



Impact Report



Left: IMF Managing Director Christine Lagarde



“[CGD is an] incredible think tank ... which is more than just think—which is also stimulate, which is also bring together, which is also about action.”
Christine Lagarde, Managing Director, International Monetary Fund

Above: Former African Development Bank President and CGD Distinguished Visiting Fellow Donald Kaberuka
Below: Former President of Malawi and former CGD Distinguished Visiting Fellow Joyce Banda

Right: CGD Board Chair and former US Treasury Secretary Lawrence Summers
Bottom right: Former World Bank President Jim Kim





Today's realities present opportunities to influence a world at the crossroads

We, the Center for Global Development, are a group of nonpartisan researchers and policy analysts with a passion for finding better ways to reduce global poverty and improve lives in developing countries. We use independent, evidence-based research to devise practical policy solutions to pressing development problems.

There has been more progress in improving the human condition over the past 50 years than ever before. Billions of people are living longer, better, and healthier lives. This is mainly due to their own efforts and the actions of developing country governments, business, and civil society, but also the support provided by the rest of the world—rich countries, a rules-based and open global economy, multilateral institutions promoting development in different ways, researchers and advocates searching for better ways to improve lives.

Still, the challenges ahead are daunting. Extreme poverty impacts millions, children die every year from curable disease and many more cannot realize their full potential because they lack access to education, nutrition, or physical security. Problems like climate change and pandemics need to be dealt with through multilateral rules and institutions at a time when politics in many countries is pushing for a retreat behind national borders. New technology can be an accelerator for change but also a source of disruption and social upheaval.

The world has signed up to a set of development goals for 2030 and to moving to a low-carbon economy that will preserve our planet. Reaching these objectives requires a commitment to smart policies that maximize the returns on scarce resources and draw on evidence to amplify impact.

In CGD's 17-year history, we have been heartened when our work has led to measurable policy impacts—some examples are presented in these pages. But we have also learned that the link between good research and policy impact is sometimes long and difficult, and perseverance or creative networking can be as crucial as the initial idea itself.

We also recognize that impact can take many forms—shaping the academic consensus on the economics of migration is very different from promoting the creation of a full-service development finance corporation, but both are important. Sometimes, realizing the full potential of a good idea means letting it flower elsewhere. We take pride in our role as an incubator of initiatives that take root at CGD and then flourish beyond.

We are funded by a diverse group of foundations, corporations, governments, and individuals who care about development and value rigorous and independent research, and we have an active and committed Board that empowers us and holds us accountable. We do not accept funds that could constrain our ability to follow the evidence and call it like it is. And it's because of this independence that we are so successful at changing global development policy for the better. We look forward to engaging with you.

A handwritten signature in black ink, appearing to read 'Masood Ahmed'.

Masood Ahmed
President

Contents

- 02**
Our Work
- 04**
Our Impact
- 06**
Our Funding
- 07**
In Numbers
- 08**
Our People

Our Work

The Center for Global Development works to reduce global poverty and improve lives through innovative economic research that drives better policy and practice by the world's top decision makers.

We generate new ideas, actionable policy proposals, and independent research, and spark critical global development conversations.

We focus on the intersection of developing countries and the governments, institutions, and corporations that can help them deliver the greatest progress.



Global Health

With more countries rising out of poverty, global health progress faces new challenges. Our research helps policymakers build sustainable health systems that respond to these shifting realities, deliver value for money, and address treatment inequalities between developed and developing countries.



Sustainable Development Finance

To meet the Sustainable Development Goals, development finance must increase from billions to trillions. Low-income countries face special challenges in financing their development needs. Our work focuses on unlocking more finance more effectively from existing and emerging sources, and on allocating those funds to maximize development impact.



Technology and Development

Technology is a driver for development, but policy choices determine who benefits. Will automation bring new jobs or no jobs? How should we manage growth in biometric ID and governance? How can digital payments be safely scaled up? Focusing on innovation, growth, and inequality, our research helps policymakers keep pace with a changing world.



Migration, Displacement, and Humanitarian Assistance

Whether pursuing opportunity or fleeing to safety, migrants and refugees can fuel economic growth in the countries they live in and leave behind. Today's displacement crisis calls for more than short-term humanitarian aid: it requires far-sighted development solutions. CGD brings evidence to these contentious issues and devises policy solutions so migrants, refugees, and their hosts can all thrive.



Education

Worldwide, millions of children are at risk of never learning how to read or do basic arithmetic. This limits opportunities for individuals, communities, and nations. We are tackling the global learning crisis with policy-relevant research that identifies the biggest obstacles to delivering high-quality basic education in low- and middle-income countries and develops the most promising reform ideas.



Governments and Development Policy

Development is about more than aid, and the policies of countries around the world wield enormous influence on global progress. With constructive commentary and nonpartisan, evidence-based proposals, CGD's Washington team seeks to strengthen US foreign assistance tools, while CGD's Europe team aims to help the UK craft development-friendly policies post-Brexit and to improve EU development policy and practice.

Our scholars conduct rigorous, impartial analysis, informed by evidence and experts from around the world.

Women's economic empowerment, financial inclusion, and better data are other areas where we work to influence development progress.

“CGD analyzes the right trends, forces people to think out of the box, and critically provides some pathways or platforms for us and for governments, which is badly needed.”
Paul Polman, Former CEO, Unilever

Our Impact

Increasing the Number of Women Peacekeepers

In 2015, women made up just 4 percent of UN peacekeepers. When CGD analysis showed that more women in peacekeeping operations is associated with more sustainable peace and dramatically lower rates of sexual misconduct by peacekeepers, we proposed a multilateral trust fund to offer supplementary payments to troop-contributing countries for each woman peacekeeper provided. In 2017, Canada responded with the Elsie Initiative, providing training, support, and financial incentives to increase the proportion of women UN peacekeepers.

Maximizing the Benefits of Migration

With Africa's labor force projected to grow by 800 million by 2050, and Europe's continuing to shrink, migration pressures will intensify. That's why we developed the Global Skill Partnership (GSP)—a proposal to regulate skilled migration in a way that benefits origin and destination countries, and migrants. In a GSP, a destination country provides training for potential migrants *before* they migrate—at a cost savings—ensuring they are equipped to fill labor gaps in the destination. Non-migrants in the origin country also receive training, increasing the country's human capital. The GSP was the only specific policy proposal included in the Global Compact on Migration and is now being put into practice by Germany and Turkey.

ID for Development

Without formal identification, people can't exercise their rights or access services, yet some 1.1 billion people in developing countries still lack proof of identity. CGD was among the first to take an integrated look at the frontier area of biometrics and development. We helped produce a set of principles for digital identification that UN entities, multilateral development banks, and major foundations have now adopted.

Modernizing US Development Financing

CGD has long argued that the US needs a full-service, self-sustaining agency to promote market solutions to reducing poverty. Starting in 2011, we built a practical case for a new US development finance institution that would boost development, expand US commercial opportunities, and promote efficiency. Our persistence paid off in 2018 when the Better Utilization of Investments Leading to Development (BUILD) Act became law, establishing the US International Development Finance Corporation and making this CGD proposal a reality.

Changing the Conversation on China's Development Debt

Through its Belt and Road Initiative (BRI), China plans to deliver trillions in infrastructure financing to countries in Asia, Europe, and Africa. In 2018, CGD research revealed that without improved

standards for debt management, the BRI could leave eight countries at serious risk of debt distress. CGD identified actions to minimize these risks—which have since been advocated by the IMF. China's senior officials have also responded to the report and signaled they are working to address the BRI's debt issues. To date, CGD's BRI report has received over 15,000 online views and been cited in more than 500 news stories, including in the *Wall Street Journal*, *Bloomberg*, and *Financial Times*.

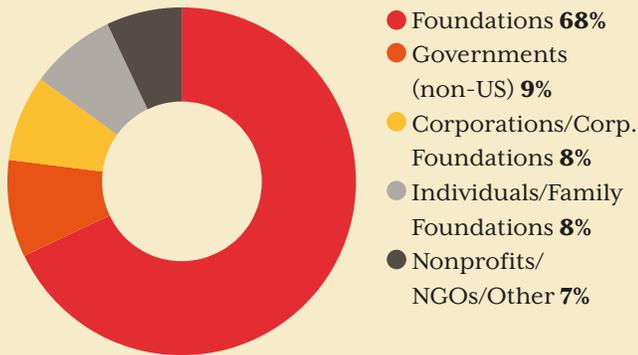
Incubating New Initiatives

Developing countries chronically lack electric power, leading them to fall farther behind in the global economy. CGD's years of work on energy led to the 2019 launch of the Energy for Growth Hub, a network connecting policymakers with research and insights for building high-energy systems. The hub is just one of several successful initiatives incubated at CGD. The Global Innovation Fund, a nonprofit that invests in developing, testing, and scaling innovations to improve lives in developing countries, started at CGD, as did Global Forest Watch, a real-time deforestation alert system, and iDSI, an institution dedicated to better-informed healthcare decisions.

Our Funding

Revenue (funds available for 2018)
Total \$18,293,420

2018 Expenditure
Total \$16,900,165



Our Funders*

Corporate and Corporate Foundations

- C&A Foundation
- Chevron
- ExxonMobil Foundation
- Goldman, Sachs & Co.
- Google Foundation
- Johnson & Johnson
- Margaret A. Cargill Philanthropies
- Mastercard Foundation
- McKinsey & Company
- Merck and Co., Inc.
- Nestle S.A.
- NIKE Foundation
- PepsiCo
- Sanofi Pasteur
- UBS AG
- UBS Optimus Foundation via Absolute Return for Kids (Ark)

Foundations

- Bernard and Anne Spitzer Charitable Trust
- Better World Fund
- Bill & Melinda Gates Foundation
- Carnegie Corporation of New York
- Connect U.S. Fund
- Conrad N. Hilton Foundation
- David and Lucile Packard Foundation
- Echidna Giving
- Ewing Marion Kauffman

Foundation

- Ford Foundation
- Foundation to Promote Open Society
- Good Ventures
- Humanity United Fund
- Joffe Charitable Trust
- John D. and Catherine T. MacArthur Foundation
- McCall MacBain Foundation
- Nathan Cummings Foundation
- Omidyar Network
- Open Philanthropy Project
- Rockefeller Foundation
- Seattle International Foundation
- Tent Partnership for Refugees
- Tinker Foundation
- United Nations Foundation
- Wallace Genetic Foundation
- Wellcome Trust
- Wellspring Philanthropic Fund
- William and Flora Hewlett Foundation
- Anonymous

Governments

- African Development Bank
- Agence Française de Développement
- Andean Development Corporation – Development Bank of Latin America
- Asian Development Bank

- Australian Department of Foreign Affairs and Trade
- German Federal Ministry for Economic Co-Operation and Development
- Global Affairs Canada
- International Development Research Centre
- Luxembourg Ministry of Foreign Affairs
- Ministry of Foreign Affairs of Denmark
- Ministry of Foreign Affairs of Finland
- Ministry of Foreign Affairs of the Netherlands
- Norwegian Agency for Development Cooperation
- Norwegian Ministry of Foreign Affairs
- Swedish International Development Agency
- Swedish Ministry for Foreign Affairs
- UK Department for International Development

Family Foundations and Individuals

- Lakeshore Foundation
- Nancy Birdsall
- Thomas Gibian
- Bruns Grayson
- Jim Harmon

- Susan Levine
- Jennifer Oppenheimer
- Dina Powell
- Rachel Pritzker
- Sheryl Sandberg
- Edward W. Scott Jr.
- Smita Singh
- Belinda Stronach
- Lawrence Summers
- Maureen White
- Anonymous

Nonprofits

- Imperial College London
- Institute of Labor Economics
- International Growth Centre
- International Initiative for Impact Evaluation (3ie)
- Luminare Group
- Oxford Policy Management Ltd
- Rockefeller Philanthropy Advisors
- The Nature Conservancy
- UK Research & Innovation (UKRI) Collective Fund via University of York

*Includes gifts and awards totaling \$100,000 or more, 2001–2018. A full list of supporters is available at www.cgdev.org/give

195

CGD-hosted
events



106

publications



2018 in Numbers



92,000

@CGDev followers



1.4m

unique website visits



28,000

weekly newsletter subscribers



12%

increase in average
number of downloads
per podcast



20%

increase in
media mentions

Our People

Board of Directors

Lawrence H. Summers (Chair)
Edward Scott (Chair Emeritus)
Masood Ahmed
Timothy D. Adams
Q. Munir Alam
Caroline Atkinson
Afsaneh Beschloss
Tony Fratto
Thomas Gibian
David F. Gordon
Brad Horwitz
Stephen T. Isaacs
Donald Kaberuka
John Lipsky
Robert McCarthy
Edward E. McNally
Robert Mosbacher, Jr.
Bobby J. Pittman
Smita Singh
Toni G. Verstandig
Maureen White

Leadership

Masood Ahmed
President
Amanda Glassman
*Chief Operating Officer, Senior
Fellow, and Board Secretary*
Kevin Conry
Vice President of Development
Ellen Mackenzie
*Chief Financial Officer, Vice President
of Administration, and Treasurer*
Reetan Patel
*Chief Finance, Planning, and
Operations Officer, CGD Europe*

Experts

Nancy Birdsall
Mayra Buvinic
Mauricio Cárdenas*
Kalipso Chalkidou
Michael Clemens
Erin Collinson
David Evans
Alex Ezeh*
Mikaela Gavas
Alan Gelb
Sanjeev Gupta
Susannah Hares
Cindy Huang
Pamela Jakiela
Donald Kaberuka*
Anita Käppeli
Charles Kenny
Jeremy Konyndyk
Carleigh Krubiner
Nancy Lee
Alexis Le Nestour
Janeen Madan Keller
Ian Mitchell
Scott Morris
Anit Mukherjee
Ngozi Okonjo-Iweala*
Mead Over
Michael Pisa
Mark Plant
Vijaya Ramachandran
Liliana Rojas-Suarez
Sarah Rose
Jack Rossiter
Justin Sandefur
William Savedoff
Rachel Silverman

*Distinguished Visiting Fellow

Right: Senior Fellow Liliana Rojas-Suarez with Mauricio Cárdenas, CGD Distinguished Visiting Fellow and former Minister of Finance and Public Credit, Colombia; Luis Andres Caputo, Minister of Finance, Argentina; Lea Giménez Duarte, Minister of Finance, Paraguay; José Antonio González Anaya, Secretary of Finance and Public Credit, México; and Felipe Larraín Bascuñán, Minister of Finance, Chile



“If there’s another global debt distress like we all faced a decade ago, what should we do? We’ll be looking to CGD for your research and analysis to guide us.”
Ellen Johnson Sirleaf, Former President, Republic of Liberia

Above: CGD Europe roundtable on innovations for results in public finance
Below: Former Finance Minister of Nigeria and CGD Distinguished Visiting Fellow Ngozi Okonjo-Iweala with CGD President Masood Ahmed and Brookings Institution Global Economy and Development Program Director Homi Kharas
Right: CGD Chief Operating Officer and Senior Fellow Amanda Glassman with NY Times columnist Nicholas Kristof
Below right: CGD Senior Fellow Michael Clemens with Louise Arbour, UN Special Representative for International Migration; David McKenzie, Lead Economist, Development Research Group, World Bank; and the Honorable Ratna Omidvar, Senate of Canada and Co-Chair, World Economic Forum’s Global Future Council on Migration





**Center for Global
Development**
2055 L Street NW
Floor 5
Washington DC
20036

CGD Europe
1 Abbey Gardens
Great College Street
London
SW1P 3SE

@CGDev
www.cgdev.org
Designed by Soapbox,
www.designbysoapbox.com

