks, funding that helped to calm fearful markets and boosted developing countries' ability to cope with the crisis.



Nancy Birdsall and African Development Bank President Donald Kaberuka speak to an attendee at the "G-20 and Global Development" event. CGD, ONE, and the University of Pittsburgh Graduate School of Public and International Affairs co-hosted the panel on the eve of the Pittsburgh Summit to discuss the G-20 response to the global economic crisis and the challenges ahead with a focus on the world's poor.



U.S. Treasury Secretary Timothy Geithner, President Obama, and then British Prime Minister Gordon Brown at the 2009 G-20 Summit in London where G-20 leaders announced agreements to ensure that \$1.1 trillion would be available for developing countries to cope with the crisis.

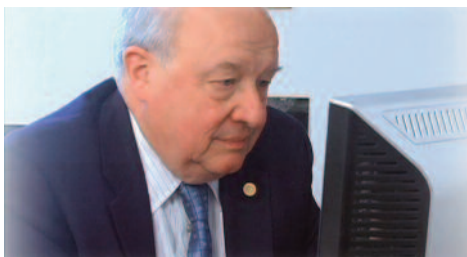


Nancy Birdsall with then Chairman of the House Financial Services Subcommittee on International Monetary Policy and Trade Gregory Meeks (D-NY) and fellow experts Simon Johnson, MIT, and Amar Bhattacharya, Intergovernmental Group of Twenty Four. Birdsall, Johnson, and Bhattacharya testified before the subcommittee. Birdsall called for the U.S. to support the IMF and push for its reform.






Lawrence MacDonald and Nancy Birdsall with Tim Adams, Managing Director of the Lindsey Group and former Under Secretary for International Affairs of Treasury, and Francis Fukuyama, then Director of the International Development Program at Johns Hopkins SAIS, on a panel following Birdsall's speech, "The Crisis Next Time: U.S. Leadership at the Pittsburgh G-20 and Beyond."



Following congressional authorization of the U.S. contribution to the G-20 pledge, Ted Truman, a Senior Fellow at the Peterson Institute then working at the U.S. Treasury on emergency measures to address the crisis, sent Birdsall an e-mail: "Dear Nancy: You got your \$1 trillion, and more."



Nancy Birdsall testifying before the House Foreign Affairs Subcommittee on Terrorism, Nonproliferation and Trade with Terry Miller, Director of the Center for International Trade and Economics at the Heritage Foundation, and Roger Robinson Jr., President and CEO of Conflict Securities Advisory Group. In her testimony, Birdsall argued for U.S. support for the G-20 commitments to increase lending resources at the IMF.



**How to Unlock the \$1 Trillion That Developing Countries Urgently Need to Cope with the Crisis**

Nancy Birdsall\*  
Center for Global Development  
February 2009

CGD Notes

The five billion people living in developing countries are innocent victims of the global economic crisis. Most live in countries with limited resources for stimulus packages, let alone for food stamps and unemployment insurance. This is true even in the many developing countries that have had responsible government and economic management for some two decades.

At the upcoming G-20 summit in London on April 2, we can hope that the world's richest countries will be clear on a coordinated fiscal stimulus and on new modes to ease protectionist pressures. No one disagrees that these are fundamental, the only question is how detailed and convincing the political leadership will be.

But finding and deploying resources for emerging market economies and the poorest countries must also be a top priority if human suffering and social disruption are to be avoided. With the International Labour Organization predicting that as many as 50 million jobs will be lost in the developing world, and the World Bank projecting zero growth in per-capita income in Africa, the livelihoods of as many as four billion people are at stake.

Already there have been dramatic withdrawals of capital from emerging markets and a drying up of credit, including trade finance. Remittances are declining as immigrants return home. As commodity prices and exports decline, most developing countries can expect big shortfalls in fiscal revenue this year, meaning that they will not be able to fund the costs of teachers and health workers, let alone their existing barebones safety-net programs.

The rich-world response has so far fallen short. President Obama and his administration have said little. Let us hope that this silence ends soon, given the new president's strong promises to "all other peoples and governments" that "we are ready to lead once more." UK Prime Minister Gordon Brown, who will host the April summit, has been more laudable, at least in rhetoric. And the official labor community and the international financial institutions have also weighed in—but, again, mostly with exhortations, lacking so far is a signal that they are ready to adjust the basic economic customs and regulations that stand in the way of an agile response.

World Bank President Robert Zoellick made a clear proposal for a "vulnerability fund" at 0.7 percent of rich countries' stimulus packages, or about \$1.5 billion for the world's poorest countries. This would require passing the cap among the bilateral donors—some of whom (Ireland, Italy, France) are already cutting their aid budgets. Japan, an exception to this trend, announced at Davos plans to increase its foreign assistance to poor Asian countries by \$1.7 billion over three years; perhaps Tokyo will put some of those promised resources into Zoellick's proposed new fund or into the Asian Development Bank. However, even if Zoellick's plan works, \$1.5 billion this year would be far from enough even for just the poorest countries; the fund is not meant to help emerging market economies at all.

\*Birdsall, the president of the Center for Global Development, is the author, co-author, or editor of more than a dozen books and over 100 articles in scholarly journals and monographs. Her previous positions include serving as the executive vice president of the Inter-American Development Bank, the largest of the regional development banks, where she oversees a \$30 billion public and private loan portfolio.

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## Looking Ahead

The world is a very different place from what it was when CGD was founded in 2001. This is partly because of development successes. The number of very poor countries is falling fast as more countries graduate to middle-income status. Big emerging-market countries are winning a larger voice in global affairs with, for example, the G-20 supplanting the G-8. And the quality of life, as measured by such things as life expectancy and access to education, is rising even in very poor countries that have managed little or no economic growth.

At the same time, there are new and daunting challenges. The new middle-income countries are still home to hundreds of millions of very poor people. Policies that CGD has championed, such as more open trade and migration, are a tough sell amid rich-world concerns about rising debt and high unemployment. Traditional approaches to foreign assistance face increased skepticism driven by tight budgets and doubts about the effectiveness of such programs. And the reality of runaway climate change and the challenges it poses for development are more evident with each passing season, even as the global consensus for meaningful action proves more elusive than ever.

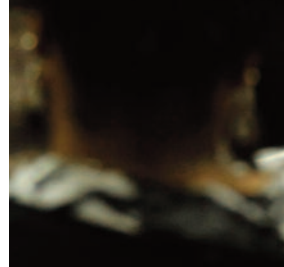
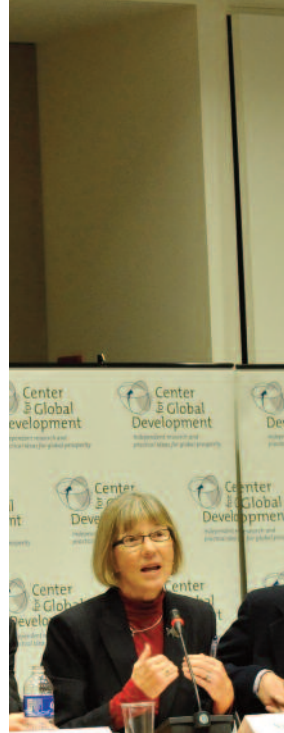
It is precisely in these circumstances that CGD's special strengths can make a difference. The emergence of the G-20 has opened the global policy debate in ways that offer fresh traction for the Center's independent research & practical ideas for global prosperity. Tight budgets increase interest in our work on better (not just more) aid and a wide range of non-aid policies, such as do-no-harm practices, incentives for innovation, and better ways for the private sector to participate in the fight against global poverty and inequality. Our policy work on climate change and other global public goods is at the crucial nexus of finance and governance.

With our world-class staff, the credibility we have achieved in our first decade, an ever-widening network, and the support of our Board and funders, we are better positioned than ever to improve the policies of the rich and powerful in ways that make life less difficult and create new opportunities for the world's most disadvantaged—wherever the members of either group might be.

Predicting the scope and focus of CGD's work over the coming decade is an uncertain business. Our success is due in part to our ability to respond quickly with solid, innovative policy proposals as new needs arise. Nevertheless, here are 10 areas of inquiry that we are pursuing at the start of our second decade.









# Breaking the Oil Curse with Cash



Oil discoveries across Africa and Asia are swelling the ranks of low-income petroleum producers. Ghana joined the oil and gas club in 2010; Cambodia, Papua New Guinea, Sierra Leone, Uganda, and others will join soon. These countries now face serious challenges of how to manage their new wealth and avoid the pernicious effects of the so-called resource curse.

Meanwhile, household cash transfers are attracting increased attention as an effective means for reducing poverty following high-profile successes in Brazil and Mexico. CGD's Oil2Cash Initiative puts these trends together as a way to better navigate the shoals of the resource curse.



The idea is not entirely new—Alaska provides direct payments of oil revenue dividends to its citizens while Mongolia and Bolivia are using resource revenue to fund special cash programs. But applying the idea of universal transfers as a means to improve governance and overcome the resource curse is an idea still evolving. CGD began work on this innovation with a 2004 Foreign Affairs article by Nancy Birdsall and Arvind Subramanian, "Saving Iraq from Its Oil." Todd Moss now leads CGD's efforts to develop a practical proposal for countries with new oil finds to put into practice.



Todd Moss is leading the Center's work on a proposal to use direct distribution of revenues to help combat the resource curse in countries with new oil discoveries. This effort builds on earlier work from CGD experts and others, including Alan Gelb's work on biometric identification as a mechanism to distribute cash transfers. Here, Gelb and Moss talk with Peter Lewis, Associate Professor and Director of the African Studies Program at Johns Hopkins SAIS.



“The idea is to distribute all or part of the oil revenue directly to citizens, then tax back a portion,” says Moss. “Direct distribution and taxation of the revenues creates incentives for citizens to serve as government watchdogs. And putting cash directly in the hands of households has been shown to reduce poverty.”

Critically, Moss adds, new technologies of biometric identification and mobile banking make low-cost, low-leakage cash transfers feasible. Moss, Alan Gelb, and other experts at CGD are working with civil society and policymakers in developing countries to foster discussion and debate in hopes of establishing a carefully monitored pilot program.



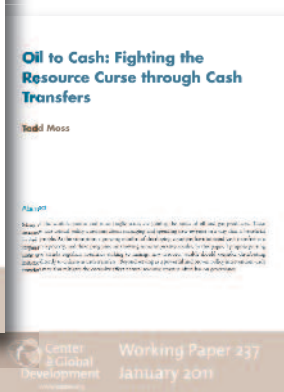
Alan Gelb who works on the development challenges of resource-rich countries and is leading the Center’s work on the use of biometric identification talks with Winney Schneidman, an expert on economic growth in sub-Saharan Africa at a CGD event.



Maxine Waters (D-CA), member of the House Financial Services Committee, greets CGD Visiting Fellow (on-leave) and presidential candidate in the 2011 Nigerian election Nuhu Ribadu following his May 2009 testimony, “Capital Loss and Corruption: The Example of Nigeria.” In this testimony, Ribadu discussed the negative effects of corruption on democracy and development and suggested ways that the U.S. could help put an end to corrupt practices.



Arvind Subramanian co-authored CGD’s early research on how developing countries can avoid the resource curse, including a 2004 article on Iraq oil with Nancy Birdsall. He continues to explore the conceptual and practical questions of using direct distribution of oil revenues under CGD’s Oil2Cash Initiative.





# Forget Brain Drain—the Future Is Labor Mobility



In a rapidly globalizing world, goods and capital are increasingly free to move without regard to national borders and, with some important caveats, this is seen mostly as a good thing for development. Not so with people. Although migration has historically been one of the most powerful and certain means for poor people to escape poverty, until recently it has rarely been part of the global dialogue on development policy.

CGD is leading the movement to change that, first by including migration as a component in our Commitment to Development Index and then by publicizing a series of path-breaking working papers and paradigm-challenging books by non-resident fellows Lant Pritchett and Devesh Kapur.

“We have better data about the movement of toothbrushes than we have about the movement of people,” says Michael Clemens, who leads the Center’s work on labor mobility and has published research that challenges the notion of “brain drain.” The dearth of data, he adds, inhibits research that could provide the basis for better policies.



Ricardo Hausmann, Director of the Center for International Development at Harvard, and Lant Pritchett, Professor of the Practice of International Development and Director of the MPA/ID Program at the John F. Kennedy School of Government, at “Beyond the Fence: Research Lessons on How Immigration and Remittances Shape Development.” Pritchett is the author of *Let Their People Come: Breaking the Gridlock on Global Labor Mobility*.

To remedy this, Clemens led an international commission co-chaired by CGD board member Lawrence Summers and Patricia Santo-Tomas, the chairman of the board of the Development Bank of the Philippines. The commission recommended including questions about respondents’ migration history in all national censuses. It was endorsed by the Global Migration Group, which comprises the UN, the World Bank, and the International Organization for Migration, and is now used for training throughout the UN system.

The Center continues to seek policy openings for increasing labor mobility, for example, through expanded temporary worker programs and allocations of entry permits to victims of natural disasters. Clemens is collaborating with Paul Romer, a CGD non-resident fellow, to define key parameters of Romer’s visionary proposal for entirely new charter cities, with immigrant populations of ten million people or more, to be built on currently vacant land using the latest in environmentally sustainable energy, water, and other technologies.



Michael Clemens leads the Center’s Migration and Development initiative. Clemens focuses on the impact of migration on people from and within developing countries, highlighting the immense potential for positive development outcomes through increased labor mobility.





In September 2006, CGD convened a meeting with top migration experts to help design the Center's migration research agenda. Attendees included Dean Yang, University of Michigan, Nancy Birdsall, Michael Clemens, David McKenzie, World Bank Development Research Group, Devesh Kapur, Centre for Advanced Study of India, and Caglar Ozden, World Bank Development Research Group.



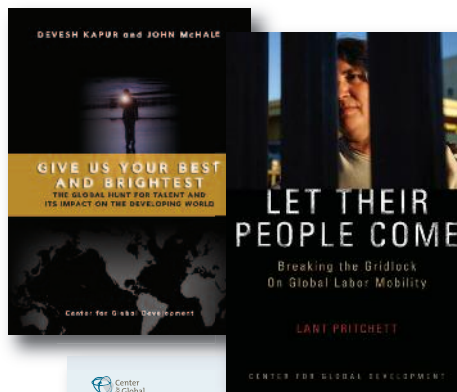
Michael Clemens, Antonio Spilimbergo, IMF Research Department, and Devesh Kapur, Director of the Centre for Advanced Study of India, at the CGD event "Beyond the Fence." Spilimbergo spoke about his work on the development impact of people going abroad for tertiary education in his paper "Democracy and Foreign Education."



David McKenzie, Senior Economist in the World Bank's Development Research Group, speaks with attendees, including former CGD Research Assistant Ehui Adovor, at a May 2009 CGD event, "Brain Drain or Gain: Examining International Migration," part of the "Demographics and Development in the 21st Century" series.



Migration Data Commission co-chairs Patricia Santo-Tomas, Chair of the Development Bank of the Philippines, and Lawrence Summers, CGD Board member, former Treasury Secretary under Clinton, and former Director of the National Economic Council in the Obama administration, at a commission meeting.



# Aligning Incentives for Better Aid



Giving money away ought to be easy. Turns out that doing it in a way that actually fosters development is devilishly difficult and that the behavior of donors is at least as big a problem as that of the recipients. In response to growing demands for better aid—more efficient delivery and greater clarity on results—donors are experimenting with new disbursement arrangements, such as the EU’s incremental performance tranches, the GAVI Alliance’s payments per immunization, and the World Bank’s output-based aid pilots.

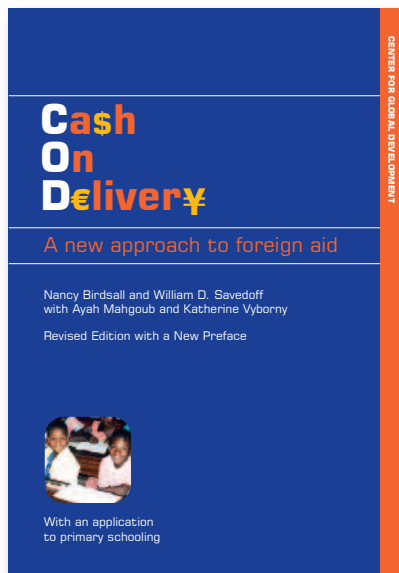


In June 2009 CGD launched *Performance Incentives for Global Health: Potential and Pitfalls*, by Rena Eichler, President, Broad Branch Associates, and Ruth Levine, then CGD Vice President and Senior Fellow, based on the findings of the Performance-Based Incentives Working Group. At the launch, experts participated in a discussion on the real-world application of performance incentives. Panelists included Karen Cavenaugh, USAID, Ferdinando Regalia, IADB, and Kavitha Viswanathan, World Bank.

The Center’s work has helped to shape these trends and includes our formative work on the design of the U.S. Millennium Challenge Account (and subsequent monitoring of its implementation) and Cash on Delivery Aid. COD Aid is a new pay-for-performance approach that would disburse aid on the basis of annually verified, incremental outcomes, such as \$200 for each additional child who completes primary school and takes a test.



In December 2009, then UK Shadow Minister for International Development, Andrew Mitchell visited CGD to discuss the UK Conservative Party’s development policy, including their just issued “green paper,” “One World Conservatism.” Mitchell is now the UK’s Secretary of State for International Development, and the British government is committed to piloting COD Aid.





Positive changes in developing countries reinforce these trends. Better education, technology, and political pluralism are increasing the ability of ordinary citizens to hold governments accountable. Biometrics and the rise of cash transfers open opportunities for new ways to target assistance, prevent money from leaking, and strengthen the bottom-up efforts that complement top-down policies.

CGD will remain at the forefront of the movement to better link aid to results. Funders will need rigorous technical work to identify suitable targets. They will also need political courage to be transparent about successes and failures and to insist on independent verification and evaluation. By continuing to push the new generation of pull mechanisms and performance-based aid, as well as initiatives such as Quality of Official Development Assistance (QuODA) and Closing the Evaluation Gap, CGD will bring new ideas to the ongoing challenge of aid effectiveness.



Bill Savedoff helped develop CGD's Cash on Delivery Aid approach to increase accountability and efficacy of aid. CGD is working with technical experts, potential official and private donors, and partner countries to design pilots of COD Aid.



Ayah Mahgoub discusses CGD's proposal for COD Aid at the March 2010 launch of the book.



During a visit to CGD in 2008, President Jakaya Kikwete of Tanzania discussed Tanzania's education and malaria control activities and the potential of COD Aid with CGD staff and guests. This was one of many early consultations CGD held with leaders from developing countries to determine the applicability and potential impact of COD Aid.



At the March 2010 launch of *Cash on Delivery: A New Approach to Foreign Aid*, panelists participated in a discussion moderated by Lawrence MacDonald. The panel featured Rakesh Rajani, Founder and Head, Twaweza; Michael Kremer, Gates Professor of Developing Societies at Harvard University; Mauro de Lorenzo, Vice President of Freedom and Free Enterprise, Templeton Foundation; and the book's co-authors Nancy Birdsall, Bill Savedoff, and Ayah Mahgoub.

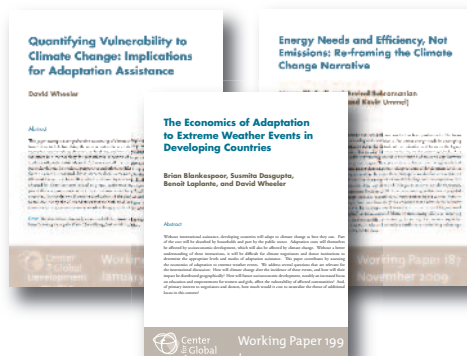


# Addressing Climate Change: A Planetary Public Good



Addressing climate change—by building resilient societies and creating incentives to cut emissions—is the ultimate global public good. The necessary investments remain chronically underfunded, despite their urgency, because no single entity can capture their benefits. CGD’s climate work focuses on areas where we can uniquely add value through our understanding of global aid architecture and problems of the traditional donor system and our keen awareness of the potential of new actors in a multipolar world.

Senior fellow David Wheeler leads a climate change program that includes quantifying the expected impacts on poor countries, identifying ways developing countries can become more climate resilient, creating and disclosing new kinds of data to inform the policy dialogue and boost incentives for action, and devising practical policy ideas for financing and deploying low-carbon alternatives in poor countries.



A 2011 paper by Nancy Birdsall and Ben Leo, for example, considers the advantages and disadvantages—including the political plausibility—of four approaches to raise the hundreds of billions of dollars that the rich world has pledged for developing countries to produce low-carbon energy and to cope with the effects of climate change already under way. Among the options: utilization of IMF Special Drawing Rights (SDRs) to capitalize a pool of financing, backed by the possibility of IMF gold sales.



CGD Board members Jacob Scherr, Senior Attorney at the National Resources Defense Council (NRDC), and Tom Gibian, Chairman, Emerging Capital Partners, with Mark Tercek, President & CEO, The Nature Conservancy, and Claire Moran, Development Counsellor at the British Embassy, during a CGD breakfast with Paul Collier discussing Collier’s book, *The Plundered Planet*.



Arturo Sarukhan, Ambassador of Mexico to the United States, with Nancy Birdsall, speaking at an event on innovative proposals for climate financing convened by CGD and the Embassy of Mexico ahead of the 2010 World Bank/IMF Fall Meetings.



David Wheeler with Todd Stern, U.S. Special Envoy for Climate Change, and Lawrence MacDonald at a CGD breakfast on U.S. climate policy.

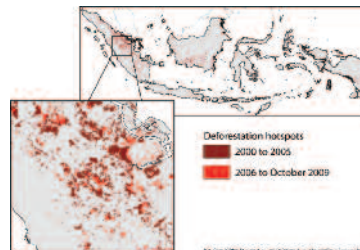
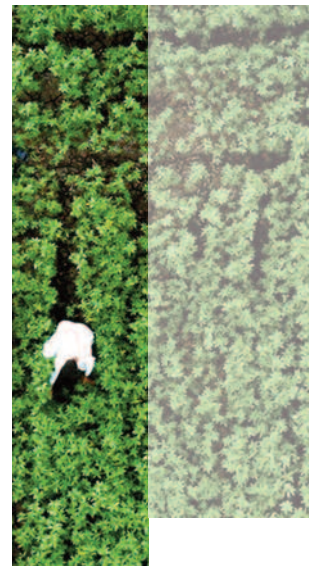




Wheeler, meanwhile, is creating a vulnerability index that draws on his own extensive research on extreme weather events and sea-level rise and on William Cline's CGD study on agricultural productivity loss. The index will provide comparative measures of overall climate vulnerability for 233 countries and island principalities on the basis of physical characteristics, per capita income, and other variables. By quantifying the vulnerabilities countries face, the index can help inform the allocation of climate adaptation assistance—including the billions that may be raised through the mechanisms explored in the Birdsall/Leo study.



Andrew Deutz, Director of International Relations at the Nature Conservancy, addresses attendees of a CGD policy breakfast with U.S. Special Envoy for Climate Change Todd Stern.



Arvind Subramanian has authored numerous working papers, blogs, and opinion pieces on climate change including a paper, "Energy Needs and Efficiency, Not Emissions: Re-framing the Climate Change Narrative," in which he and co-author Nancy Birdsall present an alternative to emissions targets by emphasizing basic energy needs and the equality of access to energy.



Michele de Nevers, senior manager of the World Bank's Environment Department, and David Wheeler during a 2008 high-level consultation of a strategic climate framework for the World Bank with experts from leading development and environmental research organizations.



Romarc Roignan, Senior Counselor for Multilateral Affairs and the Environment, Embassy of France; Christian Masset, Under Secretary for Global Affairs and International Development, French Ministry of Foreign Affairs; Andrew Steer, Special Envoy on Climate Change, World Bank; and Nigel Purvis, President, Climate Advisers, at a CGD climate financing session in October 2010.





# Global Education in the 21st Century



In our first 10 years, CGD broke fresh ground in the global debate on the role of education in development and the role of donors in education. Our scholars analyzed progress toward universal primary education and methods to speed that progress in the context of the Millennium Development Goals and the Education for All-Fast Track Initiative. In *Inexcusable Absence: Why 60 Million Girls Still Aren't In School and What to do About It*, Maureen Lewis and Marlaine Lockheed showed how minority ethnic, linguistic, or religious status greatly increases the chance that a girl will be excluded from education.

“Looking forward, the quality of education—including higher-level education that meets the needs of globalized industries and services—will be an increasingly important determinant of economic success and social stability in the developing world,” says Charles Kenny. “For rich countries, this means an increased focus for aid on education reform and testing from primary to tertiary levels.”



CGD’s work on education includes the application of Cash on Delivery Aid (COD) to the education sector. Co-authors of CGD’s *Cash on Delivery: A New Approach to Foreign Aid* Nancy Birdsall, Bill Savedoff, and Ayah Mahgoub use COD Aid for primary schooling as a case study in the book.

One means to achieve this is Nancy Birdsall’s proposal for Cash on Delivery (COD) Aid. Under this new pay-for-performance model, donors offer payments based upon incremental improvements in school completion and testing, thereby strengthening incentives for recipient governments to identify and remove education bottlenecks. The Center also has taken a lead in highlighting the importance of skills acquisition—learning to read, write, and do math, not just attending school—and is promoting the concept of a Millennium Learning Goal to focus on such outcomes.

Because the education sector is increasingly globalized, CGD scholars are beginning to investigate issues such as international learning standards and the harmonization of qualifications; cross-border educational services (facilitating the movement of students to schools through better immigration and tuition policies and bringing educational opportunities to students through an expanded virtual or physical presence of leading global universities in developing countries); and lowering barriers to the use of educational materials through creative-commons models and reform of international intellectual property law.

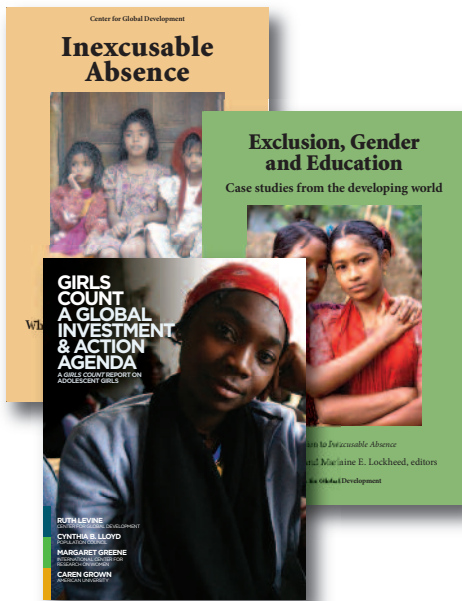


Charles Kenny’s work on education includes looking at what the MDGs have accomplished and presenting potential revisions in terms of both goals and target indicators for a second round of MDGs, including the move to a learning goal from a schooling goal.





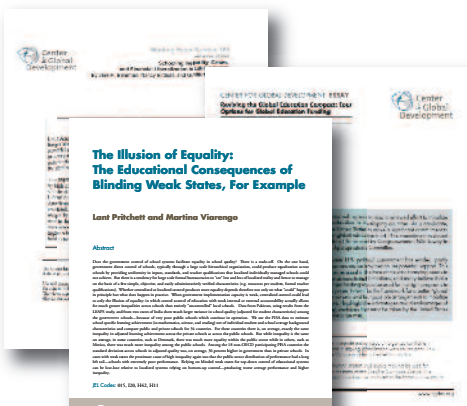
Before joining CGD at the end of 2010, Justin Sandefur conducted research on the returns to primary education and vocational training in Ghana and Tanzania and lectured on the economics of education and fertility at Oxford University. At CGD, he is working with the Kenyan Ministry of Education to bring rigorous impact evaluation into the Ministry's policymaking process.



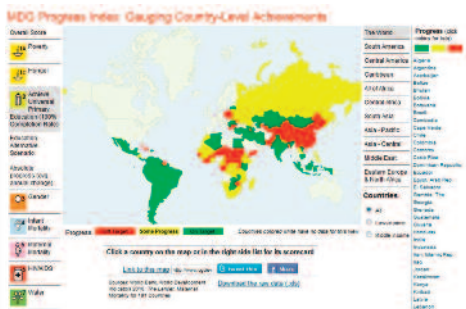
Non-Resident Fellow Chris Blattman researches the causes and consequences of violence and war, including a specific focus on war affected youth and child soldiering. In a 2006 report based on studies of war-affected youth in Northern Uganda, Blattman and his co-authors found that losses of education and work experience are the largest and most prevalent impact of child soldiering among males.



Jere Behrman, Professor of Economics and Director of the Populations Studies Center at the University of Pennsylvania, co-authored the paper "Schooling Inequality, Crises, and Financial Liberalization in Latin America" with Nancy Birdsall and Gunilla Pettersson.



Center for Global Development Working Paper 178 August 2009



In his working paper, "Who Are the MDG Trailblazers? A New MDG Progress Index," Ben Leo assesses individual country performance against eight core MDG targets. CGD created interactive scorecards to help illustrate individual country's progress. Pictured here is the scorecard for Goal 2: Achieve Universal Primary Education.

# Infrastructure and the Private Sector in Africa



The old paradigm of rich-world donors and poor African recipients no longer makes sense as the continent is attracting new investors, exhibiting pockets of entrepreneurial dynamism, and producing robust economic growth rates. Yet outsiders have been slow to recognize these trends and to find ways to support Africa's emerging private sector. In the new environment, outsiders can help by supporting regional projects to ease infrastructure bottlenecks—lack of roads and electrical power in particular—that impede African businesses. Other avenues include leveraging public money to crowd-in private capital and investing in the capabilities of the next generation of African business leaders.

CGD will be an informed advocate for such approaches. Drawing on the findings in a book by Vijaya Ramachandran and Alan Gelb showing that unreliable and inadequate electricity is one of the biggest impediments to the success of African firms, CGD is developing policy proposals to catalyze the design, finance, and maintenance of infrastructure assets, particularly energy and clean technology. The Center's experts are also helping to shape the next wave of business climate assessments.

To help increase foreign and domestic investment in the continent, especially the poorest countries, the Center is exploring policies to leverage the potential of private equity, sovereign wealth funds, and other non-traditional investment, including from emerging markets such as India, the Middle East, and China. We are also closely examining the tools that the World Bank Group and the United States government use to encourage private-sector growth in the region, and developing proposals for better ways to focus these initiatives and capitalize on their strengths.

One example: a 2011 study by Guillermo Perry, a CGD non-resident fellow, assesses the private-sector operations of the World Bank, African Development Bank, and other international financial institutions, and offers suggestions to increase their effectiveness.



Non-Resident Fellow Guillermo Perry discussing the private-sector operations of bilateral and multilateral institutions with Nancy Lee, Deputy Assistant Secretary at the U.S. Treasury.



Former Senior Fellow Steve Radelet, now USAID's Chief Economist, and Jennifer Oppenheimer, Chairman of the De Beers Fund and former CGD Board member. Oppenheimer supported Radelet's 2010 CGD book, *Emerging Africa: How 17 Countries Are Leading the Way*, which highlights 17 African countries that have defied expectations and launched a remarkable, if little-noticed, turnaround since 1995.



At the launch of *More than Money: Impact Investing for Development* in December 2010, author John Simon, CGD Visiting Fellow and former OPIC Vice President and U.S. Ambassador to the African Union, joined impact-investing experts Wendy Abt, USAID Bureau of Economic Growth, Agriculture and Trade, and Randall Kempner, Aspen Network of Development Entrepreneurs, to discuss the report's recommendations and the growing field of impact investment.



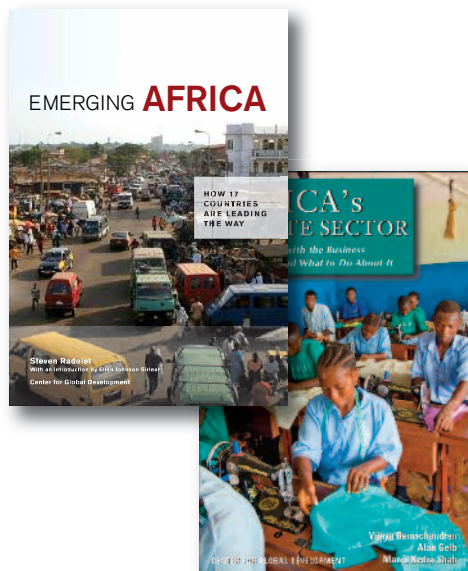




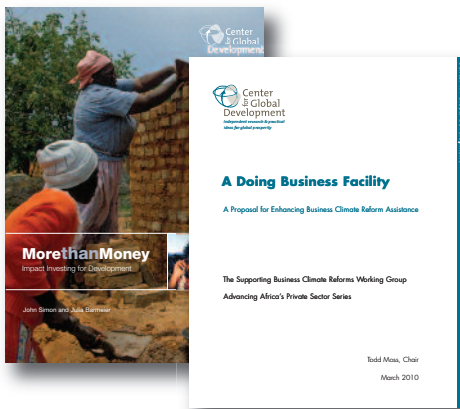
Alan Gelb, co-author of *Africa's Private Sector*, with Torgny Holmgren, Deputy Director General at the Swedish Ministry for Foreign Affairs, at a CGD meeting in 2010.



Zimbabwean Prime Minister Morgan Tsvangirai with Nancy Birdsall and Todd Moss during Tsvangirai's visit to CGD in June 2009.



CGD Board member, Kassy Kebede, founder and Managing Partner of Pantan Capital Group, greets Tesfaye Yilma, Chargé d'Affaires of the Embassy of Ethiopia.



Former Assistant Secretary of State for African Affairs Jendayi Frazer, currently Distinguished Service Professor at Carnegie Mellon University, with the current Assistant Secretary for African Affairs, Ambassador Johnnie Carson, at a CGD breakfast.



# Rethinking U.S. Foreign Assistance



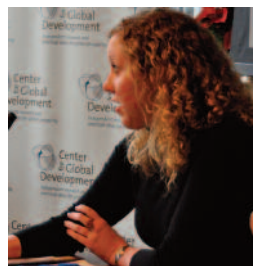
U.S. foreign assistance programs may be facing a precarious future. On one hand, a wide range of policy experts and senior government officials have embraced rhetoric about the elevation of development and the importance of aid to national security. The Obama administration has completed two major development policy reviews, a Presidential Study Directive (PSD), led by the White House, and the first-ever Quadrennial Diplomacy and Development Review (QDDR), undertaken by the State Department and the U.S. Agency for International Development (USAID). The administration has also announced new development initiatives for global health, food security, and climate.

On the other hand, sluggish U.S. growth, high unemployment, and rising concern about fiscal deficits are making new and longtime members of Congress question the value and efficacy of aid. Proposals are on the table to slash aid budgets and development programs without regard for what's working well and what isn't in U.S. aid programs.

Meanwhile, development NGOs and private firms that compete for U.S. contracts push to increase—or at least maintain—U.S. foreign assistance levels, but often with one eye toward their own favored cause or bottom line.

Amid the competing voices, CGD's Rethinking U.S. Foreign Assistance initiative provides timely, independent analysis to improve the effectiveness of U.S. aid. Led by Connie Veillette, the program makes the case that foreign assistance programs are a key part of U.S. global engagement but that American taxpayers could get a bigger bang for their bucks by clarifying U.S. development goals, reducing unnecessary restrictions, rewriting outdated legislation, and eliminating fragmentation across U.S. government agencies.

The initiative includes the recently launched USAID Monitor, which tracks the administration's efforts to rebuild USAID into the premier development agency, and the MCA Monitor, launched in 2005 and now led by Sarah Jane Staats, which tracks the progress of the Millennium Challenge Account's innovative approach to designing and implementing assistance.



Casey Dunning speaks at the CGD event, "Which Countries Will the Millennium Challenge Corporation Select for Fiscal Year 2011?" She and Sarah Jane Staats discussed current issues in the MCC selection process and suggested principles that should guide the MCC board in choosing eligible countries for 2011.



At the 2010 Partners Council Summit, Connie Veillette spoke about the Obama administration's new Feed the Future initiative with Board members Jessica Einhorn, Dean of Johns Hopkins SAIS, and Toni Verstandig, Senior Policy Advisor, Aspen Institute Middle East Strategy Group.







At a CGD policy breakfast in April 2010, USAID Administrator Raj Shah shared details of the new USAID policy shop, which he announced in a public speech later that day.



Anne-Marie Slaughter, then Director for Policy Planning at the U.S. State Department, and Don Steinberg, Deputy Administrator at USAID, speak at a CGD lunch to discuss the newly released Quadrennial Diplomacy and Development Review.



Sarah Jane Staats, who heads CGD's MCA Monitor, presents the Monitor's predictions on MCC Board selections for eligible countries in FY2011 at a December 2010 CGD event ahead of the MCC Board meeting.



# Using Yardsticks as Levers for Change



Shaping reputations—that is shaming or conferring bragging rights using comparative, objective measures—can be a powerful means for improving the policies and practices of the rich and powerful. CGD experts have created a series of tools that do this, using yardsticks as levers for change. These tools utilize large amounts of data to produce easy-to-grasp comparisons of the actions taken by powerful entities, such as governments, multilateral organizations, and private firms.

The first was the Commitment to Development Index (CDI). Led by David Roodman and launched in 2003, the CDI now annually ranks 22 countries across seven development policy dimensions, such as trade, security, migration, and aid. Policymakers in bilateral aid agencies value the Index as a framework for discussions with other ministries whose policies are important for development.

David Wheeler has created two tools for identifying key sources of heat-trapping CO<sub>2</sub> emissions. Carbon Monitoring for Action (CARMA) displays data for the emissions of more than 50,000 power plants worldwide that can be viewed individually or aggregated by firm or political jurisdiction (city, province, or country). Forest Monitoring for Action (FORMA), scheduled for a 2011 rollout, will use satellite data to offer monthly updates on tropical forest destruction around the world.



J. Brian Atwood, now Chair of the OECD Development Assistance Committee and former USAID Administrator, watches a demonstration of the online tool for interacting with QuODA following his remarks at the QuODA launch event.



Cindy McCain, former Senate Majority Leader Tom Daschle, then Foreign Policy Editor-in-Chief Moises Naim, Senator John McCain, and Steve Radelet at the 2008 Commitment to Development Award ceremony. The award was given to the ONE Campaign for their efforts to raise awareness of global poverty and development issues during the 2008 U.S. presidential elections.





In 2010 CGD president Nancy Birdsall and co-author Homi Kharas of the Brookings Institution released the first annual Quality of Official Development Assistance (QuODA) Assessment which examines aid quality as defined by international standards for 136 bilateral and 16 multilateral agencies across four dimensions: maximizing efficiency, fostering institutions, reducing burden, and transparency and learning.

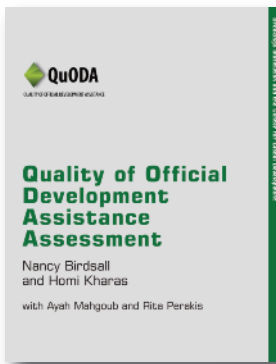
These and other data-rich CGD tools, each with an easy-to-use interactive website, enable a wide variety of stakeholders to monitor behaviors that would otherwise be hidden by complexity. CGD is exploring possibilities for expanding such assessments to include the emerging powers and other powerful actors on the global stage.



Co-authors Homi Kharas, Senior Fellow and Deputy Director of the Brookings Institution's Global Economy and Development program, and Nancy Birdsall present QuODA at a launch event in 2010.

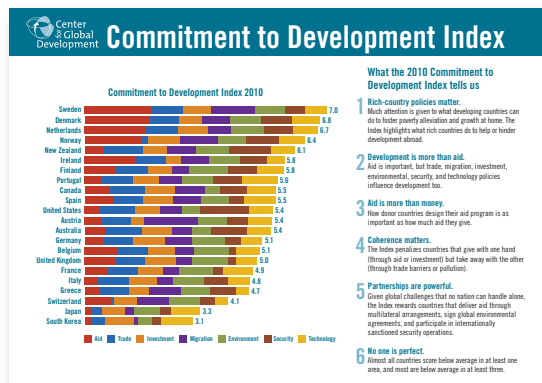


Since 2002, David Roodman has been the chief architect of the Commitment to Development Index. Updated annually, this index ranks 22 countries on various measures including migration, trade, and investment. In the future CGD may introduce similar assessments for emerging market countries such as Brazil, Russia, India, and China.



# QuODA

QUALITY OF OFFICIAL DEVELOPMENT ASSISTANCE



### Commitment to Development Index 2010

**Ranking the Rich: The 2010 Commitment to Development Index**

The 2010 Commitment to Development Index ranks 22 of the world's richest countries based on their dedication to policies that benefit poorer nations worldwide. Moving beyond standard comparisons of foreign aid volumes, the Index also rates countries on:

- Quality and quantity of foreign aid
- Openness to developing country exports
- Policies that influence investment
- Migration policies
- Environmental policies
- Security policies
- Support for creation and dissemination of new technologies

The Center for Global Development releases the Commitment to Development Index annually with support from the Rockefeller Foundation and the 9 donor governments in the CDIC Consortium.

The Index rewards generous and selective aid giving, tax breaks for private giving, incentives for foreign direct investment, hospitable immigration policies, robust support for technological research and development, and sizable contributions to global security. It penalizes financial assistance to corrupt regimes, barriers to exports from developing countries, and policies that harm shared environmental resources.

The Index is intended to **educate** and inspire the rich-world public and policymakers about how much more they could do to help the global poor. The Index is intended to spark new **debate** about the effects of rich-country policies on developing countries, and to encourage **research** about how to best measure them. By ranking rich countries' policy efforts, the Index hopes to inspire a race to the top—motivating **advocacy** inside and out of government for more development-friendly policies.

[www.cgdev.org/cdi](http://www.cgdev.org/cdi)

# Increasing Value for Money in Global Health



CGD's global health policy program has a proud history of seeding innovative financing instruments like the \$1.5 billion Advance Market Commitment for pneumococcal vaccine, identifying such under-resourced global public goods as fighting drug resistance, tracking and analyzing global HIV/AIDS prevention and treatment strategies, promoting better use of performance-based incentives, and stimulating an investment agenda for a long-neglected group: adolescent girls.

We expect nothing less for ourselves in the coming years. CGD will continue to analyze and develop policy solutions to improve value for money in global health. Amanda Glassman, who leads the program, is examining the causes and consequences of health-care rationing in developing countries to identify better, evidence-based practices for deciding which health activities donors and governments should fund.

Building on previous influential reports on UNAIDS and the Global Fund, a 2011 leadership transition report on the United Nations Population Fund (UNFPA) led by Rachel Nugent argues that the agency should focus on its core mandate—ensuring universal access to contraceptive services—even when this risks running afoul of critics on both left and right.



Nandini Oomman speaks at a May 2010 event to launch the HIV/AIDS Monitor team's report, *Are Funding Decisions Based on Performance?* Paul Bouey, Deputy Coordinator, Office of the U.S. Global AIDS Coordinator, participated in the panel discussion on ways in which AIDS donors could strengthen the use of past program performance in future funding decisions.

Nandini Oomman and colleagues are developing an interactive data display tool, tentatively called Global Health Money and Power (GH-MAP), that will display funding and governance relationships among the proliferating array of global health organizations. The tool is intended to create incentives for increased transparency among funders and recipients, and to generate hypotheses about the global health architecture for further study.

Mead Over's 2011 book on the AIDS transition and cost-effective prevention strategies was already influencing UNAIDS and U.S. government policies before publication, in part through essays on the CGD website. He continues research on incentives for HIV prevention and is applying statistical methods to find ways to lower the cost of HIV prevention and AIDS treatment in poor, donor-dependent countries.



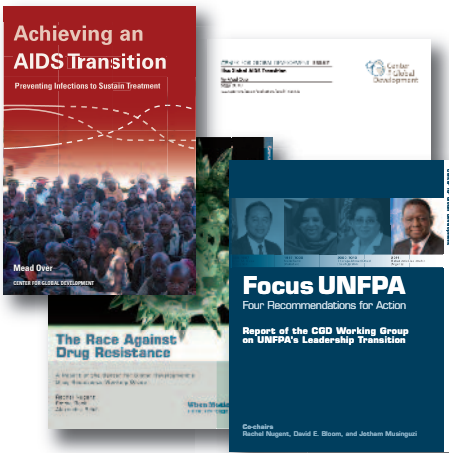
Amanda Glassman joined CGD in 2010 as the Director of Global Health Policy. In January 2011, Glassman moderated a discussion on allocating health spending with Sir Andrew Dillon, Chief Executive of the UK's National Institute for Health and Clinical Excellence (NICE), and Kalipso Chalkidou, Director of NICE International.







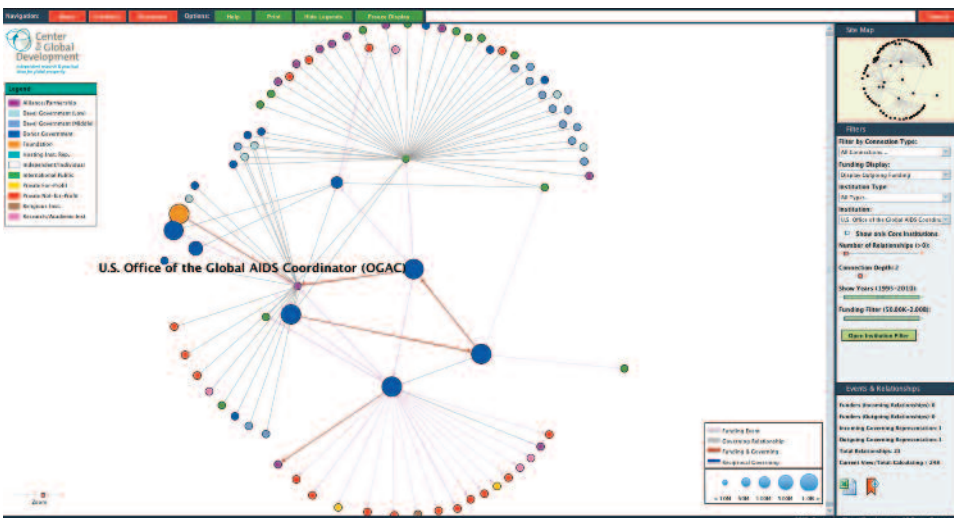
Mead Over researches the economics of efficient, effective, and cost-effective health interventions in developing countries. His 2011 book, *Achieving an AIDS Transition*, proposes a feasible medium-term objective for AIDS policy of keeping AIDS deaths down by sustaining treatment while pushing new infections lower, so that the total number of people living with HIV/AIDS begins to decline.



Attendees ask panelists questions following the launch of *The Race Against Drug Resistance*, the report of the Drug Resistance Working Group.



Rachel Nugent at the launch of *The Race Against Drug Resistance*. Nugent chaired the Drug Resistance Working Group which made four key recommendations for pharmaceutical companies, governments, donors, global health institutions, health providers, and patients to help combat spreading drug resistance.



# Technology and Innovation



CGD has made important contributions to policies that foster innovation for development, from Advanced Market Commitments for vaccines, to analytical work on cell-phone banking and literacy programs, to a successful push to clean up the Clean Technology Fund.

Over the next decade, the importance of technology and innovation-related policies will become even more pronounced, as the development community strives to launch a Green Revolution in Africa, discover better responses to old and new health challenges, expand access to mobile phone-based banking, and to slow and adapt to climate change. Increasingly, donor agencies look to technology to attack these and other problems. USAID, for example, has hired CGD non-resident fellow Michael Kremer to lead a program that will nurture the discovery and application of innovations—technological and otherwise—in the agency’s work.

While technology can offer immense hope, unleashing innovation for the benefit of poor people, and then ensuring that the appropriate new technology reaches them, involves a bewildering array of players and institutions. For example, needlessly cumbersome and expensive clinical trials procedures in Africa are keeping new life-saving medicines from people who need them. A CGD working group led by Thomas Bollyky is looking for ways to ensure patient safety while streamlining procedures.

More broadly, CGD is investigating how to create incentives to catalyze the creation, testing, and adoption of innovations for development. This approach encompasses many fields: intellectual property rights, clinical trials, research institutions, prizes, Advance Market Commitments, social marketing, and better management of cash transfers. It also involves a central role for evaluation, to avoid the all-too-common mistake of subsidizing the wrong technology, or foisting it on the wrong people in the wrong place.



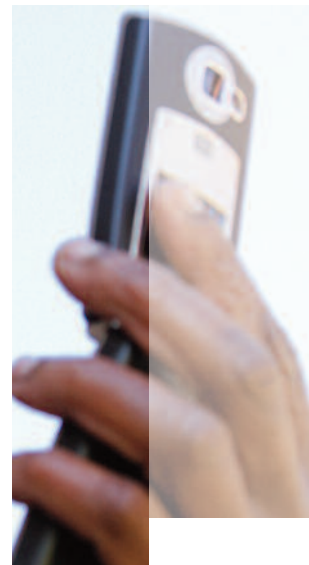
CGD Board member and Dean of Johns Hopkins SAIS Jessica Einhorn with Francis Fukuyama, then Director of International Development at SAIS, at CGD and SAIS’s conference “New Ideas in Development after the Financial Crisis.”







Thomas Bollyky testifying before the U.S. Senate Appropriations Subcommittee on Agriculture, Rural Development, the Food and Drug Administration, and Related Agencies in June 2010. Bollyky, who chairs CGD's clinical trials working group, testified along with Diane Edquist Dorman, National Organization for Rare Disorders, and Emil Kakkis, Kakkis Every Life Foundation, on how the FDA can help overcome some of the regulatory hurdles to developing new drug therapies for neglected diseases.



In 2011 CGD helped to launch Charles Kenny's book *Getting Better: Why Global Development is Succeeding—And How We Can Improve the World Even More*, published by Basic Books. In his book, Kenny argues that people around the world are currently living in the best time in terms of health, education, political freedoms, and access to infrastructure and new technologies.



Sebastian Mallaby, Director of the Greenberg Center for Geoeconomic Studies at the Council on Foreign Relations, speaking during "New Ideas in Development after the Financial Crisis," with Justin Lin, World Bank Senior Vice President and Chief Economist, in the foreground.



Jenny Aker, CGD Non-Resident Fellow and Assistant Professor of Economics at Tufts University, focuses on the impact of information and information technology on development outcomes including the impact of mobile phone technology on agricultural markets and literacy.















## Board of Directors

(as of December 31, 2010)

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Board members Jennifer Oppenheimer, Carol Lancaster, Nora Lustig, Paul O'Neill Jr., and Susan Levine with CGD staff at the 2007 Fall Board Meeting



CGD Board members Ed Scott and David Gergen talk following a January 2009 CGD event with Gergen on U.S. development policy under President Obama.



CGD Board members Patty Stonesifer, Enrique V. Iglesias, Kassy Kebede, and Belinda Stronach at the 2010 Spring Board Meeting.







## CGD Staff

(as of December 31, 2010)



**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 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.



**Michael Clemens**, research fellow, leads CGD's Migration and Development initiative. His work investigates how rich countries' regulation of international movement of people from poor countries shapes the lives of the people who move as well as those who do not. His past writings have focused on the effects of foreign aid, determinants of capital flows and the effects of tariff policy in the 19th century, and the historical determinants of school system expansion.



**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 1992, 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 to 2001, Cline was deputy managing director and chief economist of the Institute of International Finance in Washington, D.C.



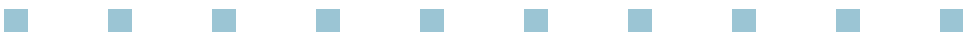
**Kimberly Ann Elliott**, senior fellow, is the author or co-author of numerous books and articles on trade policy and globalization, with a focus on the political economy of trade and the uses of economic leverage in international negotiations. Her most recent book is *Delivering on Doha: Farm Trade and the Poor*, published in July 2006 by CGD and the Peterson Institute for International Economics. In 2002–03, she served on the National Academies Committee on Monitoring International Labor Standards, and in 2009 she was appointed to the USDA Consultative Group on the Elimination of Child Labor in U.S. Agricultural Imports.



**Alan Gelb**, senior fellow, has previously been director of development policy at the World Bank, chief economist for the Africa Region (where he directed a major study, "Can Africa Claim the 21st Century") and staff director for the 1996 World Development Report, "From Plan to Market." His recent areas of work have concentrated on Africa, aid and development outcomes, the special development challenges of resource-rich countries, and the use of new identification technology in development.



**Amanda Glassman**, director of global health policy and research fellow, has 20 years of experience working on health and social protection policy and programs in Latin America and elsewhere in the developing world. Before taking her current position, Glassman was principal technical lead for health at the Inter-American Development Bank, where she led health economics and financing knowledge products and policy dialogue with member countries.





**Charles Kenny**, senior fellow, works on many topics, including the demand side of development, the role of technology in quality-of-life improvements, and governance and anticorruption in aid. He has published articles, chapters, and books on progress toward the Millennium Development Goals, what we know about the causes of economic growth, the link between economic growth and broader development, the causes of improvements in global health, and the link between economic growth and happiness.



**Molly Kinder**, senior policy analyst, leads the Center's work on a U.S. development strategy for Pakistan. She has worked at CGD on both aid effectiveness and global health and is co-author of the CGD book *Millions Saved: Proven Successes in Global Health*. Kinder has worked with the World Bank in India and Pakistan and with the UNDP in Liberia as a special assistant to Liberian Finance Minister Antoinette Sayeh.



**Ben Leo**, research fellow, focuses on debt sustainability in low-income countries, the IDA-16 replenishment and related resource allocation issues, Zimbabwe and Sudan debt relief, private-sector development, and African capital markets. Leo worked at the White House National Security Council as the director for African affairs and in various senior staff positions at the U.S. Treasury Department.



**Lawrence MacDonald** is vice president for communications and policy outreach. He also oversees the Center's operations. A specialist in development policy communications and a former foreign correspondent, he works to increase the influence of CGD's research and analysis by leading an integrated communications program that includes events, publications, media relations, online engagement, and government and NGO outreach.



**Ellen Mackenzie**, director of finance and operations, serves as the Center's treasurer while managing and leading the administrative, business planning, accounting, budgeting, human resource, and information technology efforts of the organization. Before joining CGD, Mackenzie was the director of finance and operations at the Global Fund for Children (GFC). She has more than 15 years of experience working with nonprofit organizations.



**Sarah Marchal Murray**, director of institutional advancement and Board secretary, collaborates with staff and Board members on initiatives aimed at engaging the philanthropic community interested in supporting CGD's mission. She brings to CGD over 15 years of experience working with economic and social development organizations in corporate and nonprofit sectors, most recently as director of development for WaterAid America. Early in her career she worked as a political media consultant and as a Peace Corps volunteer.







**Todd Moss** is vice president for programs and senior fellow. In addition to his institutional responsibilities, his research focuses on U.S.-Africa relations and financial issues facing sub-Saharan Africa, including policies that affect private capital flows, debt, and aid. Moss led the Center's project on Nigerian debt and also works on IDA replenishments, the African Development Bank, and the economic crisis in Zimbabwe. From 2007 to 2008, he took leave from the Center to serve as deputy assistant secretary in the Bureau of African Affairs at the U.S. Department of State. His most recent book is *African Development: Making Sense of the Issues and Actors*.



**Rachel Nugent**, deputy director of global health policy, heads the Center's population work, including the initiative on Demographics and Development in the 21st Century, the UNFPA Leadership Transition Working Group, and the Population and Poverty Research Network. She also manages the Drug Resistance and Global Health Initiative and conducts research on the economics of chronic diseases in developing countries and other global health topics.



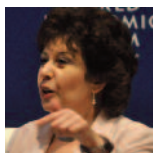
**Nandini Oomman**, senior program associate and director of the HIV/AIDS Monitor initiative, focuses on global health policy, aid and development at CGD. Before joining CGD, Oomman worked as a specialist in population, reproductive and women's health, and HIV/AIDS at the World Bank and the Rockefeller Foundation. Her most recent publication is *Zeroing In: AIDS Donors and Africa's Health Workforce*.



**Mead Over** is a senior fellow whose research focuses on the economics of efficient, effective, and cost-effective health interventions in the poor world. Before joining the Center in 2006, he was lead health economist in the World Bank's Development Research Group. In addition to studies on the economics of the AIDS epidemic, his work includes papers on the economics of preventing and treating malaria, scaling up health interventions, and physician task delegation. Over is the author of a forthcoming CGD book, *Achieving an AIDS Transition*.



**Vijaya Ramachandran**, senior fellow, has expertise in private-sector development, global governance, and food security. She manages CGD's research initiative on fragile states, which focuses on the delivery of post-conflict assistance. She is the co-author of *Africa's Private Sector: What's Wrong with the Business Environment and What to Do About It* and has written many articles and working papers on private-sector development in Africa. More recently, Ramachandran has been analyzing representation in the G-20 and how food aid is financed by rich countries.



**Liliana Rojas-Suarez**, senior fellow, is an expert on Latin America and on financial services and the development impact of global financial regulation. She combines Wall Street and multilateral development bank experience, having worked as chief economist for Latin America at Deutsche Bank, as principal economist at the Inter-American Development Bank, and in senior research roles at the IMF.



**David Roodman**, senior fellow, is completing a book about the impacts of microfinance and doing so in a pioneering fashion: in public, via blog. He is also an authority on the statistical study of the effects of foreign aid on economic growth, and he has been architect and manager of the Commitment to Development Index since the project's inception in 2002.



**Justin Sandefur**, research fellow, finished his PhD in 2008 and spent two years as a research officer at Oxford's Centre for the Study of African Economies. His current research focuses on the interface of law and development in sub-Saharan Africa. He is involved in randomized controlled trials examining new approaches to conflict resolution in Liberia, efforts to curb police extortion and abuse in Sierra Leone, and an initiative to expand land titling in urban slums in Tanzania.



**Bill Savedoff**, senior fellow, has more than 20 years of experience working on economic and social development issues. His work is focused on finding ways to improve the quality of social services in developing countries, with particular attention to incentives, institutions, and political-economy. He has prepared, coordinated, and advised on development projects in Latin America, Africa, and Asia for the Inter-American Development Bank and the World Health Organization. He has also published books and articles on labor markets, health, education, water, and housing.



**Sarah Jane Staats**, director of policy outreach, is responsible for engaging the development policy community—especially senior staff in the U.S. Congress, the administration, and development advocacy NGOs. She ensures the Center's research and analysis is readily available to these and other influential audiences and helps shape the Center's products to be timely and relevant to current policy debates. Staats previously worked at the U.S. Government Accountability Office; at InterAction, a coalition of 160 U.S.-based development and humanitarian NGOs; and with the ONE Campaign.



**Arvind Subramanian** is a senior fellow with a joint appointment at the Peterson Institute for International Economics. Before joining CGD and PIIE, he was assistant director in the research department of the IMF. He has written on growth, trade, development, institutions, aid, oil, India, Africa, the WTO, and intellectual property. Subramanian is published widely in academic and other journals and in leading newspapers and magazines.



**Connie Veillette**, director of the Rethinking U.S. Foreign Assistance Program, joined the Center in August 2010 after serving as a senior professional staff member for Senator Lugar (R-Ind) on the Senate Foreign Relations Committee. Her portfolio included oversight of foreign assistance and USAID, and aid reform issues. Previously, she was a specialist in foreign assistance at the Congressional Research Service, where she researched foreign aid issues and advised Congress on policy options.



**David Wheeler**, senior fellow, leads the Center's work on climate change, which includes assessing the stakes for developing countries, integrating climate change into development assistance, and using public information disclosure to reduce emissions. He is the architect of two web-based carbon-monitoring databases, one for all power plants in the world and one for tropical forests. Before joining CGD, Wheeler served as lead economist in the World Bank's Development Research Group.









## Advisory Group

(as of December 31, 2010)

Lant Pritchett (chair)

Masood Ahmed

Jere Behrman

Thomas Carothers

Kemal Dervis

Shanta Devarajan

Esther Dufflo

Kristin Forbes

Carol Graham

Simon Johnson

Anne Krueger

Gina Lambright

Nancy Lee

David Lindauer

Mark Medish

Edward Miguel

Jonathan Morduch

Deepa Narayan

Jane Nelson

Rohini Pande

Kenneth Prewitt

Raymond Robertson

Dani Rodrik

David Rothkopf

Rebecca Thornton

John Williamson

Eric Werker

Ngaire Woods

Ernesto Zedillo

## CGD Alumni

(as of December 31, 2010)

*Our former staff, visiting fellows, and associates helped lay the groundwork for CGD's growth and impact in our first decade and will continue to be part of our community in the next decade and beyond.*

Paolo Abarcar

Noora-Lisa Aberman

Ehui Adovor

Lauren Aitken

Selvin Akkus

Dillon Alleyne

Dana Alsen

Gabriela Aparicio

Jean Arkedis

Cindy Audiguier

Bob Ayres

Alicia Bannon

Julia Barmeier

Jessica Bartlett

Sheila Basey

Leda Basombrio

J.R. Brandon Bayton

Sami Bazzi

Addie Bell

Desmond Bermingham

Michael Bernstein

Debapriya Bhattacharya

Rikhil Bhavnani

Rachel Block

Jamshed Bokhari

Kaysie Brown

Julian Casal

Hanley Chiang

Ajai Chopra

Ruth Coffman

Ted Collins

Dave Colner

Robin Comisar

Lindsay Coshatt

Christina Counselman

Amy Crone

Fernando Cuervo

Ursula Dale

Christina Davachi

Susan Davis

Prarthna Dayal

Sarah Dean

Brian Deese

Alex Denny

Kemal Dervis

Dennis de Tray

Elisa Dienesch

Joselyn DiPetta

Anna Doctors

Reid Dossinger

Laura Drachslar

William Easterly

Ben Edwards

Ifeanyi Chukwu Egbuniwe

Mark Eisinger

Ben Elberger

Kristin Forbes

Robert Fuentes

Carlos Gallardo

Peter Gardner

Tarek Ghani

Gargee Ghosh

Angela Gillespie

David Goldsborough

Raquel Gomes

Jessica Gottlieb

Matt Greco

Heather Haines

Dan Hammer

Amar Hamoudi

Khalil Haninou

Conor Hartman

Sabeen Hassanali

Sheila Herrling

John Hicklin

Donna Hines

Matt Hoffman

Janice Hoggs

Marcus Holmlund

Naomi Hubbard-Wilson

Shweta Jain

David Jea

Katie Jennings

Robert Johnson

Simon Johnson

Olivia Jones

Julie Kennedy

Monica Khare

Julius Kiiza

Scott Kniaz

Lauren Konopacz

Tony Kopetchny

Robin Kraft

Marika Krausova

Danielle Kuczynski

Jenny Lanjouw

NeShea Larkins

Kristie Latulippe

Eben Lazarus

Nancy Lee

Ruth Levine

Maureen Lewis

Xiaouo Liu

Marlaine Lockheed

Sarah Lucas

Ayah Mahgoub

Timo Mahn

Leela Manchala

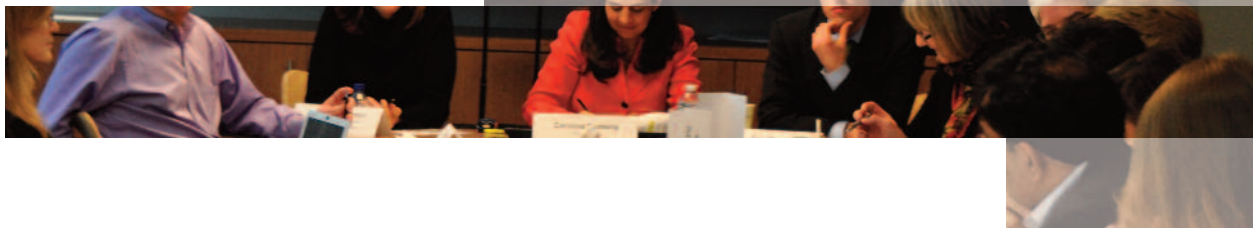
Michael Manteris

Joel Meister

Greg Michaelidis

Lindsay Morgan





Wendell Mottley  
 Arvind Nair  
 John Nellis  
 Sue Nichols  
 Maria Orlando  
 Ceren Ozer  
 Rena Pacheco-Theard  
 Christine Park  
 Jason Parker  
 Stewart Patrick  
 Jane Pennebaker  
 Laura Peters  
 Gunilla Pettersson  
 Jessica Pickett  
 Aaron Pied

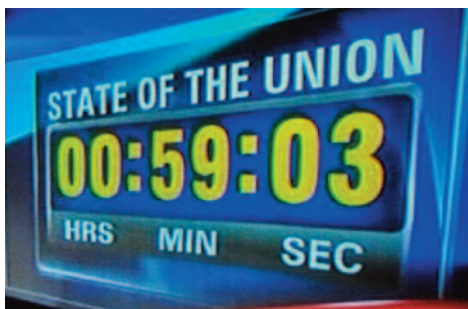
Amy Quinn  
 Steve Radelet  
 Daniel Robinson  
 Dani Rodrik  
 Sarah Rose  
 Steve Rosenzweig  
 Elisa Rothenbuhler  
 Jeff Sachs  
 Karelle Samuda  
 Celina Schocken  
 Rebecca Schutte  
 Robert Sears  
 Juliette Seban  
 Julia Sekkel  
 Myra Sessions

Sonal Shah  
 Priya Sharma  
 Sanjeev Sharma  
 Saurabh Shome  
 Bilal Siddiqi  
 Ayesha Siddiqui  
 Yvonne Siu  
 Tom Slayton  
 Randy Soderquist  
 Sebastian Sotelo  
 Scott Standley  
 Andrew Stober  
 Sandy Stonesifer  
 Sandip Sukhtankar  
 Michelle Swearingen

Melesse Tashu  
 Harsha Thirumurthy  
 Kelly Tobin  
 Martina Tonizzo  
 Kevin Ummel  
 Rohan Vilms  
 Kate Vyborny  
 Upekha Weerasinghe  
 Lauren Weeth  
 Jeremy Weinstein  
 David Wendt  
 Christina Wood  
 Lauren Young



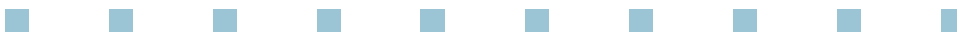
CGD staff at the party celebrating CGD's fifth year at the French Embassy in November 2006.



Since 2004 CGD has hosted an annual State of the Union Bingo night bringing together colleagues, former staff, family, and friends to see which global development issues are on the president's and policymaker's minds. Former staff and other CGD friends around the globe join in the fun through our interactive online bingo cards.



CGD staff and alumni at the CGD Alumni 10th Anniversary Kick-Off Party in January 2011.





# Publications

(published in 2010)

## Books

**Cash on Delivery: A New Approach to Foreign Aid with an Application to Primary Schooling**  
Nancy Birdsall and William D. Savedoff,  
3/16/2010

**Emerging Africa: How 17 Countries Are Leading the Way**  
Steve Radelet, 9/16/2010

**Show Me the Money: Leveraging Anti-Money Laundering Tools to Fight Corruption in Nigeria**  
Nuhu Ribadu, 12/28/2010

## Reports

**The Doing Business Facility: A Proposal for Enhancing Business Reform Assistance**  
The Advancing Africa's Private Sector Working Group, 3/30/2010

**Open Markets for the Poorest Countries: Trade Preferences That Work**  
The CGD Working Group on Global Trade Preference Reform and Kimberly Elliott, 4/1/2010

**The Race Against Drug Resistance**  
Rachel Nugent et al., 6/14/2010

**Quality of Official Development Assistance Assessment**  
Nancy Birdsall and Homi Kharas, 11/18/2010

**Preventing Odious Obligations: A New Tool for Protecting Citizens from Illegitimate Regimes**  
The Prevention of Odious Debt Working Group, 11/22/2010

**More than Money: Impact Investing for Development**  
John Simon, 12/6/2010

## Working Papers

**Bases, Bullets and Ballots: The Effect of U.S. Military Aid on Political Conflict in Colombia**  
Oeindrila Dube and Suresh Naidu, WP# 197,  
1/5/2010

**Peacebuilding without External Assistance: Lessons from Somaliland**  
Nicholas Eubank, WP# 198, 1/11/2010

**The Economics of Adaptation to Extreme Weather Events in Developing Countries**  
Brian Blankespoor et al., WP# 199, 1/11/2010

**From Predation to Production Post-Conflict**  
Satish Chand, WP# 200, 1/19/2010

**A Labor Mobility Agenda for Development**  
Michael Clemens, WP# 201, 1/26/2010

**The International Financial Crisis: Eight Lessons for and from Latin America**  
Liliana Rojas-Suarez, WP# 202, 1/26/2010

**Financial Integration and Foreign Banks in Latin America: How Do They Impact the Transmission of External Financial Shocks?**  
Arturo J. Galindo, Alejandro Izquierdo, and Liliana Rojas-Suarez, WP# 203, 2/8/2010

**Less Smoke, More Mirrors: Where India Really Stands on Solar Power and Other Renewables**  
David Wheeler and Saurabh Singh, WP# 204,  
3/8/2010

**The U.S. Aid "Surge" to Pakistan: Repeating a Failed Experiment? Lessons for U.S. Policymakers from the World Bank's Social-Sector Lending in the 1990s**  
Nancy Birdsall and Molly Kinder, WP# 205,  
3/17/2010

**The Costs and Benefits of Duty-Free, Quota-Free Market Access for Poor Countries: Who and What Matters**  
Antoine Bouët et al., WP# 206, 3/23/2010

**The (Indispensable) Middle Class in Developing Countries: Or the Rich and the Rest Not the Poor and the Rest**  
Nancy Birdsall, WP# 207, 3/26/2010

**Are Borders Barriers? The Impact of International and Internal Ethnic Borders on Agricultural Markets in West Africa**  
Jenny Aker et al., WP# 208, 4/9/2010

**Financing Food Assistance: Options for the World Food Programme to Save Lives and Dollars**  
Vijaya Ramachandran, Benjamin Leo, and Owen McCarthy, WP# 209, 4/14/2010

**How to Pay "Cash-on-Delivery" for HIV Infections Averted: Two Measurement Approaches and Ten Payout Functions**  
Timothy Hallett and Mead Over, WP# 210,  
4/23/2010

**Mobile Phones and Economic Development in Africa**  
Jenny Aker, WP# 211, 6/1/2010





**The Roots of Global Wage Gaps: Evidence from Randomized Processing of U.S. Visas**  
Michael Clemens, WP# 212, 6/4/2010

**The Washington Consensus: Assessing a Damaged Brand**  
Nancy Birdsall, Augusto de la Torre, and Felipe Valencia Caicedo, WP# 213, 6/4/2010

**Leveraging World Bank Resources for the Poorest: IDA Blended Financing Facility Proposal**  
Benjamin Leo, WP# 214, 6/8/2010

**Pulling Agricultural Innovation into the Market**  
Kimberly Elliott, WP# 215, 6/21/2010

**Inside the World Bank's Black Box Allocation System: How Well Does IDA Allocate Resources to the Neediest and Most Vulnerable Countries?**  
Benjamin Leo, WP# 216, 6/24/2010

**Bridging the Gap: Improving Clinical Development and the Regulatory Pathways for Health Products for Neglected Diseases**  
Tom Bollyky, WP# 217, 6/25/2010

**The End of ODA (II): The Birth of Hypercollective Action**  
Jean-Michel Severino and Olivier Ray, WP# 218, 6/30/2010

**Concentrating Solar Power in China and India: A Spatial Analysis of Technical Potential and the Cost of Deployment**  
Kevin Ummel, WP# 219, 7/12/2010

**Beyond Population: Everyone Counts in Development**  
Joel E. Cohen, WP# 220, 7/26/2010

**How Should Oil Exporters Spend Their Rents?**  
Alan Gelb and Sina Grasmann, WP# 221, 8/10/2010

**Who Are the MDG Trailblazers? A New MDG Progress Index**  
Benjamin Leo, WP# 222, 8/23/2010

**ABC, 123: Can You Text Me Now? The Impact of a Mobile Phone Literacy Program on Educational Outcomes**  
Jenny Aker, WP# 223, 9/13/2010

**Aid for Trade: Supporting Preference Reform**  
Susan Prowse, WP# 224, 9/28/2010

**When and Why Rigorous Evaluation Matters: The Case of the Millennium Villages**  
Michael Clemens, WP# 225, 10/11/2010

**Can Donors Be Flexible within Restrictive Budget Systems? Options for Innovative Financing Mechanisms**  
Benjamin Leo, WP# 226, 10/11/2010

**How Can Donors Create Incentives for Results and Increase Flexibility for Fragile States? A Proposal for IDA**  
Alan Gelb, WP# 227, 10/27/2010

**Scarce Donor Funding for Non-Communicable Diseases: Will It Contribute to a Health Crisis?**  
Rachel Nugent and Andrea Feigl, WP# 228, 11/1/2010

**The Economics of Population Policy for Carbon Emissions Reduction in Developing Countries**  
David Wheeler and Dan Hammer, WP# 229, 11/3/2010

**China in Africa—A Macroeconomic Perspective**  
Benedicte Christensen, WP# 230, 11/5/2010

**Giving Money Away: The Politics of Direct Distribution in Resource Rich States**  
Alexandra Gillies, WP# 231, 11/5/2010

**Confronting the American Divide on Carbon Emissions Regulation**  
David Wheeler, WP# 232, 12/3/2010

**Sudan Debt Dynamics: Southern Secession, Debt Division, and the Path Forward**  
Benjamin Leo, WP# 233, 12/6/2010

**Capability Traps? The Mechanisms of Persistent Implementation Failure**  
Lant Pritchett, Michael Woolcock, and Matt Andrews, WP# 234, 12/9/2010

**Global Prospects for Utility-Scale Solar Power: Toward Spatially Explicit Modeling of Renewable Energy Systems**  
Kevin Ummel, WP# 235, 12/13/2010

**Education for All? Learning about Schools in Development**  
Charles Kenny, WP# 236, 12/15/2010



## Partnerships

*Every year, CGD partners with a wide range of organizations. Some partnerships are contractual, with both parties formally committed. Mostly they are informal relationships in which CGD and the partner organization work together for a common goal. Our active partners in 2010 included:*

### **The Brookings Institution**

CGD contracts with Brookings Institution Press for support in the production, promotion, and sales of CGD books. CGD and Brookings researchers have co-authored several publications, including the Quality of Development Assistance Assessment.

### **Consultative Group to Assist the Poor (CGAP)**

With funding from The MasterCard Foundation, CGAP, a global resource center on microfinance, is collaborating to promote David Roodman's book, *Due Diligence*, which assesses the contribution of microfinance to development.

### **Devex**

CGD is a content provider to Devex, the largest provider of business intelligence and recruitment services to the development community.

### **Dubai Economic Council**

CGD is working with the Dubai Economic Council to launch a survey of private enterprises—the first of its kind in the United Arab Emirates.

### **Foreign Policy Magazine**

CGD and *Foreign Policy* jointly sponsor the annual Commitment to Development Award to honor an individual or organization from the rich world making a significant contribution to changing attitudes and policies toward the developing world.

### **Global Health Council**

As a member of the Global Health Council, CGD provides its technical health expertise to a range of Council events and activities while the GHC brings the global health advocacy voice to our working groups and public events.

### **Initiative for Global Development**

Founded as the Seattle Initiative in 2003 by Bill Gates Sr., Daniel J. Evans, Bill Ruckelshaus, Bill Clapp, and John Shalikashvili, the Initiative for Global Development has grown to a national network of more than 300 partners, mostly current CEOs and senior executives. CGD contributed substantially to the Initiative's first strategy paper, and the two organizations continue to share ideas.



The 2010 Devex 40 Under 40 International Development Leaders gathered at CGD in February 2011 for a breakfast.



### **Institute of Medicine/National Academy of Sciences (IOM)**

CGD health policy experts have participated on IOM committees and workshops and provided public testimony on issues such as HIV/AIDS in Africa (Mead Over), cardiovascular disease in developing countries (Rachel Nugent), and food and drug regulatory systems in developing countries (Tom Bollyky).

### **Inter-American Dialogue**

The Inter-American Dialogue is the leading U.S. center for policy analysis, exchange, and communication on issues in Western Hemisphere affairs. CGD and IAD regularly exchange views on rich-world policies toward Latin America.

### **New York Times**

Each year CGD staff members help *New York Times* Pulitzer Prize-winning journalist Nicholas Kristof screen hundreds of entries for the Win-A-Trip with Nicholas Kristof Contest.



Former Editor-in-Chief of *Foreign Policy* Moisés Naim and Nancy Birdsall, co-chairs of the Commitment to Development Award selection panel, talk with current *Foreign Policy* Editor-in-Chief and selection panelist Susan Glasser and Isabel Munilla, U.S. Director of 2010 winner Publish What You Pay.

### **The Peter G. Peterson Institute for International Economics**

The Peterson Institute and CGD have a special alliance. The Peterson Institute housed CGD for the first six months of its existence in 2001 and early 2002. As sister organizations, CGD and the Peterson Institute make joint appointments of senior staff. Peterson Institute director C. Fred Bergsten serves on the CGD board, while CGD president Nancy Birdsall is a member of the Peterson Institute board.

### **Population Reference Bureau**

CGD partners with PRB to manage a network of researchers investigating links between population, reproductive health, and economic outcomes focusing on Africa. The products of the partnership include more than 70 research projects, annual research conferences, a website for the research network, and a working paper series.

### **Revenue Watch Institute**

Revenue Watch, which promotes the responsible management of oil, gas, and mineral resources for the public good, is working with CGD on our Oil2Cash initiative. CGD commissioned two papers from Revenue Watch and the two organizations co-sponsored a study on Papua New Guinea. CGD and Revenue Watch are also coordinating country case studies.



*New York Times* columnist Nicholas Kristof at a pitch session with CGD staff and researchers. From left: Satish Chand, Todd Moss, and Lawrence MacDonald.



## Working Groups

(active in 2010)

### Supporting Business Climate Reforms Working Group

#### Advancing Africa's Private Sector Series

Margo Alexander	Todd Moss	Robert C. Perry	Richard Stern
Benjamin Leo	Papa Ndiaye	Vijaya Ramachandran	
Bruce McNamer	Jennifer Oppenheimer	John Simon	

### Clinical Trials and Regulatory Pathways for Neglected Diseases

#### Working Group

Vincent Ahonkhai	Liliana Chocarro	Richard Kingham	David Shultz
Ernst Berndt	Ralf Clemens	Judith Kramer	<b>Observers:</b>
Fred Binka	Iain Cockburn	Marc LaForce	Yuppadee Javroongrit
Thomas Bollyky	David Dilts	Orin Levine	Margareth Ndomondo-
Mike Brennan	Paul Huckle	Melinda Moree	Sigondo
Richard Chin	John Hurvitz	John Purves	Wendy Taylor

#### Drug Resistance Working Group

Emma Back	Susan Foster	Iruka Okeke	Carol Sibley
Ted Bianco	Fred Goldberg	Kevin Outterson	Suniti Solomon
Nancy Blum	Martha Gyansa-Lut-	Mead Over	Walter Straus
Joanne Carter	terodt	Eddie Power	Thelma Tupasi
Gail Cassell	Jerry Keusch	Andrew Ramsay	Saul Walker
John Chalker	Ruth Levine	Renee Ridzon	Nicholas White
Alexander Doodoo	Rachel Nugent	David Roos	Prashant Yadav
Dai Ellis	Paul Nunn	Harvey Rubin	

#### Global Trade Preference Reform Working Group

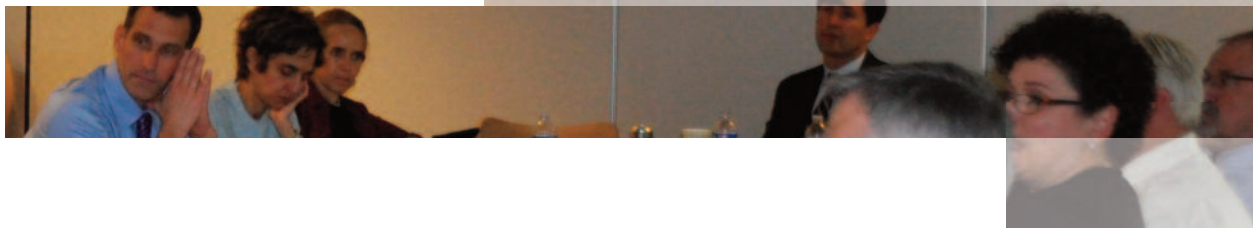
Mehmet Arda	Bernard Hoekman	William C. Lane	Susan Prowse
Johanna Cowan	Angela Hofmann	Ricardo Melendez-	Vijaya Ramachandran
Kimberly Ann Elliott	Behnaz Kibria	Ortiz	Randall Soderquist
Antoni Estevadeordal	Peter Kleen	Pradeep S. Mehta	Shujiro Urata
Eveline Herfkens	Gawain Kripke	Andre Nassar	Ann Weston

#### Policy Principles for Expanding Financial Access Task Force

Charles Calomiris	Patrick Honohan	Nachiket Mor	Andrew Powell
Stijn Claessens	Ishrat Husain	Jonathan Morduch	Elisabeth Rhyne
Augusto de la Torre	Elaine Kempson	Marco Pagano	Liliana Rojas-Suarez
Aslı Demirgüç-Kunt	Robert Litan	David Porteous	David Roodman







**Prevention of Odious Debt Working Group**

Nancy Birdsall	Jesus Estanislao	Michael Kremer	Nuhu Ribadu
Lee Buchheit	Charmian Gooch	Benjamin Leo	Neil Watkins
Josh Cohen	Henrik Harboe	Todd Moss	John Williamson
Paul Collier	Seema Jayachandran	Richard Newcomb	Ernesto Zedillo
Kimberly Ann Elliott	Stephen Krasner	Y. Venugopal Reddy	

**UN Population Policy Working Group**

David Bloom	Melinda Kimble	Peter Piot	Jeremy Shiffman
Ellen Chesler	Bert Koenders	Luis Rosero-Bixby	Steve Sinding
Robert Engelman	Peter Lamptey	Fred Sai	John Worley
Alex Ezeh	Jotham Musinguzi	Sara Seims	
Linda Harrar	Rachel Nugent	Gita Sen	
Manny Jimenez	Nandini Oomman	Gamal Serour	

**U.S. Development Strategy in Pakistan Study Group**

Masood Ahmed	Ashraf Ghani	Clay Lowery	Vij Ramachandran
Nancy Birdsall	David Gordon	Rob Mosbacher	Andrew Wilder
Wendy Chamberlin	Ricardo Hausmann	John Nagl	Michael Woolcock
Patrick Cronin	Ishrat Husain	Deepa Narayan	Moeed Yusuf
Uri Dadush	Asim Khwaja	Shuja Nawaz	
Dennis de Tray	Molly Kinder	Paula Newberg	
Alan Gelb	Carol Lancaster	Paul O'Brien	



The Clinical Trials and Regulatory Pathways for Neglected Diseases Working Group at a 2011 meeting.





# Richard H. Sabot Lecture



The Richard H. Sabot Lecture is held annually to honor the life and work of Richard “Dick” Sabot, a respected professor, celebrated development economist, successful internet entrepreneur, and close friend of the Center for Global Development. As a founding member of CGD’s Board of Directors, Dick’s enthusiasm and intellect encouraged our beginnings. His work as a scholar and as a development practitioner helped to shape the Center’s vision of independent research and new ideas in the service of better development policies and practices.

Dick held a PhD in economics from Oxford University; he was Professor of Economics at Williams College, and he taught at Yale, Oxford, and Columbia Universities. He made numerous scholarly contributions in the fields of economics and international development, and he worked for 10 years at the World Bank.

Launched with the support of Board member Bruns Grayson and other members of the Board who served with Dick during the Center’s early years, the Sabot Lecture series hosts a scholar-practitioner who has made significant contributions to international development, combining, as did Dick, academic work with leadership in the policy community.

## Richard H. Sabot Lectures:

April 11, 2011- “Policies and Politics: Can Evidence Play a Role in the Fight against Poverty?” Esther Duflo, Abdul Latif Jameel Professor of Poverty Alleviation and Development Economics at the Massachusetts Institute of Technology

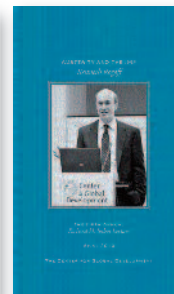
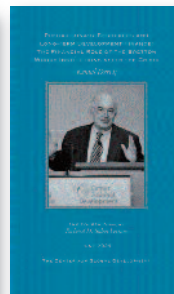
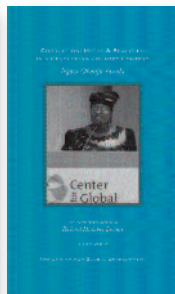
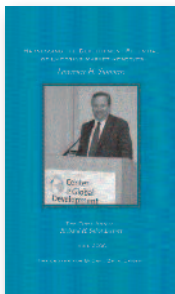
April 12, 2010- “Austerity and the IMF,” Kenneth Rogoff, Thomas D. Cabot Professor of Public Policy and professor of economics at Harvard University

June 11, 2009- “Precautionary Resources and Development Finance,” Kemal Derviş, vice president and director of global economy and development at the Brookings Institution

June 26, 2008- “Towards a Global Deal on Climate Change,” Lord Nicholas Stern, IG Patel Professor of Economics at the London School of Economics and author of the Stern Review

June 20, 2007- “Corruption: Myths and Realities in a Developing Country Context,” Ngozi Okonjo-Iweala, former finance minister and minister of foreign affairs of Nigeria and distinguished visiting fellow at the Brookings Institution

June 13, 2006- “Harnessing the Developing Potential of Emerging Market Reserves,” Lawrence H. Summers, former president of Harvard University and former Secretary of the Treasury





## Commitment to Development Award

Each year the Center for Global Development and *Foreign Policy* magazine present the Commitment to Development “Ideas in Action” Award to honor an individual or organization that has made a significant contribution to changing the attitudes, policies, or practices of the rich world toward the developing world. Conceived in 2003 to reflect CGD’s and *Foreign Policy*’s missions, the award is designed to highlight the ever-increasing ways in which the actions of individuals, governments, and institutions transcend borders and shape our world. Previous winners include U.S. and international policymakers, nongovernmental organizations, and entrepreneurs. CGD president Nancy Birdsall and former *Foreign Policy* magazine editor-in-chief Moisés Naím co-chair a selection panel that includes distinguished leaders of the development community.

- 2010: Publish What You Pay
- 2009: Diego Hidalgo Schnur
- 2008: The ONE Campaign
- 2007: Global Witness
- 2006: U.S. Congressman Jim Kolbe
- 2005: Gordon Brown, Chancellor of the Exchequer, Treasury of the UK
- 2004: Oxfam International’s Make Trade Fair Campaign
- 2003: The Utstein Group Clare Short of the United Kingdom, Hilde Frafjord Johnson of Norway, Heidemarie Wieczorek-Zeul of Germany, and Eveline Herfkens of the Netherlands



Eveline Herfkens and Hilde Johnson speak at the event where they accepted the 2003 award for the Utstein Group’s work to reduce global poverty and inequality.



Moisés Naím and Nancy Birdsall presenting the 2008 award to representatives from the ONE Campaign (from left: Michael Castaldo, Danielle DePas, Matthew McAllister, Tom Daschle, Cindy McCain, and David Lane).



Former Congressman Jim Kolbe (R-AZ) received the award in 2006 for his efforts to promote innovation within the U.S. foreign aid program.



Nancy Birdsall and Moisés Naím with 2009 winner Diego Hidalgo Schnur.





# Media

The Center's first ten years coincided with a media revolution, as the internet transformed how people share and access ideas, challenging and sometimes supplanting traditional print and broadcast outlets. A digital native, CGD has been quick to seize the new opportunities. In 2010, our work was cited in 4,000 media reports, ranging from big name outlets such as the BBC, CNN, *Financial Times*, *New York Times*, *Washington Post*, and NPR to influential online sources such as *Foreign Policy*, *GreenWire*, *Huffington Post*, and *The Onion*. Social media—Facebook, Twitter, and YouTube—are a key part of our strategy for gaining a wide and influential audience for the Center's independent research & practical ideas for global prosperity.



"There are a lot of very large countries in terms of population that have had dramatic reductions in poverty," said Benjamin Leo, a researcher at the Center for Global Development. He cited Brazil, Pakistan, Vietnam and Bangladesh as examples.



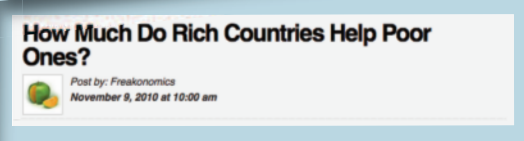
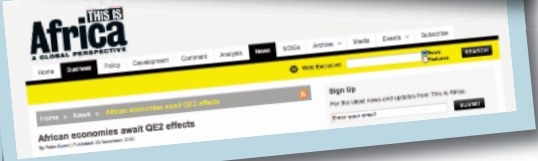
David ROODMAN: Well, there was a political intervention. The government came in and shut the industry down in mid October...because there were more and more reports that micro credit was being linked to suicides...



Some other development economists argue that Professor Sachs's flagship project, Millennium Villages, has passed up a chance to advance our knowledge of what works. A new report by Michael Clemens of the Center for Global Development, and by Gabriel Demombynes of the World Bank, criticises the Millennium Village programme for a lack of rigorous impact evaluation...



"Because the problem of global warming and massive environmental devastation appears to be lingering, however, the time may be right for the federal government to consider dealing with it again in some way," said CGD president Nancy Birdsall...





## CGD on the Hill

CGD experts regularly provide commentary on development issues before House and Senate committees, submit written statements for the congressional record, and participate in roundtable and individual discussions with members and staff. Despite an extended recess in advance of the midterm elections, CGD experts testified before Congress on six occasions in 2010, appearing before four different House and Senate committees:

1. Todd Moss before the House Financial Services Subcommittee on International Monetary Policy and Trade on "U.S. Interests in Nigeria's Success with Financial Reform" (11/17/10)
2. Tom Bollyky before the Senate Appropriations Subcommittee on Agriculture, Rural Development, the Food and Drug Administration, and Related Agencies on "The FDA's Role in Improving the Development Pathway for Neglected Disease Therapies" (06/23/10)
3. Andrew Natsios before the Senate Foreign Relations Committee on "After the Earthquake: Empowering Haiti to Rebuild Better" (05/20/10)
4. David Roodman before the House Financial Services Subcommittee on International Monetary Policy and Trade on "What (Not) to Expect of Microfinance in Haiti" (04/26/10)
5. Nancy Birdsall before the House Financial Services Subcommittee on International Monetary Policy and Trade on "Rebuilding Haiti's Competitiveness and Private Sector" (03/18/2010)
6. Nuhu Ribadu before the Senate Foreign Relations Subcommittee on African Affairs on "Examining the U.S.-Nigeria Relationship in a Time of Transition" (02/23/10)

The "On the Hill" section of our website outlines and tracks CGD interactions with congressional staffers and members, as well as expert testimonies and related blog posts.



Todd Moss testifying before the House Financial Services Subcommittee on International Monetary Policy and Trade on "The Global Financial Crisis and Financial Reforms in Nigeria."



# Institutional Support

(as of December 31, 2010)

*In 2010, CGD counted many foundations and governments, and a growing number of individuals and corporations, among our supporters. We are grateful for their commitment to making the world a better place by improving the policies and practices of the rich and powerful to expand opportunities, reduce inequalities, and improve the lives of poor and vulnerable people everywhere.*

## Grants, Gifts, and Awards

Anonymous (2)

Australian Agency for International Development (AusAID)

Bill & Melinda Gates Foundation

Canadian International Development Agency (CIDA)

Canadian Department of Finance

Margaret A. Cargill Foundation

The Community Foundation for the National Capital Region

The Connect U.S. Fund of Tides Foundation

Corporación Andina de Fomento

The David and Lucile Packard Foundation

Embassy of Denmark

Department for International Development (DfID)

Finland Ministry of Foreign Affairs, Department for Development Policy

French Ministry of Foreign Affairs

Fundacion Carolina

German Federal Ministry for Economic Cooperation and Development

Goldman Sachs Foundation

Grousbeck Family Foundation

International Development Research Centre (IDRC)

The John D. and Catherine T. MacArthur Foundation

MasterCard Foundation

Netherlands Ministry of Foreign Affairs for Development Cooperation

Nike Foundation

Norwegian Ministry of Foreign Affairs

Rockefeller Foundation

The Royal Danish Embassy to the United States

Royal Ministry of Foreign Affairs of the Government of Norway

Open Society Institute

Seattle International Foundation

Embassy of the Republic of South Korea

Swedish International Development Agency

Sweden Ministry of Foreign Affairs Department of Global Development

Swiss Agency for Development and Cooperation (SDC)

Tinker Foundation Inc.

The William and Flora Hewlett Foundation

World Bank Group



CENTER FOR GLOBAL DEVELOPMENT  
PARTNERS COUNCIL

*A network of business and civic leaders who share our commitment to global prosperity and equity, the Partners Council is a non-governing membership body whose participants strengthen the Center for Global Development and its work through their financial contributions, by attracting other potential supporters, and by serving as advocates for CGD's mission in their professional and social communities.*

### Chairman's Circle (\$50,000+)

Goldman, Sachs & Co.

McKinsey & Company, Social Sector Office

Edward Scott

Anonymous (2)

### President's Circle (\$25,000+)

Cargill

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Chevron

Dennis de Tray

Bruns Grayson

James Harmon

Susan Levine

Nestlé S.A.

Patty Stonesifer & Michael Kinsley

### Leadership Circle (\$10,000+)

Nancy Birdsall

The Coca-Cola Company

Henrietta Fore

Thomas Gibian & Christina Grady

James Harmon

Susan Levine

Seattle International Foundation

### Development Circle (\$5,000+)

Bernard Aronson

Tony Barclay

Steve Cashin

Kassahun Kebede

Paul O'Neill

Peter Peterson

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Anonymous (3)

### Champions Circle (\$2,500+)

Munir Alam

C. Fred Bergsten

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Alan Gelb

David Gergen

Michael Hastings

Angel Gurria Treviño

Felicia & Daniel Morrow

Roberto Murray-Meza

Deepa Narayan

Karl & Kirsten Pflieger

Jennifer Potter

S. Jacob Scherr

Witney Schneidman

Adam Waldman

James Wolfensohn

Anonymous





*Gifts of \$500-\$1,500*

George Alleyne  
James Cashel  
Whitney Debevoise  
Robert Gelbard  
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Daniel Kress  
Thomas McLarty  
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Gregory Woods  
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*Gifts of \$150-\$500*

Don Abramson  
Heather Addison  
Karine Adigo  
Masood Ahmed  
Emily Andrews  
Robert Armstrong  
Bob Ayres  
Girindre Beeharry  
Jere Behrman  
Adiam Berhane  
John Birdsall & Margaret Mintz  
Mario Bravo  
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Robin King  
Thomas Kleine-Brockhoff  
Suellen Lazarus  
Rita Leavell  
Carol Lee

*Gifts under \$150*  
Susan & Edward Elmendorf  
Nels Granholm  
Marshall Hoffman  
Anthony Ody  
Anonymous



The 2010 Partners Council Summit featured an opening discussion with David Gergen, CNN senior political analyst and former adviser to four U.S. presidents. Gergen, pictured here with Todd Moss, offered his opinions on the future of U.S. development policy following the midterm elections.



CGD Board member Henrietta Fore, Chairman and CEO of Holsman International and former USAID Administrator, with fellow Partners Council member Lord Michael Hastings, International Director of Corporate Citizenship at KPMG, at the 2010 Partners Council Summit.

# Financials

Statement of Financial Position as of December 31, 2010  
With Summarized Financial Information For 2009

## ASSETS

Current Assets	2010	2009
Cash and cash equivalents	\$6,121,682	\$6,329,672
Investments	15,742,800	11,981,853
Pledges receivable, current portion	573,094	34,375
Grants receivable, current portion	4,379,079	6,854,619
Accounts receivable	1,076	20,703
Prepaid expenses	51,872	31,433
<b>Total current assets</b>	<b>26,869,603</b>	<b>25,252,655</b>

## Fixed Assets

Furniture	408,265	408,265
Computer equipment	272,062	273,592
Leasehold improvements	657,799	657,799
	1,338,126	1,339,656
Less: Accumulated depreciation and amortization	(592,507)	(459,215)
<b>Net fixed assets</b>	<b>745,619</b>	<b>880,441</b>

## Other Assets

Pledges receivable, net of current portion	3,545,452	3,455,274
Grants receivable, net of current portion	657,045	3,324,860
Certificate of deposit restricted	184,789	184,789
<b>Total other assets</b>	<b>4,387,286</b>	<b>6,964,923</b>

<b>TOTAL ASSETS</b>	<b>\$ 32,002,508</b>	<b>\$ 33,098,019</b>
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## LIABILITIES AND NET ASSETS

Current Liabilities	2010	2009
Accounts payable and accrued liabilities	\$76,235	\$120,886
Accrued salaries and related benefits	311,868	289,339
Deferred rent, current portion	52,542	10,728
Deferred rental income	19,089	-
<b>Total current liabilities</b>	<b>459,734</b>	<b>420,953</b>

## Long-Term Liabilities

Deferred rent, net of current portion	322,754	328,150
Other liabilities	33,375	105,625
<b>Total long-term liabilities</b>	<b>356,129</b>	<b>433,775</b>

<b>Total liabilities</b>	<b>815,863</b>	<b>854,728</b>
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## Net Assets

Unrestricted	19,634,944	13,159,475
Temporarily restricted	11,551,701	19,083,816
<b>Total net assets</b>	<b>31,186,645</b>	<b>32,243,291</b>

<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$32,002,508</b>	<b>\$33,098,019</b>
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Washington, DC 20036

## Statement of Activities and Change in Net Assets for the Year Ended December 31, 2010 With Summarized Financial Information for 2009

REVENUE	2010			2009
	Unrestricted	Temporarily Restricted	Total	Total
Grants and contributions	\$3,915,317	\$2,906,752	\$6,822,069	\$12,319,658
Contract revenue	701,076	-	701,076	743,175
Investment income	1,876,911	-	1,876,911	2,815,209
Service revenue	28,357	-	28,357	33,482
Net assets released from donor restrictions	10,438,867	(10,438,867)	-	-
<b>Total revenue</b>	<b>16,960,528</b>	<b>(7,532,115)</b>	<b>9,428,413</b>	<b>15,911,524</b>
<b>EXPENSES</b>				
Program Services	8,841,648	-	8,841,648	9,674,960
Supporting Services:				
Management and General	1,351,505	-	1,351,505	1,168,557
Fundraising	291,906	-	291,906	428,624
Total supporting services	1,643,411	-	1,643,411	1,597,181
<b>Total expenses</b>	<b>10,485,059</b>	<b>-</b>	<b>10,485,059</b>	<b>11,272,141</b>
Change in net assets	6,475,469	(7,532,115)	(1,056,646)	4,639,383
Net assets at beginning of year	13,159,475	19,083,816	32,243,291	27,603,908
<b>NET ASSETS AT END OF YEAR</b>	<b>\$19,634,944</b>	<b>\$11,551,701</b>	<b>\$31,186,645</b>	<b>\$32,243,291</b>

### Additional Photo Captions and Credits

#### Photo Montage Captions (pg. 52):

- The Sabot family, along with CGD Board members and friends, listens to Kenneth Rogoff deliver the Fifth Annual Richard H. Sabot Lecture in April 2010. Rogoff discussed vulnerabilities of developing countries to financial crises, alternative approaches to mitigating risks and dealing with crises in the future, and the past and prospective roles of the IMF and the G-20.
- Tanzanian President Jakaya Kikwete and Nancy Birdsall at CGD for Kikwete's talk, "Power and Roads to Africa: A Tanzanian Perspective," in December 2007.
- CGD co-founder and Board chair Edward Scott addresses CGD staff and members of the Board and Partners Council at the 2010 Board dinner.
- Hillary Clinton delivering her first major development speech as U.S. Secretary of State at CGD in January 2010.
- Carol Lancaster (center), CGD Non-Resident Fellow and former USAID Deputy Administrator, leading a session on development and diplomacy at the 2009 Partners Council Summit with (from L to R) CGD Board member Jessica Einhorn; former Director of Rethinking U.S. Foreign Assistance Sheila Hertling; Jennifer Potter, Initiative for Global Development; and Greg Hills, FSG Social Impact Advisors.
- CGD Board member Ngozi Okonjo-Iweala, Managing Director at the World Bank, and Joseph Stiglitz, Professor at Columbia University, at a policy breakfast hosted by CGD in New York to discuss the global development agenda ahead of the November Seoul G-20 Summit.
- Former UK Prime Minister Tony Blair during his 2010 speech at CGD. Blair spoke on development and, particularly, the work of his Africa Governance Initiative (AGI) to support good leaders on the continent.
- Nancy Birdsall and Christian Masset, General Director, French Ministry of Foreign and European Affairs, discuss the G-20 development agenda at a CGD policy breakfast ahead of the Seoul Summit.

- Geeta Rao Gupta, President, ICRW; Farah Mohamed, President, Belinda Stronach Foundation; CGD Board Member Belinda Stronach; Melanne Verveer, U.S. Ambassador-at-large for Global Women's Issues; Miriam Temin, co-author of *Start with a Girl*; and Rachel Vogelstein, Senior Policy Advisor in the Office of Global Women's Issues at the State Department at the launch of *Start with a Girl: A New Agenda for Global Health*.
- Then Acting President of Nigeria Goodluck Jonathan with Todd Moss at CGD in April 2010 for a small policy breakfast and major public speech on key issues facing Nigeria, including strengthening democratic institutions and increasing private investment.

#### Photo Montage Captions (pg. 53):

- Pablo Sanguinetti, CAF, David Cracknell, MicroSave, Michel Hanouch, Genesis Analytics, and Gonzalo Castaneda, El Colegio de Mexico, at a July 2010 workshop to discuss CGD's case studies on access to finance.
- Lant Pritchett, CGD Advisory Group chair, Rebecca Thornton, University of Michigan, Carolina Renteria, World Bank, and Eric Werker, Harvard University, at the 2011 meeting of the Advisory Group. The group serves as a sounding board for current CGD research and for discussion of future issues.
- Partners Council members and CGD staff at the 2009 Partners Council Summit: Steve Cashin, Pan African Capital Group, Lily Rubin, McKinsey & Co., Rob Mosbacher, Mosbacher Energy Group, Todd Moss, Whitney Schneidman, Schneidman & Associates, and Tony Barclay, Development Practitioners Forum.
- CGD Board member Belinda Stronach delivering introductory remarks at the launch of the CGD report *Start with a Girl: A New Agenda for Global Health* in October 2009.
- Senator Robert Menendez (D-NJ), then chairman of the Senate Foreign Relations Subcommittee on International Development and Foreign Assistance, spoke at CGD's 2008 event on *The White House and the World: A Global Development Agenda for the Next U.S. President*.

- CGD Board members at the 2010 Spring Meeting: Tim Adams, Jim Harmon, Adam Waldman, and Jessica Einhorn.
- CGD Board members Susan Levine and Tom Gibian at the Spring 2009 Board Meeting.
- Dennis Whittle, Co-Founder and CEO of Global Giving, asks a question at the launch of Non-Resident Fellow Devesh Kapur's book *Diaspora, Development, and Democracy: The Domestic Impact of International Migration from India*.
- Maria Otero, Under Secretary of State for Democracy and Global Affairs, State Department; Michael Anderson, Director General for Policy and Global Issues, DFID; Robert Hormats, Under Secretary of State for Economic, Energy and Agricultural Affairs, U.S. Department of State; and Hugh Bredenkamp, Deputy Director, Strategy, Policy, and Review Department, IMF, at a CGD policy breakfast ahead of the Seoul G-20 Summit.
- David Beckmann, Bread for the World, Larry Nowels, William and Flora Hewlett Foundation and ONE, and CGD Board member Rob Mosbacher, Mosbacher Energy Group, at a 2010 breakfast with CGD Board member Mark Malloch-Brown.

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pp. 46-47: Kibae Park/UN Photo

**CGD photos by:** Kaveh Sardari of Sardari Group, Heather Haines, Aaron Hoffmeyer, Emily Paul, Jessica Brinton, and Allysun Jackson.