

# Center *for* Global Development Annual Report 2008



# The Center *for* Global Development

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

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

Our recent and current work includes identifying rich-world policy responses to the global economic slump to benefit poor people in developing countries and support rapid recovery, including policies related to food, fuel, and finance; a global investment and action agenda to empower girls and young women and thereby speed equitable development; research and analysis on how to improve the business climate in Africa; concrete suggestions to make the \$18 billion that international donors spend each year on global health more effective in improving the well-being of poor people; and innovations in aid, including the modernization of U.S. foreign assistance and a path-breaking approach to aid disbursement called Cash on Delivery.

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

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



# Independence, Ideas, Impact, Influence

The CENTER FOR GLOBAL DEVELOPMENT combines rigorous research and cutting-edge communication techniques in pursuit of policy change.

Our work reflects an **independent** voice and commitment 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 was as vital to our work in 2008 as it was on day one, seven years ago.





Dear Friends,

The Center for Global Development has been a trusted source of independent, non-partisan analysis and advice since our founding in 2001, contributing rigorous research and policy innovations to shape a better future. With our close examination of the effectiveness of development assistance, trade policies, approaches to address climate change, international migration, and other issues, we have been a constructive critic and polite provocateur, calling the shots as we see them and proposing practical policy alternatives.

This report provides a window into our work by highlighting some of our main efforts in 2008. Working with great partners, we brought new attention to the importance of improving the well-being of girls and young women—and we specified how governments, businesses, and private citizens can do so. Far from remaining in a “report on the shelf,” the messages of *Girls Count* found their way into every venue, from the World Economic Forum to YouTube. In our work on African development issues, we conducted research on the pathways to private-sector development, made the case for greater and more strategic infrastructure investment, provided policy support to the Government of Liberia during a crucial moment in that country’s history, and held large donors to account for the effectiveness of AIDS treatment and prevention programs. The impact of that work has been felt throughout the aid and trade policy communities and is reflected in the work of the Africa Progress Panel, chaired by Kofi Annan. In preparation for the transition in U.S. leadership, we played a key role in developing evidence-based, viable proposals to bring America’s foreign assistance programs into the modern era—work that has been welcomed by those on Capitol Hill and in the new administration. In short, 2008 was a year of increasing impact and influence for CGD, as we moved from a start-up to a “go to” institution on development policy.

The work is far from over. The economic, technological, and diplomatic concerns now facing the world—concerns which have particularly profound implications for the world’s poorest—deepen our commitment to combine excellent, data-driven analysis and active policy engagement to spread prosperity and foster fairness.

We are deeply grateful for those who have supported CGD in many ways in the past, and we look forward to working together to tackle the challenges ahead.

Nancy Birdsall, President

Edward W. Scott Jr., Chair of the Board



## Food, Fuel, and Finance

*Global food and fuel prices skyrocketed in the first half of 2008 and then plummeted in the fall when the financial system imploded. CGD staff were engaged throughout the year, analyzing the impact of these trends on developing countries and finding ways in which minor changes in rich-world policies could make it easier for poor people in the developing world to escape poverty.*



*Tom Slayton, CGD Visiting Fellow, discusses rice prices at a CGD event on the food price crisis.*



*CGD Visiting Fellow Nora Lustig poses a question during a CGD event.*

“At mid-year, CGD took the steam out of an overheated global rice market, leaving more money in poor people’s pockets in Asia and Africa,” says Lawrence MacDonald, vice president for communications and policy outreach.

Rice prices had spiked fourfold since the start of the year, and poor people in many parts of the world faced extreme hardship. Yet Japanese warehouses held 1.5 million tons of imported rice, which Japan did not want but could not re-export without U.S. permission. Drawing on research by non-resident fellow Peter Timmer and visiting fellow Tom Slayton, CGD used blogs,

media, congressional testimony, and other tools to quickly win Washington’s assent. With news of the approval, global rice prices fell by 25 percent in just two weeks. (Getting Japan to actually release the rice has proven more difficult.)

At mid-year, senior fellow Kimberly Elliott organized a panel to discuss the results of a World Food Summit in Rome and to consider what the G-8 should do to address the food crisis. A panel in the fall focused on preparing for future food crises and featured World Bank chief economist Justin Lin and former IMF chief economist Simon Johnson. Elliott spoke about her

paper on the need for U.S. and European policymakers to revisit policies that subsidize the production of food-based biofuels.

As the world slid into recession, CGD responded with just-in-time analysis on the quality of social safety nets for the most vulnerable, an assessment of how banking regulations resulting from a drive for stability might impede access to financial services by the poor, and an analysis of changes in aid flows in response to crisis. Much of the work was shared through blog postings, CGD’s most rapid response vehicle. CGD also began a series of CGD Financial Crisis Monitor conference



*CGD Senior Fellow Kim Elliott, William Craft Jr., Director of the Office of Multilateral Trade Affairs in the U.S. State Department, and Gawain Kripke, Senior Policy Adviser, Oxfam America, at Responding to the Food Crisis: The G8 Summit and the Upcoming WTO Ministerial.*



*Members of the Latin American Shadow Financial Regulatory Committee (CLAAF): Roque Fernandez, Guillermo Calvo, Roberto Zahler, Liliana Rojas-Suarez, Ernesto Talvi, and Pablo Guidotti. The CLAAF members released a statement, Maintaining Financial Stability in Latin America in the Midst of the Global Financial Meltdown.*

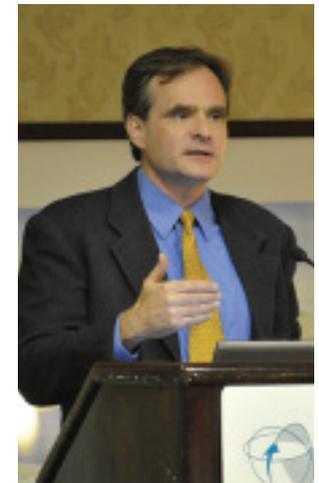
calls with financial experts and policymakers around the world. Led by visiting fellow Nora Lustig and senior fellow Liliana Rojas-Suarez, the calls have been useful in tracking the impact of the rapidly unfolding crisis on developing countries, and providing constructive input regarding the responses of the international financial institutions.



*Justin Yifu Lin, Chief Economist and Senior Vice President of the World Bank, offers remarks during a CGD event, Preparing for the Next Global Food Price Crisis. CGD President Nancy Birdsall moderated the discussion.*



*CGD Non-Resident Fellow Peter Timmer speaks at an event held as part of CGD's Demographics and Development in the 21st Century lecture series.*



*Simon Johnson, Kurtz Professor of Entrepreneurship at MIT's Sloan School of Management and Senior Fellow at the Peterson Institute, speaks at a CGD event.*



## The Effect of Girls Count: *A Global Investment & Action Agenda*

*Poignant images of girls and young women may grace the brochures of almost every international development organization. In elaborate signing ceremonies world leaders may commit to reducing the toll of poor schooling, ill health, violence, and discrimination on girls and young women. And fast-growing countries that are exporting consumer goods and expanding their service industry may rely heavily on a large pool of young female labor. Yet girls remain at the margins of development policies and programs.*

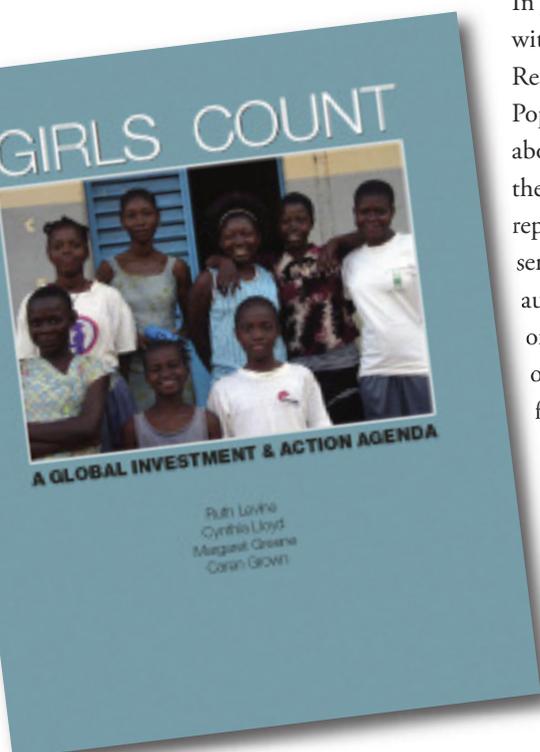
In January 2008, the Center, along with the International Center for Research on Women and the Population Council, released a report about why and how to put girls at the center of development. The report, by CGD vice president and senior fellow Ruth Levine and co-authors, documents how the health of economies and families depends on protecting the rights of and fostering opportunities for girls.

*Girls Count: A Global Investment & Action Agenda* shows how far girls in many developing countries have come over the past two

decades—and how far we remain from a world in which girls' human rights are acknowledged, respected, and protected and in which young women are able to realize their potential to contribute to sustained economic and social progress.

“We focused on actions that international organizations, development agencies, and the private sector can and should take now,” Levine explains. “We also estimated the price tag of specific actions to ensure that girls in developing countries facing critical transitions into adulthood are well prepared to

engage in economic activity and to assume roles in marriage, motherhood, household management, and community leadership.” The impact of the report was felt immediately, and the publication became CGD's most downloaded in 2008. *Girls Count* served as the basis for a high-level session at the World Economic Forum in Davos, chaired by Jordan's Queen Rania, at which private-sector leaders made new commitments to programs that will benefit girls. The report provided content for *The Girl Effect*, a Web video that attracted a quarter of a million views and hundreds of





*Lawrence MacDonald of CGD, Caroline Ryan of the Office of the U.S. Global AIDS Coordinator, Kathy Bushkin Calvin of the United Nations Foundation, Laura Laski of United Nations Population Fund (UNFPA), and Joan Libby-Hawk of the United Nations Development Fund for Women (UNIFEM) during a Girls Count event at the Hilton Washington Embassy Row.*

comments on YouTube. At the Clinton Global Initiative in September, adolescent girls figured near the top of the agenda, cutting across the themes of health, education, environment, and poverty. In part because of *Girls Count*, the growing awareness of the importance of responding to the special needs of adolescent girls is real, and visible.



*Judith Bruce of the Population Council poses a question during an event on Girls Count.*



*Ruth Levine, Vice President of the Center for Global Development and co-author of Girls Count, discusses the report with co-authors Cynthia Lloyd of the Population Council, Margaret Greene of the International Center for Research on Women (ICRW), and Caren Grown of American University. (not pictured)*



# Emerging Africa

*Africa faces the biggest development challenges of any region in the world, so rich-world policies that affect poor people in Africa are central to CGD's work. Beyond such topics as trade, labor mobility, global warming, and aid innovations, the Center's work on Africa includes new research on private investment and a unique relationship with Liberia.*



*Senior Fellow Vijaya Ramachandran (pictured above) proposes an approach to energy planning in Africa at a CGD event. She is author of the CGD book, Africa's Private Sector.*



*Governor of the Central Bank of Nigeria Chukwuma C. Soludo, Governor of the Central Bank of Tanzania Benno J. Ndulu, and Harvard University Professor Robert H. Bates answer questions during a CGD symposium on Africa's Economic Growth.*

Senior fellow Vijaya Ramachandran co-authored a book, *Africa's Private Sector: What's Wrong with the Business Environment and What to Do About It* (with Alan Gelb and Manju Kedia Shah, forthcoming early 2009). "Drawing upon a unique set of enterprise surveys we identify crumbling roads, unreliable power, and burdensome regulations as the key obstacles to private-sector growth," Ramachandran explains. "We then suggest specific solutions, including infrastructure investment, regulatory reform, and increased access to education to foster a broad-based business class."

Ramachandran also authored "Power and Roads for Africa: What the United States Can Do", an essay in *The White House and the World* that shows how the United States can help

spark investment in Africa's infrastructure. Her book and essay are part of our new Emerging Africa program, led by senior fellow Todd Moss, who returned to CGD in 2008 after serving in the State Department as a deputy assistant secretary for Africa. Ramachandran also served as rapporteur for the Africa Progress Panel, chaired by former UN Secretary-General Kofi Annan. The panel's report identified challenges facing the international community as it works to meet commitments made to Africa in trade, aid, climate change, and agriculture.

Acting as a high-level advisor to the Liberian president, senior fellow Steve Radelet assisted with donor coordination, helped the government design its economic strategy, and helped to forge agreements for



*Albea Sherman of the Heart Foundation, CGD Senior Fellow Steve Radelet, Natty Davis of the Liberian Reconstruction and Development Committee, former U.S. President Bill Clinton, President of Liberia Ellen Johnson Sirleaf, and George Soros, Founder and Chairman of the Open Society Institute, during a roundtable at the Liberian Donor Conference in New York City.*



*Founding Partner and CEO of the Advanced Finance and Investment Group, Papa Madiaw Ndiaye, discusses his work promoting African markets during a CGD event on The African Development Bank: Recommendations from the High-Level Panel.*



*Former Canadian Prime Minister Paul Martin (far right) speaks with Mimi Alemayehou, U.S. Executive Director for the African Development Bank, and Yaw Ansu, World Bank Director for Human Development in Africa, following a CGD event.*

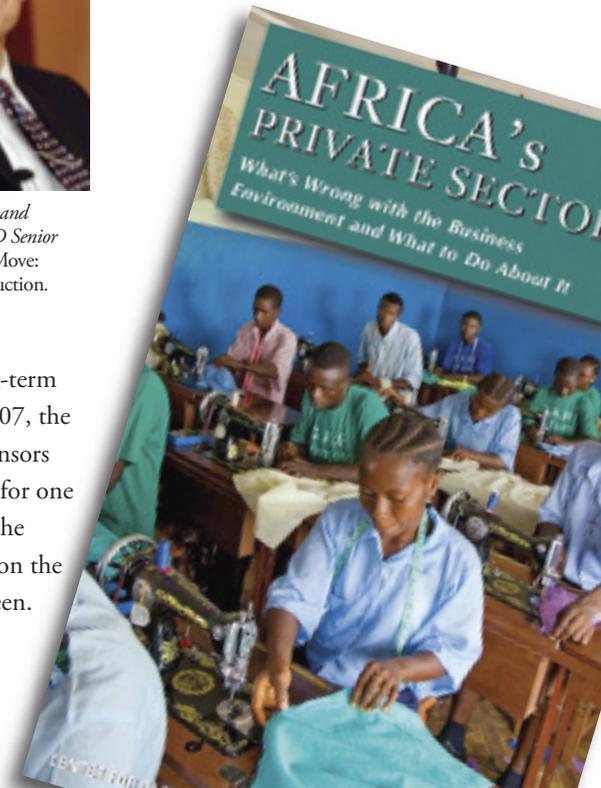


*Antoinette Sayeh, former Liberian Finance Minister and Director of the IMF African Department, with CGD Senior Fellow Todd Moss at a CGD event, Liberia on the Move: Economic Growth, Debt Relief, and Poverty Reduction.*

forgiveness of Liberia's foreign debt. His work on Liberia's debt included preparations for a major donor meeting in Berlin in June and a meeting with foundations and philanthropists in September hosted by the Open Society Institute. By the end of the year, in part because of

Radelet's efforts, Liberia had reduced its debt by more than \$1 billion. With the support of CGD chair Edward W. Scott, Jr., board member Belinda Stronach, and others, Radelet also has been working with colleagues at JSI Incorporated to fill gaps in key Liberian government

agencies while fostering long-term capacity. Initiated in mid-2007, the Liberia Fellows Program sponsors young professionals to work for one year in Monrovia. In 2008, the number of Liberian Fellows on the ground grew from six to fifteen.



# More Health for the Money

*The dramatic increase in the funding for health in poor countries has brought a new challenge: spending the money well. Annual donor funding for AIDS, malaria, tuberculosis, and immunization is now \$18 billion, up from \$2 billion just ten years ago. CGD's global health policy program focuses on translating this new money into longer, healthier lives.*



*Mark Dybul, U.S. Global AIDS Coordinator, discusses his work on the President's Emergency Plan For AIDS Relief (PEPFAR) with CGD Senior Program Associate and Director of the HIV/AIDS Monitor, Nandini Oomman.*

“Policy solutions start with identifying and understanding important but solvable problems that impede effective aid for health. Ideas emerge from rigorous analysis. Leading members of the policy, practitioner, and advocacy communities then shape these into practical plans,” says CGD vice president and senior fellow Ruth Levine. “Scientists, entrepreneurs, in-country thought leaders, and others who bring creativity and pragmatism all have a role to play,” she adds.

To spark this process, CGD convenes groups that work over several months to develop consensus recommendations on specific policy problems. CGD then takes the lead, working with others, to share the results of the working groups’ deliberations, making sure that the work is integrated into policymaking processes and, ultimately, into real-world change.

The success of the working groups has made the Center a leading source of new ideas and policy-relevant analysis in global health. Past groups contributed to the launch of a \$1.5 billion Advance Market Commitment for a new vaccine and to the creation of the International Initiative for Impact Evaluation, a collaborative effort to bring new ideas and quality standards to the evaluation of development programs in health and other sectors.

In 2008, Ruth Levine, Rachel Nugent, deputy director of global health programs, and April Harding, visiting fellow, all led active working groups on, respectively, the promise and perils of performance incentives in global health programs, on policy solutions to drug resistance, and on improving the interaction between public and private sectors in health.

The Center has made novel and high-impact contributions to current thinking about how to address the HIV/AIDS pandemic. Research by senior fellow Mead Over has shown how scaled-up AIDS treatment creates long-term obligations. His work on the dynamics of adherence to AIDS treatment and the costs and benefits of HIV prevention, including his 2008 paper “Prevention Failure: The Ballooning





President Jakaya Kikwete of Tanzania (third from the left) discusses health policy with CGD Vice President Ruth Levine and Chair of the Board Edward W. Scott, Jr. during a private lunch at the Center.



Health policy experts at a CGD working group on the role of the private sector in developing-country health care. Front to back: Stefan Nachuk, Juan Pablo Uribe, Barry Kistnasamy, Daniella Ballou-Ares, Jurrien Toonen, and Roger England.



CGD Deputy Director for Global Health Programs Rachel Nugent and Peter Heller, former Deputy Director of the Fiscal Affairs Department of the IMF. Heller spoke on demographic factors and infrastructure as part of CGD's lecture series, Demographics and Development in the 21st Century.



Members of CGD's HIV/AIDS Monitor team: Field Director William Okeedi, Uganda Principal Investigator Freddie Sengooba, and Mozambique Principal Investigator Dirce Costa at a press conference at the International AIDS Conference in Mexico City in August 2008, where they released a CGD report on the interactions of AIDS donors and national health systems.

Entitlement Burden of U.S. Global AIDS Treatment Spending and What to Do About It”, place him among the leading thinkers in these key areas of aid effectiveness. Working with teams of researchers in Uganda, Mozambique, and Zambia, senior program associate Nandini Oomman also serves as director of a

major program, the HIV/AIDS Monitor, which is assessing the effectiveness of major AIDS funding sources, including the U.S. President’s Emergency Plan for AIDS Relief, the Global Fund to Fight AIDS, TB and Malaria and the World Bank’s AIDS programs.

# Innovations in Aid

*CGD's work on aid combines rigorous, independent research with practical analysis and policy advice. "The goal is to help rich countries to deliver aid in ways that maximize the benefits for poor people and help to foster stable, productive societies," says CGD senior fellow Steve Radelet. Recent highlights include the following:*



*CGD's Steve Radelet and Frank Wiebe of MCC participate at a CGD event on The MCC and Aid Effectiveness: Using Economic Rates of Return to Guide Development Assistance.*



*William Easterly, former CGD Visiting Fellow and Professor of Economics at New York University, discusses his book, Reinventing Foreign Aid.*

## ► Modernizing U.S. Foreign Assistance

As a co-chair of the Modernizing Foreign Assistance Network (MFAN), Radelet helped to convene and lead a group of development experts who made the case that foreign assistance programs are a key part of U.S. global engagement but that the policies and operations suffer from burdensome restrictions, outdated legislation, and fragmentation. The group's recommendations gained traction with President Obama's transition team, on the Hill, and with development advocates. If the new administration takes on the recommendations from MFAN and CGD's aid effectiveness team, we will see a much needed new approach to U.S. foreign assistance in the 21st century.

## ► MCA Monitor

CGD's MCA Monitor contributes to the policy discourse on how to improve the effectiveness of U.S. foreign assistance by tracking the progress and challenges of the Millennium Challenge Account (MCA), the most prominent innovation in U.S. development assistance. Directed by senior policy analyst Sheila Herrling, the MCA Monitor provides just-in-time analysis and advice on such issues as country selection, program implementation, and adherence to the MCA's core principle of transparent, non-political 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 Corporation.

## ► Cash on Delivery Aid:

What if, instead of providing financing to support the achievement of future goals, donors paid for the results achieved? For example, a donor might promise to pay \$100 for each additional child who completes primary school, with outcomes independently verified. Would more kids go to school? In 2008, CGD president Nancy Birdsall and visiting fellow Bill Savedoff elaborated this fresh approach and presented it at numerous meetings, including the 2008 Doha Financing for Development Conference. Several donors and developing countries are considering pilots; CGD will publish a handbook in 2009.



*Sheila Herrling, Senior Policy Analyst at the Center for Global Development, and George Ingram, Executive Director of the Education Policy and Data Center at the Academy for Educational Development.*



*Douglas Alexander, British Secretary of State for International Development and Member of Parliament, during a private discussion at the Center for Global Development.*



*U.S. Congressman Howard Berman; David Beckmann, President of Bread for the World; Gayle Smith, Senior Fellow at the Center for American Progress; and CGD Senior Fellow Steve Radelet at the Rayburn House Office Building. Beckmann, Smith, and Radelet are members of the Modernizing Foreign Assistance Network (MEAN).*

► **Measuring the Quality of Aid**

Measuring how much aid a country provides is straightforward; but how that aid is spent is crucial to its impact. That is much harder to measure. CGD president Nancy Birdsall is

leading the creation of a quasi-index to rate donors on the quality of their aid. The assessment, which will be released in 2009, is meant to strengthen incentives for aid agencies to improve.



*CGD Visiting Fellow Carol Lancaster answers questions about her book, George Bush's Foreign Aid: Transformation or Chaos. Beside her is Jim Kolbe, former U.S. Congressman and Senior Transatlantic Fellow at the German Marshall Fund of the United States.*



# Influence in a Time of Transition: Campaign '08

*The 2008 U.S. elections provided a rare opportunity to integrate the country's role in global development into the national political debate. CGD combined its research, innovative communications, and policy work to produce *The White House and the World: A Global Development Agenda for the Next U.S. President* and promote it with the candidates and those who influenced them.*



CGD president Nancy Birdsall explains in the introduction why and how the new president should put U.S. leadership for global development at the heart of the administration's foreign policy. In the essays that follow, CGD fellows offer fresh perspectives on trade policy, migration, foreign aid, climate change, and more. The essays exemplify the Center's hallmarks: independent research and practical ideas for global prosperity. CGD's communications and policy outreach team created a suite of briefs to distribute at a launch event on Capitol Hill, during congressional testimony and briefings, and in private meetings with candidates and their advisers, members of Congress and staff, and with advocacy groups.

CGD was also visible at the Democratic and Republican National Conventions. Birdsall spoke at large, public events on making development part of America's political discourse. She and Sarah Jane Staats, deputy director for outreach and policy, shared CGD's agenda for the next president with candidates, delegates, and convention-goers.

CGD's website, weekly e-newsletter, blogs, and online videos further amplified the reach of *The White House and the World* to development activists and organizations, to the academic and policy research community, and to the general public, including media, university students, and others interested in global development.



*Actor and political activist Ben Affleck, CGD's Nancy Birdsall, former Senate Majority Leader Tom Daschle, World Bank Vice President for the Africa Region Obiageli Ezekwesili and U.S. Rep. Donald M. Payne, take part in a panel discussion at the Democratic National Convention in Denver, Colorado.*



*Nancy Birdsall and U.S. Sen. Robert Menendez during a hearing at the House Foreign Affairs Subcommittee on the Western Hemisphere, to improve U.S. foreign assistance as part of the global development agenda.*



*Madeleine Albright, Chair of National Democratic Institute; Nancy Birdsall, President, Center for Global Development; James Wolfensohn, former President, World Bank and Founder, Wolfensohn and Co., LLC; and Hernando de Soto, President, Institute for Liberty and Democracy discuss the role of the new administration in achieving global development goals during a candidate roundtable at the Democratic National Convention.*

During the primaries, candidates from both parties vowed to address global poverty, disease and climate change. In the general election, Democratic and Republican party platforms committed to better, smarter development policies, and candidates Barack Obama and John McCain both addressed development concerns. Barack Obama was elected having promised to make the case to the American people that development “can be our best investment in increasing the common security of the entire world.”

Elements of our work that featured in the presidential campaigns and platforms included commitments to modernize foreign assistance, to elevate the role of development in foreign policy, to lead on addressing climate change, and to support an Advance Market Commitment for vaccines needed in developing countries. After the elections, CGD staff prepared policy memos and background notes on these and other topics to share with President Obama’s transition team to help them turn America’s growing political discourse on global development into action.



*CGD President Nancy Birdsall signs a copy of *The White House and the World* at the Republican National Convention in Minneapolis–St. Paul.*



*CGD Board Members Jessica Einhorn, Dean of the Paul H. Nitze School of Advanced International Studies, and David Gergen, Editor-at-large at U.S. News & World Report and Professor of Public Leadership at the John F. Kennedy School of Government, chat at the Center’s April 2008 Board Meeting.*

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*Oliver Sabot, son of former CGD Board Member Richard Sabot, shares a memory of his father in opening remarks for the 2008 Sabot Memorial Lecture.*



*Thomas F. McLarty III, President of McLarty Associates; Dennis de Tray, former Vice President of the Center for Global Development; Lord Nicolas Stern, I. G. Patel Chair at the London School of Economics and Political Science and author of the Stern Review; and Nancy Birdsall, President of the Center for Global Development, confer before Lord Stern delivers the 2008 Sabot Memorial Lecture.*

## Sabot Memorial Lecture

On June 27, Lord Nicholas Stern, I.G. Patel Professor of Economics at the London School of Economics and author of the *Stern Review*, delivered an insightful talk, “Towards a Global Deal on Climate Change,” for the third annual Richard H. Sabot Memorial Lecture.

Richard H. “Dick” Sabot was an economist, scholar, farmer, and Internet pioneer. A founding member of CGD’s board, Dick epitomized two attributes that CGD strives for every day—hard-headedness and soft-heartedness. Dick Sabot’s son, Oliver Sabot, and Edward W. Scott, CGD’s chair of the board, delivered introductory remarks. CGD president Nancy Birdsall chaired the discussion and moderated the audience Q&A session.



*Edward W. Scott Jr., Chair of CGD’s Board, delivers opening remarks during the 2008 Sabot Memorial Lecture.*

## President



**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. She edited the Center's most recent book, *The White House and the World: A Global Development Agenda for the Next U.S. President*.

## Resident Fellows



**Michael Clemens**, research fellow, leads CGD's Migration and Development Initiative, which is investigating how rich countries' migration policies shape the lives of developing-country citizens who leave and those who stay behind. Much of his work draws upon the historical experiences of today's high-income countries to provide perspective on the problems that developing countries face today. His most recent working paper is "Skilled Emigration and Skill Creation: A Quasi-Experiment."



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



**Kimberly Ann Elliott** holds a joint appointment as senior fellow at CGD and the Peterson Institute for International Economics. Her recent work focuses on globalization and the role of developing countries in the trade system, on international labor standards, and on the causes and consequences of transnational corruption. Her most recent book is *Delivering on Doha: Farm Trade and the Poor*, published by CGD and the Peterson Institute for International Economics. She also contributed the "U.S. Trade Policy and Global Development" chapter to CGD's most recent book, *The White House and the World: A Global Development Agenda for the Next U.S. President*.



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



**Todd Moss** is senior fellow and director of the Emerging Africa Project. He returns to the Center after serving as deputy assistant secretary in the Bureau of African Affairs at the U.S. Department of State from May 2007 to October 2008. His work focuses on U.S.-Africa relations and financial issues facing sub-Saharan Africa, including policies that affect private capital flows, debt, and aid. He also worked on the economic crisis in Zimbabwe and led the Center's work on Nigerian debt, the African Development Bank, and the IDA-15 replenishment round. His most recent book is *African Development: Making Sense of the Issues and Actors*.



**Mead Over** is a senior fellow who conducts research on the economics of efficient, effective, and cost-effective health interventions in the poor world. Before joining CGD, He was lead health economist in the Development Research Group at the World Bank. Many of his other papers examine the economics of preventing and of treating malaria. Over contributed the "Opportunities for Presidential Leadership on AIDS: From an 'Emergency Plan' to a Sustainable Policy" chapter to CGD's most recent book *The White House and the World: A Global Development Agenda for the Next U.S. President*.



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



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



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



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



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



**David Wheeler** is a senior fellow who leads CGD’s Confronting Climate Change Initiative to assess the stakes of climate change for developing countries, integrate climate change into development assistance, and use public information disclosure to reduce greenhouse gas pollution. He is the architect of the Carbon Monitoring for Action (CARMA), a database of global power-related CO<sub>2</sub> emissions. Other areas of his research include natural resource conservation, African infrastructure development, sustainable development indicators and the allocation of development aid.

## Senior Staff



**Sheila Herrling**, senior policy analyst, manages the Center’s Modernizing U.S. Foreign Assistance Initiative, a one-stop shop for policy analysis and advocacy to revitalize the mission, mandate, and organizational structure of U.S. foreign assistance. She is also the principal contributor to the MCA Monitor Blog. Herrling is the lead author of the “Modernizing U.S. Foreign Assistance for the Twenty-first Century” chapter in CGD’s most recent book *The White House and the World: A Global Development Agenda for the Next U.S. President*.



**Lawrence MacDonald** is vice president for communications and policy outreach. He leads CGD’s policy and communication activities including legislative and civil society outreach, online engagement, media relations, publications, and events. Before joining the Center, he was a senior communications officer at the World Bank, where he provided strategic communications advice to chief economists, coordinated the preparation of research publications, and created the World Bank Research web site.



**Ellen Mackenzie** is CGD’s director of finance. She manages and leads the administrative, business planning, accounting, budgeting, human resource, and information technology efforts of the Center. Prior to her current position, She was the director of finance and operations at the Global Fund for Children (GFC). In 2000, She was awarded a grant to support her research on how technology can be used to increase organizational effectiveness. Her research plans were acquired by a venture philanthropy organization.



**Sarah Marchal Murray**, deputy director of institutional advancement, is the point person, collaborating with senior staff and board members, on initiatives aimed at engaging the philanthropic community including individuals, corporations, foundations, and organizations interested in supporting CGD. Marchal-Murry brings to the Center over ten years of experience working with economic and social development organizations, in both the corporate and nonprofit sectors, most recently as Director of Development for WaterAid America.



**Rachel Nugent** is deputy director of CGD’s Global Health Program. She heads CGD’s Demographics and Development in the 21st Century Initiative, manages the Drug Resistance & Global Health Initiative, provides economic and policy expertise to the Global Health Policy Research Network Initiative, and conducts research on other global health topics. Nugent’s publications span a range of topics, from the cost-effectiveness of noncommunicable disease interventions to the economic impacts of trans-boundary pests and diseases.



**Nandini Oomman**, senior program associate, directs CGD’s HIV/AIDS Monitor and the research program that underpins it. Prior to joining CGD, She worked as a specialist in population, reproductive and women’s health, and HIV/AIDS at the World Bank. She has published widely on these issues, and her most recent publication is *Seizing the Opportunity on AIDS and Health Systems*.



**Randall Soderquist** is a senior trade program associate and co-directs CGD’s Trade and Development Program with senior fellow Kimberly Elliott. Prior to joining CGD, Soderquist served as director for the Economic Policy Program and the Trade and Poverty Forum at the German Marshall Fund of the United States, which focused on a range of issues—from the impact of globalization on developed and developing countries to transatlantic political economic relations.



**Sarah Jane Staats** is deputy director for outreach and policy, responsible for the Center’s engagement with the development policy community, including policymakers and nongovernmental organizations. Before joining the Center, Staats worked at the U.S. Government Accountability Office and for InterAction, a coalition of 160 U.S.-based international development and humanitarian NGOs, where she coordinated the group’s U.S. bilateral development assistance efforts.

## Other CGD Staff *(as of December 31, 2008)*



*CGD Visiting Fellow Nancy Lee, Vice President of Communications and Policy Outreach Lawrence MacDonald, and President Nancy Birdsall reflect on Ethan Kapstein's presentation on his book, *The Fate of Young Democracies*, co-written with Nathan Converse.*

### **Executive Office Staff**

Lindsay Coshatt, *Assistant to the President*  
Peter Gardner, *Special Assistant to the President*  
Ayah Mahgoub, *Program Coordinator to the President*  
Casey Otto, *Special Assistant to the Executive Office*

### **Communications and Outreach Staff**

Heather Haines, *Events Manager*  
John Osterman, *Publications Coordinator*  
Dave Colner, *Database Manager*  
Ben Edwards, *Web and Media Assistant*  
Joel Meister, *Outreach and Policy Assistant*  
Lindsay Morgan, *Policy Analyst*  
Dave Terpeny, *Online Communications and Strategy Manager*

### **Finance and Administration Staff**

Jeff Garland, *Information Technology Manager*  
Fernando Cuervo,  
*Information Technology Systems Administrator*  
Luke Easley, *Finance and Human Resources Administrator*  
Dana Alsen, *Office Manager*

### **Program Staff**

Kristie Latulippe, *Program Coordinator*  
Scott Kniaz, *Program Coordinator*  
Danielle Kuczynski, *Program Coordinator*  
Steve Rosenzweig, *Program Coordinator*  
David Wendt, *Policy Analyst*

### **Visiting Fellows**

Jenny Aker  
John Gibson  
April Harding  
Ethan Kapstein  
Carol J. Lancaster  
Marlaine Lockheed  
Nora Lustig  
William Savedoff  
Tom Slayton

### **Non-Resident Fellows**

James Habyarimana  
Ricardo Hausmann  
Devesh Kapur  
Michael Kremer  
Theodore H. Moran  
Guillermo Perry  
Lant Pritchett  
Jeremy Shiffman  
Peter Timmer  
Nicolas van de Walle  
Jeremy Weinstein

### **Research Assistants**

Paolo Abarcar  
Veronica Gonzales  
Dan Hammer  
Matt Hoffman  
Robin Kraft  
Cindy Prieto  
Rebecca Schutte  
Julia Sekkel

# Partnerships

*CGD benefits from partnerships with a wide range of organizations. A few of these relationships are contractual, with both partners formally committed to uphold their end of the bargain. More commonly, these are informal relationships in which CGD and the partner organization join together in support of a common goal, such as jointly hosting an event, sponsoring research, distributing materials, or publishing a book. We are grateful for the collaboration and assistance of the following organizations.*

## **The Brookings Institution**

CGD and Brookings researchers have co-authored several publications, including *The Other War: Global Poverty and the Millennium Challenge Account*. CGD contracts with Brookings Institution Press for support in the production, promotion, and sales of CGD publications. In 2008, CGD president Nancy Birdsall served as a member of Brookings's Partnership for the Americas Commission.

## **Center for Interfaith Action on Global Poverty**

CGD founding chairman Edward W. Scott Jr. is also the founder and chairman of CIFA, and CGD president Nancy Birdsall is a founding partner. A new organization, CIFA was shaped in part by a series of meetings and discussions held at CGD.

## **Foreign Policy Magazine**

CGD and Foreign Policy Magazine 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. CGD president Nancy Birdsall and *Foreign Policy* editor-in-chief Moisés Naím co-chair the selection panel.

## **The German Marshall Fund**

The German Marshall Fund of the United States (GMF) is a non-partisan American public policy and grant-making institution dedicated to promoting greater cooperation and understanding between North America and Europe. CGD works with GMF on issues related to trade, foreign assistance, and development, with a specific emphasis on poverty alleviation, economic growth, and political stability in developing countries.

## **Global Economic Governance Programme, University of Oxford**

CGD and the Global Economic Governance Programme jointly organized the UNAIDS Transition Working Group. CGD vice president and senior fellow Ruth Levine and Ngaire Woods, director of the Global Economic Governance Programme, co-chair the working group.

## **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—and since re-named—the Initiative for Global Development has grown to a national network of more than 300 partners, mostly current CEOs and senior executives of leading corporations. CGD contributed substantially to the Initiative's first strategy paper, and the two organizations continue to share ideas.

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

CGD health policy experts participate on IOM committees and provide public testimony. Ruth Levine, CGD vice president for programs and operations, is a member of the committee undertaking a consensus study of U.S. commitment to global health. Rachel Nugent, deputy director of CGD's Global Health Program, participates in the ad hoc committee, "Preventing the Global Epidemic of Cardiovascular Disease: Meeting the Challenges in Developing Countries."

## **Inter-American Dialogue**

The Inter-American Dialogue (IAD) 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. In 2008, CGD and the Inter-American Dialogue jointly published a book, *Fair Growth: Economic Policies for Latin America's Poor and Middle-Income Majority*, a note, "Integration in the Americas: One Idea for Plan B" by Nancy Lee, and a brief, "Poverty and Inequality in Latin America: How the U.S. Can Really Help."

## **International Center for Research on Women**

CGD and the International Center for Research on Women collaborated, together with the Population Council, on the 2008 publication of *Girls Count: A Global Investment & Action Agenda*. Previously, CGD and ICRW worked closely on the UN Millennium Project, with ICRW taking the lead on the preparation of the Education and Gender Equality report. Currently, CGD and ICRW are collaborating on the Gender study under the Center's HIV/AIDS Monitor Initiative.

## **International Food Policy Research Institute (IFPRI)**

Staff at CGD and IFPRI regularly exchange views on global food policy issues and jointly published the 2003 book, *From Social Assistance to Social Development: Targeted Education Subsidies in Developing Countries*, and a 2007 working paper, "Reflections on the Macro Foundations of the Middle Class in the Developing World," by Nancy Birdsall.

## **International Initiative for Impact Evaluation**

The International Initiative for Impact Evaluation (3ie), which brings together developing-country governments, multilateral and bilateral donor agencies, and large NGOs to fund impact evaluations of key development efforts, was created as a response to the recommendations of the Center for Global Development's Evaluation Gap Working Group. CGD worked with stakeholders in 2007 and 2008 to design 3ie, to recruit an executive director, and to identify a host institution.

## **JSI Research & Training Institute, Inc.**

JSI and the Center for Global Development jointly manage the Scott Family Liberia Fellows program. JSI and CGD together handle recruitment and general support, and JSI handles program implementation including salary, insurance, and transportation.

## **Natural Resources Defense Council**

In Issue Papers and in other outreach efforts, NRDC has utilized CGD research on climate change and CO2 emissions to augment its advocacy programs. Additionally, S. Jacob Scherr, Director of NRDC's International Program, serves on the CGD board.

## **ONE**

CGD research often informs the advocacy work of ONE, an organization that works to make global poverty an important part of America's political dialogue and agenda. ONE was especially visible during the 2008 U.S. presidential elections and invited CGD president Nancy Birdsall to participate in high-level panel discussions on global poverty at the Democratic and Republican national conventions.

## **Oxford Health Alliance**

CGD works closely with the Oxford Health Alliance to research and disseminate improved information about the economic consequences of chronic diseases in developing countries.

## **Peterson Institute for International Economics**

The Peterson Institute and CGD have a special alliance. The Peterson Institute (then the Institute for International Economics or IIE) 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.

## **The Population Council**

CGD collaborated with the Population Council, which seeks to improve the well-being and reproductive health of current and future generations around the world, and the International Center for Research on Women on the 2008 publication of *Girls Count: A Global Investment and Action Agenda*.

## **Population Reference Bureau**

CGD partners with PRB to work with a network of researchers investigating links between population, reproductive health, and economic outcomes. The products of the partnership include annual research conferences, a website for the research network, and a new working paper series.

## **The Sierra Club**

The Sierra Club's Move Beyond Coal initiative uses CGD's CARMA.org database of power plant CO2 emissions to maintain a Coal Plant Tracker web tool informing and empowering grassroots action on the construction of coal-fired power plants in the United States.

## 2008 CGD Publications



*World Bank President Robert Zoellick with Nancy Birdsall at CGD event organized by ahead of the World Bank/IMF Spring Meetings. Mr. Zoellick delivered a major speech outlining new approaches the World Bank would take to help solve global problems.*

### Books

**The White House and the World: A Global Development Agenda for the Next U.S. President**

Nancy Birdsall, editor, 8/11/2008

**George Bush's Foreign Aid: Transformation or Chaos?**

Carol Lancaster, 5/16/2008

**Fair Growth: Economic Policies for Latin America's Poor and Middle-Income Majority**

Nancy Birdsall, Augusto de la Torre, and Rachel Menezes, 1/17/2008

### Working Papers

**Rainfall Shocks, Markets, and Food Crises: Evidence from the Sahel**

Jenny Aker, WP# 157, 12/12/2008

**Desert Power: The Economics of Solar Thermal Electricity for Europe, North Africa, and the Middle East**

David Wheeler and Kevin Ummel, WP# 156, 12/12/2008

**Thought for Food: The Challenges of Coping with Soaring Food Prices**

Nora Lustig, WP# 155, 11/4/2008

**Does Digital Divide or Provide? The Impact of Cell Phones on Grain Markets in Niger**

Jenny Aker, WP# 154, 10/27/2008

**Multilateralism Beyond Doha**

Aaditya Mattoo and Arvind Subramanian, WP# 153, 10/9/2008

**Skilled Emigration and Skill Creation: A Quasi-Experiment**

Satish Chand and Michael Clemens, WP# 152, 9/30/2008

**Biofuels and the Food Crisis: A Survey of the Issues**

Kimberly Elliott, WP# 151, 8/11/2008

**The Structural Transformation as a Pathway out of Poverty: Analytics, Empirics and Politics**

Peter Timmer and Selvin Akkus, WP# 150, 7/23/2008

**Why Warner-Lieberman Failed and How to Get America's Working Families Behind the Next Cap-and-Trade Bill**

David Wheeler, WP# 149, 7/17/2008

**The Place Premium: Wage Differences for Identical Workers across the U.S. Border**

Michael Clemens, Claudio Montenegro, and Lant Pritchett, WP# 148, 7/10/2008



*CGD Visiting Fellow Ethan Kapstein discusses the factors that contribute to failures of democracies and the implications for policymakers highlighted in his book, *The Fate of Young Democracies*, co-written with Nathan Converse.*

**Measuring Progress with Tests of Learning: Pros and Cons for “Cash on Delivery Aid” in Education**

Marlaine Lockheed, WP# 147, 6/16/2008

**Intellectual Property and Public Health: An Overview of the Debate with a Focus on U.S. Policy**

Carsten Fink, WP# 146, 6/12/2008

**Calculating CARMA: Global Estimation of CO2 Emissions from the Power Sector**

David Wheeler and Kevin Ummel, WP# 145, 5/20/2008

**Prevention Failure: The Ballooning Entitlement Burden of U.S. Global AIDS Treatment Spending and What to Do About It**

Mead Over, WP# 144, 5/5/2008

**Income Per Natural: Measuring Development as if People Mattered More than Places**

Michael Clemens and Lant Pritchett, WP# 143, 3/13/2008

**Currency Undervaluation and Sovereign Wealth Funds: A New Role for the World Trade Organization**

Arvind Subramanian and Aaditya Mattoo, WP# 142, 2/28/2008

**How Soon Can Donors Exit From Post-Conflict States?**

Satish Chand and Ruth Coffman, WP# 141, 2/25/2008

**Crossroads at Mmamabula: Will the World Bank Choose the Clean Energy Path?**

David Wheeler, WP# 140, 2/15/2008

**Beyond the ABCs: Higher Education and Developing Countries**

Devesh Kapur and Meghan Crowley, WP# 139, 2/4/2008

**From Violence to Voting: War and Political Participation in Uganda**

Christopher Blattman, WP# 138, 1/23/2008

**Through the Looking-Glass, and What OLS Found There: On Growth, Foreign Aid, and Reverse Causality**

David Roodman, WP# 137, 1/7/2008

## Essays

### **Toward Measuring the Impact of the World Food Program's Purchase for Progress Initiative**

Jenny Aker, 12/12/2008

### **Avoiding Another Food Crisis in Niger**

Jenny Aker, 9/18/2008

### **Guatemala . . . Teetering on the Brink?**

Carol Lancaster, 9/9/2008

### **The Right Response in Latin America to Oil and Food Price Pressures: Fight Inflation Now!**

Liliana Rojas-Suarez, 8/15/2008

### **Integration in the Americas: One Idea for Plan B**

Nancy Lee, 6/16/2008

### **Don't Close the Golden Door: Our Noisy Debate on Immigration and Its Deathly Silence on Development**

Michael Clemens and Sami Bazzi, 5/27/2008

### **Power and Roads for Africa**

Vijaya Ramachandran, 3/31/2008

### **Modernizing Foreign Assistance for the 21st Century: An Agenda for the Next U.S. President**

Steve Radelet, 3/17/2008

### **The Good News Out of Africa: Democracy, Stability, and the Renewal of Growth and Development**

Ellen Johnson Sirleaf and Steve Radelet, 2/19/2008

### **Learning While Doing: A 12-Step Program for Policy Change**

Lawrence MacDonald and Ruth Levine, 2/19/2008



*CGD staff, family, and friends play "State of the Union Bingo" at The Diner in Washington, D.C., tracking which global issues are mentioned as the president addresses the country.*



*2008 Sabot Memorial Lecture attendees chat during the reception.*

## CGD Notes

### **What's Behind the Recent Declines in U.S. Foreign Assistance?**

Steve Radelet, 12/8/2008

### **“Can You Hear Me Now?” How Cell Phones are Transforming Markets in Sub-Saharan Africa**

Jenny Aker, 10/27/2008

### **A Little Less Talk: Six Steps to Get Some Action from the Accra Agenda**

Nancy Birdsall and Kate Vyborny, 8/21/2008

### **Integration in the Americas: One Idea for Plan B (Note)**

Nancy Lee, 6/3/2008

### **Unwanted Rice in Japan Can Solve the Rice Crisis—If Washington and Tokyo Act**

Tom Slayton and Peter Timmer, 5/9/2008

### **U.S. Assistance to Africa and the World: What Do the Numbers Say?**

Steve Radelet and Sami Bazzi, 2/19/2008

## Briefs

### **The 2008 Commitment to Development Index: Components and Results**

David Roodman, 12/4/2008

### **The Age of Turbulence and Poor Countries: The Case for MDB Help with Risk Management**

Nancy Lee, Guillermo Perry, and Nancy Birdsall, 11/17/2008

### **The Commitment to Development Index for Africa: How Much Do the Richest Countries Help the Poorest Continent?**

David Roodman, 5/12/2008

### **Young Democracies in the Balance: Lessons for the International Community**

Ethan Kapstein and Nathan Converse, 1/17/2008

## Reports

### **Cracking Down on Rich-World Bribe Payers**

Ted Moran, 1/17/2008

### **Girls Count: A Global Investment & Action Agenda**

Ruth Levine, et al., 1/14/2008



*Former Liberian Minister of Finance Antoinette Sayeh, National Coordinator of the Liberia Reconstruction and Development Committee Natty B. Davis, and Liberian Minister of Foreign Affairs Olubanke King Akerele participate in the Liberia Poverty Reduction Forum 2008 in Berlin, Germany.*

## **HIV/AIDS Monitor Analysis**

### **Seizing the Opportunity on AIDS and Health Systems**

Nandini Oomman, Michael Bernstein, and Steve Rosenzweig, 8/4/2008

### **New PEPFAR Data: The Numbers Behind the Stories**

Nandini Oomman, Michael Bernstein, and Steve Rosenzweig, 4/17/2008

## **MCA Monitor Analysis**

### **Round Six of the MCA: Which Countries Are Most Likely to Be Selected for FY2009?**

Steve Radelet and Amy Crone, 11/24/2008

### **Which Countries Make the FY2009 Corruption Cut?**

Amy Crone and Sheila Herrling, 10/2/2008

### **MCA Monitor El Salvador Report from the Field**

Amy Crone, 9/3/2008



*Ambassador John Danilovich, CEO of the Millennium Challenge Corporation, United States Congressman Earl Pomeroy, CGD Deputy Director for Outreach and Policy Sarah Jane Staats, and Hernando de Soto, President of the Instituto Libertad y Democracia, discuss development policy during a roundtable at the Democratic National Convention in Denver.*



*Bruns Grayson, Managing Partner of ABS Ventures, and Thomas Gibian, CEO of Emerging Capital Partners, exchange thoughts during the Center's 2008 Board Dinner.*

## **White House and the World Policy Briefs**

### **U.S. Trade Policy and Global Development**

Kimberly Elliott, 11/4/2008

### **Tripping Over Health: U.S. Policy on Patents and Drug Access in Developing Countries**

Carsten Fink and Kimberly Elliott, 11/4/2008

### **Why Development Matters and for Americans and What the Next President Should Do About It**

Nancy Birdsall, 11/4/2008

### **More Growth with More Income Equality in the Americas: Can Regional Cooperation Help?**

Nancy Lee, 11/4/2008

### **Getting the Focus Right: U.S. Leadership in the Fight against Global Corruption**

Dennis de Tray and Ted Moran, 11/4/2008

### **Aid for Education: More Bang for the Buck**

Kate Vyborny and Nancy Birdsall, 11/4/2008

### **Power and Roads for Africa: What the United States Can Do**

Vijaya Ramachandran, 9/15/2008

### **Don't Close the Golden Door: Making Immigration Policy Work for Development**

Michael Clemens, 9/15/2008

### **Global Warming: An Opportunity for Greatness**

David Wheeler, 9/15/2008

### **U.S. Foreign Assistance for the Twenty-first Century**

Sheila Herrling and Steve Radelet, 9/15/2008

### **Opportunities for Presidential Leadership on AIDS: From an 'Emergency Plan' to a Sustainable Policy**

Mead Over, 9/15/2008

### **Healthy Foreign Policy: Bringing Coherence to the Global Health Agenda**

Ruth Levine, 9/15/2008

## **Data Sets**

### **The Fate of Young Democracies**

Ethan Kapstein, 12/10/2008

### **Net Aid Transfers Data Set (1960–2006)**

David Roodman, 1/25/2008

## Moving to New (Green) Digs!

In May 2009, CGD will move to new, highly energy-efficient offices at 1800 Massachusetts Ave. (just up the street from our main office at 1776 Massachusetts Ave.), thereby bringing together under one (green!) roof staff who have been spread between our main office and a satellite office on Dupont Circle.

The new space is LEED-certified Platinum, the highest level of reduced environmental impact for such offices. The Green Building Council has outgrown their space, but it's just the right size for CGD, and we will inherit the many benefits of a recent renovation:

- A 40 percent reduction in water use
- Natural light in 93 percent of office spaces
- Electric lighting that is automatically dimmed or shut off when not needed
- Operable windows that allow for natural ventilation
- And, yes, a green roof, planted with succulents to slow runoff and aid cooling—with great views of Dupont Circle

CGD's lively and informative events will benefit from access to the building's shared two-story conference facility, which includes meeting rooms of a variety of sizes and configurations, in addition to attractive meeting rooms within the new offices.



## 2008 CGD Events



Chairman of the Board Edward W. Scott, Jr., Cheryl Scott, and CGD Senior Fellow Mead Over chat during an event featuring David Gergen on President Obama's global development policy.

*CGD's events provide high-value opportunities for various members of the development community to join an independent forum and engage in the important dialogues of the day. In 2008, the Center convened more than 100 public and private events with policy advocates, government policymakers, philanthropists, public-sector leaders, program implementers, and researchers. Below is a snapshot of some of those key events.*

**12.19**—Private CGD lunch on *Translating Altruism* with **Susan Cotts Watkins**, Visiting Research Scientist, UCLA, and Professor of Sociology, University of Pennsylvania, and **Ann Swidler**, Professor of Sociology, University of California–Berkeley.

**12.16**—*If It Doesn't Get Counted, Does It Count? New Measures of Aid Quality for Microfinance, Humanitarian Aid, and Everything Else*, Featuring **Silvia Hidalgo**, Director General, DARA International; **Alexia Latortue**, Senior Microfinance Specialist, CGAP; **Nancy Birdsall**, President, CGD; **Carol Lancaster**, Visiting Fellow, CGD, and Director, Mortara Center for International Studies, Georgetown University; **Paul O'Brien**, Director of Aid Effectiveness, Oxfam America; and **David Roodman**, Research Fellow and CDI Project Director, CGD.

**12.15**—*How Much Do Demographic Factors Influence Infrastructure Demand in Developing Countries?* Featuring **Peter S. Heller**, Senior Adjunct Professor, International Economics, SAIS, and Former Deputy Director, IMF; **Vijaya Ramachandran**, Senior Fellow, CGD; and **Rachel Nugent**, Deputy Director for Global Health, CGD.

**12.10**—*The Fate of Young Democracies* Featuring **Ethan B. Kapstein**, Paul Dubrue Professor of Sustainable Development, INSEAD; **Jack A. Goldstone**, Virginia E. and John T. Hazel Jr. Professor of Public Policy and Editor of Foreign Policy Bulletin, George Mason University; **Todd Moss**, Senior Fellow, CGD.

**12.09**—*A Conversation with Henrietta Fore* Featuring **Henrietta Fore**, Director of U.S. Foreign Assistance and Administrator, U.S. Agency for International Development and **Steve Radelet**, Senior Fellow, CGD.

**12.04**—*Parents' Incomes and Children's Outcomes: A Quasi-Experiment* MADS event featuring **Randall K. Q. Akee**, Institute for the Study of Labor, Bonn, Germany, and **Emanuela Galasso**, Development Economics Research Group, World Bank.

**12.04**—*Maintaining Financial Stability in Latin America in the Midst of the Global Financial Meltdown* Featuring the Latin American Shadow Financial Regulatory Committee (CLAAF), with participants including **Liliana Rojas-Suarez**, President, CLAAF, and Senior Fellow, CGD; **Guillermo Calvo**, Former Chief Economist, Inter-American Development Bank; **Alberto Carrasquilla**, Former Minister of Finance, Colombia; **Pedro Carvalho de Mello**, Former Commissioner of Comissão de Valores Mobiliários, Brazil; **Roque Fernandez**, Former Minister of Finance, Argentina; **Pablo Guidotti**, Former Vice Minister of Finance, Argentina; and **Ernesto Talvi**, Former Chief Economist, Central Bank of Uruguay



Robert Zoellick, President of the World Bank, Nancy Birdsall, President of the Center for Global Development, and Guillermo Perry, Non-Resident Fellow at the Center for Global Development offer comments and answer questions during a panel discussion, Financial Innovations in Multilateral Development Banks.

**12.02**—*Which Countries Will the Millennium Challenge Corporation Choose for Fiscal Year 2009?*

Featuring **Steve Radelet**, Senior Fellow, CGD.

**11.19**—*From Poverty to Power: A Conversation with Oxfam GB's Duncan Green*

Featuring **Duncan Green**, Head of Research, Oxfam Great Britain, and **Vijaya Ramachandran**, Senior Fellow, CGD

**11.18**—*Annual Partners Council Summit*

Featuring **Todd Moss**, Director, Emerging Africa, CGD, and **Nancy Birdsall**, President, CGD.

**11.06**—Private CGD lunch with **Sir Richard Feachem**, Professor of International Health and Founding Director of the Institute for Global Health at the University of California—San Francisco and the University of California—Berkeley

**10.21**—*Development Effects of Electricity: Evidence from the Geologic Placement of Hydropower Plants in Brazil*

MADS event featuring **Mushfiq Mobarak**, Assistant Professor of Economics, School of Management, Yale University; **Vijaya Ramachandran**, Senior Fellow, CGD; and **Karen Macours**, Assistant Professor of International Economics, SAIS.

**10.14**—*Climate Change, Crop Yields, and Implications for Food Supply in Africa*

MADS event featuring **Wolfram Schlenker**, School of International and Public Affairs, Columbia University, and **Michael Clemens**, Research Fellow, CGD.

**10.10**—Private CGD Discussion with **Douglas Alexander**, Secretary of State, Department for International Development, UK.

**10.08**—Private CGD lunch with **David Dollar**, Country Director for China and Mongolia, World Bank.

**10.06**—*Preparing for the Next Global Food Price Crisis*

Featuring **Justin Yifu Lin**, Chief Economist and Senior Vice President, World Bank; **Nora Lustig**, J. B. and Maurice C. Shapiro Visiting Professor of International Relations, Elliott School of International Affairs, George Washington University; **Kimberly Ann Elliott**, Joint Senior Fellow, CGD and the Peterson Institute; **Simon Johnson**, Ronald A. Kurtz Professor of Entrepreneurship, Sloan School of Management, Massachusetts Institute of Technology; and **Nancy Birdsall**, President, CGD.

**9.23**—*Beyond Population: Everybody Counts in Development*

Featuring **Joel E. Cohen**, Professor and Head of Laboratory of Populations, Rockefeller and Columbia Universities; **Peter Timmer**, Non-Resident Fellow, CGD; **Rachel Nugent**, Deputy Director for Global Health, CGD.

**9.18**—*The White House and the World: A Global Development Agenda for the Next U.S. President*

Featuring **Kimberly Ann Elliott**, Senior Fellow, CGD; **Ruth Levine**, Vice President, CGD; **Steve Radelet**, Senior Fellow, CGD; **Nancy Birdsall**, President, CGD; and Senator **Robert Menendez** (D-NJ).



Participants convene at the Liberia Poverty Reduction Forum 2008 in Berlin.

**9.12**—*Effects of Migration on Developing Countries: Explaining Labor Market Inactivity in Migrant-Sending Families* Featuring **Christoph Trebesch**, Free University of Berlin; **David Grigorian**, IMF; and **Michael Clemens**, CGD.

**9.04**—Private CGD consultation on the World Bank's Draft Strategic Framework on Climate and Development.

**8.27**—Private CGD roundtable discussion on *The White House and the World: A Global Development Agenda for the Next U.S. President* (Democratic National Convention, Denver).

**8.27**—Private CGD Discussion with **President Jakaya Mrisho Kikwete** of the United Republic of Tanzania.

**8.06**—*How Are HIV/AIDS Donors Interacting with National Health Systems?* (Mexico City) Featuring **Nandini Oomman**, Senior Program Associate and Project Director for the HIV/AIDS Monitor Initiative, CGD; **J. Stephen Morrison**, Executive Director of the HIV/AIDS Task Force and Director of the Africa Program, Center for Strategic and International Studies; **Dirce Costa**, Mozambique Principal Investigator, HIV/AIDS Monitor, and Development Economist, Austral-COWI Consulting; **William Okedi**, Field Director, HIV/AIDS Monitor, CGD; **Freddie Ssenogooba**, Uganda Principal Investigator, HIV/AIDS Monitor, and Lecturer, Makerere University School of Public Health; **Ambassador Mark Dybul**, U.S. Global AIDS Coordinator and PEPFAR Administrator; **Michel Kazatchkine**, Executive Director, The Global Fund to Fight AIDS, Tuberculosis and Malaria; and **Debrework Zewdie**, Director, Global HIV/AIDS Programs, World Bank Human Development Network.

**7.15**—*Responding to the Food Crisis: The G-8 Summit and the Upcoming WTO Ministerial* Featuring **William E. Craft Jr.**, Director of the Office of Multilateral Trade Affairs, Bureau of Economic, Energy and Business Affairs, U.S. Department of State; **Gawain Kripke**, Policy Director, Oxfam America; **Vijaya Ramachandran**, Senior Fellow, CGD; and **Kimberly Elliott**, Senior Fellow, CGD.

**6.27**—*Career Outcomes in the Ethiopian Physician Labor Market: Evidence from a Regional Placement Lottery* MADS event featuring **Billy Jack**, Associate Professor of Economics, Georgetown University; **Shanta Devarajan**, World Bank; and **Michael Clemens**, Research Fellow, CGD.

**6.26**—*Third Annual Richard H. Sabot Lecture* Featuring **Lord Nicholas Stern**, IG Patel Professor of Economics at the London School of Economics and author of the *Stern Review*; **Nancy Birdsall**, President, CGD; **Oliver Sabot**; and **Edward W. Scott, Jr.**, Chairman of the Board, CGD.

**6.25**—*How Pro-Poor Is the International Recruitment of Seasonal Agricultural Labor from Developing Countries? Evidence from a New Program in New Zealand* Featuring **John Gibson**, Professor, University of Waikato, and Visiting Fellow, CGD, and **Michael Clemens**, Research Fellow, CGD.

**6.23**—*Managing Dutch Disease in China and Russia* Featuring **Arnold C. Harberger**, Professor of Economics, University of California, Los Angeles, USAID Chief



World Bank President Robert Zoellick attracted a standing-room-only crowd of over 200 to this CGD event at the Washington Hilton Embassy Row. Zoellick's speech included a proposal for sovereign wealth funds to invest one percent of their holdings in equity in sub-Saharan Africa as a way of tapping long-term global liquidity to boost investment opportunities and development.

Economic Advisor, and Gustavus F. and Ann M. Swift Distinguished Service Professor Emeritus, University of Chicago.

**6.13**—Private CGD lunch with **Elizabeth Pisani**, author of *The Wisdom of Whores* and HIV Prevention Specialist.

**6.11**—*The Reform Challenge: What Does the IMF Need to Do to Become More Effective, Accountable, and Representative?* Featuring **Thomas Bernes**, Director, Independent Evaluation Office, IMF; **Amar Bhattacharya**, Director, Intergovernmental Group of Twenty-Four (G-24); **Jo Marie Griesgraber**, Executive Director, New Rules for Global Finance Coalition; and **Nancy Birdsall**, President, CGD.

**6.11**—*Strategic Internationalization, Institutions, and Civil Society: How Brazil Outpaced the United States When It Came to HIV/AIDS*

Featuring **Eduardo Gomez**, Assistant Professor, Department of Public Policy, Rutgers University at Camden; **Varun Gauri**, Senior Economist, Development Research Group of the World Bank; and **Ruth Levine**, Vice President, CGD.

**6.10**—*New Day, New Way: U.S. Foreign Assistance for the 21st Century*

Featuring **Congressman Howard Berman** (D-CA); **Congresswoman Nita Lowey** (D-NY); Senator **Chuck Hagel** (R-NE); **David Beckmann**, Bread for the World; **Lael Brainard**, Brookings Institution; **George Ingram**, Academy for Educational Development; **Carol Lancaster**, Visiting Fellow, CGD, and Director, Mortara Center for International Studies, Georgetown University; **Raymond C. Offenheiser**, Oxfam America; **Steve Radelet**, Senior Fellow, CGD; and **Gayle Smith**, Center for American Progress.

**6.05**—Private CGD dinner with **David Rothkopf**, author of *Superclass* and President and Chief Executive of Garten Rothkopf.

**6.03**—*Global Development Matters: Foreign Assistance for the 21st Century Online Video Campaign*

Featuring **Michael Hoffman**, CEO, See3 Communications; **Martin Kearns**, Founder/President, Green Media Toolshed; and **Lawrence MacDonald**, Director of Communications and Policy, CGD.

**5.28**—*The Growth Report: Strategies for Sustained Growth and Inclusive Development*

Featuring **Alejandro Foxley**, Commission Member and Minister of Foreign Affairs, Chile; **Danny Leipziger**, Commission Vice Chair and World Bank Vice President, Poverty Reduction and Economic Management; **Ricardo Hausmann**, Professor, Practice of Economic Development, and Director, Center for International Development, John F. Kennedy School of Government, Harvard University; **Nancy Birdsall**, President, CGD.

**5.27**—*Reducing Child Mortality in Low-Income Countries: The Power of Knowledgeable Parents*

Featuring **Peter Boone**, Founder and Executive Chair, Effective Intervention; **Mead Over**, Senior Fellow, CGD; and **April Harding**, Visiting Fellow, CGD.

**5.23**—*Should I Stay or Should I Go: Geographic versus Cultural Networks in Migration and (Un)employment*

Featuring **Jinu Koola** and **Caglar Ozden**, Development Economics Research Group, World Bank, and **Michael Clemens**, Research Fellow, CGD.

**5.22**—*How Is Foreign Aid Spent? Evidence from a Natural Experiment*

MADS event featuring **Erik Werker**, Assistant Professor, Harvard Business School, and **David Roodman**, Research Fellow, CGD.

**5.21**—*Sailing Calm in a Stormy Sea? Latin America's Response to Global Financial Turmoil and the Food Price Crisis*

Featuring members of **The Latin American Shadow Financial Regulatory Committee (CLAAF)**, including **Liliana Rojas-Suarez**, President, CLAAF, and Senior Fellow, CGD; **Guillermo Calvo**, Former Chief Economist, Inter-American Development Bank; **Guillermo Chapman**, Former Minister of Planning and Economic Policy, Panama; **Claudio Contador**, Former Professor, Universidade Federal de Rio de Janeiro, Brazil; **Roque Fernandez**, Former Minister of Finance, Argentina; **Pablo Guidotti**, Former Vice Minister of Finance, Argentina; **Ernesto Talvi**, Former Chief Economist, Central Bank of Uruguay; and **Roberto Zahler**, Former President, Central Bank of Chile.

**5.20**—*George Bush's Foreign Aid: Transformation or Chaos?*

Featuring **Carol Lancaster**, Visiting Fellow, CGD, and Director, Mortara Center for International Studies, School of Foreign Service, Georgetown University; **Jim Kolbe**, Senior Transatlantic Fellow, The German Marshall Fund of the United States; **Steve Radelet**, Senior Fellow, CGD; and **Nancy Birdsall**, President, CGD.

**5.16**—*Aid Effectiveness: How Well Is EU Aid Spent?*

Featuring **Koos Richelle**, Director General for EuropeAid, and **Dennis de Tray**, Vice President for Special Initiatives, CGD.

**5.15**—Private CGD dinner with **Santiago Levy**, Vice President, Sector and Knowledge, Inter-American Development Bank.

**5.06**—*USAID-DoD Cooperation and Implications for Development*

Featuring **William Anderson**, Senior Development Adviser/EUCOM, U.S. Agency for International Development; **Steve Radelet**, Senior Fellow, CGD; **Charles Kosak**, Acting Deputy Assistant Secretary of Defense for Partnership Strategy, U.S. Department of Defense; **Linda Poteat**, Director, Disaster Responses, InterAction; and **Connie Veillette**, Senior Professional Staff Member, Office of Senator Lugar, Senate Foreign Relations Committee.

**5.05**—Private CGD lunch with **Scott McNealy**, Founder and Chairman of Sun Microsystems.

**5.05**—*Open Source, Open Education and Eco-friendly: Can Sharing Improve Policy?*

Featuring **Scott McNealy**, Founder and Chairman of Sun Microsystems; **Ellen Miller**, Co-Founder and Executive Director, Sunlight Foundation; **David Witzel**, Visiting Senior Program Associate, CGD; and **Lawrence MacDonald**, Director of Communications and Policy, CGD.

**5.01**—CGD breakfast with **Enrique V. Iglesias**, Secretary General, Ibero-American Secretariat, and Board Member, CGD.



CGD President Nancy Birdsall, Chilean Minister of Foreign Affairs Alejandro Foxley, Harvard University Professor Ricardo Hausmann, and Vice Chair of the Commission on Growth and Development Danny Leipziger debate following the presentation of the commission's Growth Report: Strategies for Sustained Growth and Inclusive Development.

**4.29**—*The MCC and Aid Effectiveness: Using Economic Rates of Return to Guide Development Assistance*

Featuring **Franck Wiebe**, Chief Economist, Millennium Challenge Corporation; **Steve Radelet**, Senior Fellow, CGD; **Manuela V. Ferro**, Manager, Country Economics, Operations Policy and Country Services, World Bank; **Asma Lateef**, Director, Bread for the World Institute; and **Sheila Herrling**, Senior Policy Analyst, CGD.

**4.23**—*Health and Social Conflict*

MADS event featuring **Simon Johnson**, Economic Counselor and Director of the Research Department, IMF, and **Billy Jack**, Associate Professor of Economics, Georgetown University.

**4.14**—*Africa's Economic Growth: Past Lessons and Future Prospects*

Featuring **Nancy Birdsall**, President, CGD; **Carol Lancaster**, Visiting Fellow, CGD, and Director, Mortara Center for International Studies, School of Foreign Service, Georgetown University; **Benno J. Ndulu**, Governor, Central Bank of Tanzania; **Chukwuma C. Soludo**, Governor, Central Bank of Nigeria; **Robert Bates**, Eaton Professor of the Science of Government and of African and African American Studies, Harvard University; **Callisto Madavo**, Visiting Professor of African Studies, Georgetown University; **Stephen A. O'Connell**, Eugene M. Lang Research Professor, Department of Economics, Swarthmore College; and **Steve Radelet**, Senior Fellow, CGD.

**4.11**—Private CGD roundtable on *Helping Developing Countries Reduce Volatility and Manage Risk: Financial Innovations in the Multilateral Development Banks (MDBs)*

Featuring **Robert Zoellick**, President, World Bank.

**4.11**—*Liberia on the Move: Economic Growth, Debt Relief, and Poverty Reduction*

Featuring **Antoinette Sayeh**, Liberian Minister of Finance; **Mima Nedelcovych**, Managing Director, Schaffer Global Group; **Robert Powell**, Mission Chief for Liberia, IMF; **Todd Moss**, Deputy Assistant Secretary in the Bureau of African Affairs, U.S. Department of State; and **Steve Radelet**, Senior Fellow, CGD, and Economic Advisor, Government of Liberia.

**4.10**—CGD breakfast with **Justin Yifu Lin**, Chief Economist and Senior Vice President for Development Economics, World Bank.

**4.02**—*Local Government Performance and Economic Reform in South and Southeast Asia*

Featuring **Veronique Salze Lozac'h**, Regional Economic Director, The Asia Foundation, Cambodia; **Eddy Malesky**, Harvard Academy Fellow, Weatherhead Center for International Affairs; **Neil McCulloch**, Director for Economic Programs, The Asia Foundation, Jakarta; and **Bruce Tolentino**, Director, Economic Reform and Development Program, The Asia Foundation, San Francisco; and **Stewart Patrick**, Research Fellow, CGD.

**4.02**—*A Challenge of Economic Statecraft*

Featuring **Robert Zoellick**, President, World Bank, and **Nancy Birdsall**, President, CGD.

**4.01**—CGD breakfast with **Clay Lowery**, Assistant Secretary for International Affairs, U.S. Treasury Department.



MIT Professor of Economics Kristin Forbes participates in the private CGD session, Financial Innovations in the Multilateral Development Banks.



Former USAID Administrator Andrew Natsios attends a CGD event featuring an address by World Bank President Robert Zoellick.

**3.27**—*The African Development Bank: Recommendations from the High-Level Panel*

Featuring **Paul Martin**, Former Prime Minister of Canada; **Papa Madiaw Ndiaye**, Chief Executive Officer, Advanced Finance & Investment Group; **Erin Thornton**, Policy Director, ONE; and **Steve Radelet**, Senior Fellow, CGD.

**3.12**—*Development Lessons from Business Strategy*

Featuring **William Duggan**, Professor of Management, Columbia Business School; **William Easterly**, Professor of Economics, New York University, and Visiting Fellow, Brookings Institution; and **Michael Clemens**, Research Fellow, CGD.

**3.06**—*Challenges in the Management of HIV in India*

Featuring **Suniti Solomon**, Founder and Director, Y.R. Gaitonde Center for AIDS Research and Education in Chennai, India; **Robert Bollinger**, Associate Director, Johns Hopkins Center for Global Health, and Professor of Infectious Disease, Johns Hopkins School of Medicine; **Mariam Claeson**, HIV/AIDS Coordinator, South Asia Region, World Bank; **Laura Nyblade**, Senior Social Scientist, HIV and Stigma, International Center for Research on Women; **Nandini Oomman**, Senior Program Associate, CGD.

**2.28**—*Social Interactions and Households' Investments and Aspirations: Evidence from Nicaragua*

MADS event featuring **Renos Vakis**, Human Development Network, World Bank, and Michelle Adato, Senior Research Fellow, IFPRI.

**2.07**—Private CGD breakfast with **the Honorable Bassem Khalil Al-Salem**, Jordanian Minister of Labor.

**2.06**—*How the Millennium Development Goals Are Unfair to Africa*

Featuring **William Easterly**, Professor of Economics, New York University; **Danny Leipziger**, Vice President, Poverty Reduction and Economic Management, World Bank; **Nancy Birdsall**, President, CGD; and **Johannes Linn**, Executive Director, Wolfensohn Center for Development, and Senior Fellow, Global Economy and Development, Brookings Institution.

**2.04**—*Climate Change Post-Bali: Assessing the Prospects for Success*

Featuring **Jacob Scherr**, Senior Attorney and Director, International Program, Natural Resources Defense Council; **Janet Sawin**, Director, Energy and Climate Change Program, Worldwatch Institute; **Yingling Liu**, Manager, China Program, Worldwatch Institute; and **David Wheeler**, Senior Fellow, CGD.

**2.01**—*U.S. Foreign Assistance in Our National Interest*

Featuring **Henrietta Fore**, USAID Administrator and Director of Foreign Assistance; **Paul Clayman**, General Counsel, Minority Staff, Senate Foreign Relations Committee; **Rich Greene**, Deputy Director, U.S. Foreign Assistance, U.S. State Department; **Carol Lancaster**, Visiting Fellow, CGD, and Director, Mortara Center for International Studies, Georgetown University; and **Nancy Lindborg**, President, MercyCorps.



*Global Development Meet-Up on Faith and Development.*

**1.31**—*The 2007 Commitment to Development Ideas in Action Award*

Featuring **Patrick Alley** and **Simon Taylor**, Founding Directors, Global Witness; **Nancy Birdsall**, President, CGD; and **Moisés Naím**, Editor-in-Chief, *Foreign Policy* magazine.

**1.31**—Private CGD roundtable discussion with Global Witness featuring **Patrick Alley** and **Simon Taylor**, Founding Directors, Global Witness.

**1.30**—*Combating Corrupt Payments in Foreign Investment Concessions: Closing the Loopholes, Extending the Tools*  
Featuring **Theodore Moran**, Non-Resident Fellow, CGD, and Marcus Wallenberg Chair at the School of Foreign Service, Georgetown University; **Howard Mann**, Senior International Law Advisor, International Institute for Sustainable Development (IISD), Canada; **Patrick van Haute**, Executive Director, OECD, and former Belgian Ambassador to the OECD; **Rashad Kaldany**, Director, Oil, Gas, Mining and Chemicals Department, IFC/World Bank; and **Dennis de Tray**, Vice President for Special Initiatives, CGD.

**1.30**—*Girls Count: A Global Investment & Action Agenda*

Featuring **Kathy Calvin**, Executive Vice President and Chief Operating Officer, United Nations Foundation; **Margaret Greene**, Director, Population and Social Transitions Team, International Center for Research on Women (ICRW); **Caren Grown**, Economist-in-Residence, Department of Economics, American University; **Laura Laski**, Coordinator, Adolescent/Youth Cluster, Reproductive Health Branch, United Nations Population Fund (UNFPA); **Ruth Levine**, Vice President, CGD; **Joan Libby-Hawk**, Public Affairs Specialist, United Nations Development Fund for Women (UNIFEM); **Cynthia Lloyd**, Senior Associate, Poverty, Gender, and Youth Program, and Chair, Bixby Fellowship Program, The Population Council; **Lawrence MacDonald**, Director of Communications and Policy, CGD; **Caroline Ryan**, Director of Program Services, Office of the U.S. Global AIDS Coordinator; **Gaisu Yari**, Afghan immigrant, currently seeking asylum from forced marriage and gender discrimination; and **Feroza Yari**, translator.

**1.28**—*2008 CGD State of the Union Bingo* -held at the Diner in Washington, D.C.

**1.28**—*HIV/AIDS Programs and the Private Health Sector: What's Happening? And Why Does It Matter?*

Featuring **Dominic Montagu**, Assistant Professor and Researcher, University of California–San Francisco, and Director, Health Systems Programs, UCSF Global Health Group; **April Harding**, Visiting Fellow, CGD; and **Mead Over**, Senior Fellow, CGD.

**1.23**—*Health Systems and the Emerging International Health Architecture*

Featuring **Julian Schweitzer**, the Director of Health, Nutrition, and Population, World Bank, and **Ruth Levine**, Vice President, CGD.



*Jonathan Fried, IMF Executive Director for the Canadian, Irish, and Caribbean Constituency, and Samy Watson, World Bank Executive Director for Canada, Ireland, and the Caribbean, exchange ideas during a private lunch discussion on the African Development Bank with Former Canadian Prime Minister Paul Martin.*

**1.22**—*The Potential Market for Health Insurance in Africa*

MADS event featuring **Jacques van der Gaag**, Distinguished Visiting Fellow, Global Economy and Development, Global Health Financing Initiative, Brookings Institution, and Fellow, Amsterdam Institute for International Development, and **Kenneth Leonard**, Assistant Professor of Agriculture and Natural Resource Economics, University of Maryland.

**1.14**—CGD breakfast with **Owen Barder**, Director of Global Development Effectiveness, Department for International Development, UK.



*Simon Taylor and Patrick Alley, Co-Directors of Global Witness, answer audience questions after CGD and Foreign Policy awarded their organization the 2007 Commitment to Development Award.*

## 2008 Working Groups



*A meeting of CGD's Commission on Migration Data for Development Research, co-chaired by former CGD board member, and current Director of the National Economic Council Larry Summers, and Patricia Santo-Tomas, the chairman of the board of the Development Bank of the Philippines.*

### Drug Resistance Working Group

Emma Back	Dai Ellis	Paul Nunn	Suniti Solomon
Ted Bianco	Susan Foster	Iruka Okeke	Walter Straus
Stephen Blount	Fred Goldberg	Kevin Outterson	Donald Sutherland
Nancy Blum	Martha Gyansa-Lutterodt	Mead Over	Thelma Tupasi
Joanne Carter	Thomas Kanyok	Edward Power	Saul Walker
Gail Cassell	Gerald Keusch	Andrew Ramsay	Nicholas White
John Chalker	Ruth Levine	David Roos	Prashant Yadav
Patricia Danzon	Vinand Nantulya	Harvey Rubin	
Alexander Doodoo	Rachel Nugent	Carol Sibley	

### Evaluation Gap Working Group

Nancy Birdsall	Indrani Gupta	David Levine	William D. Savedoff
Francois Bourguignon	Jean Pierre Habicht	Ruth Levine	Rajiv Shah
Esther Dufllo	Dean Jamison	Richard Manning	Smita Singh
Paul Gertler	Dan Kress	Stephen Quick	Miguel Szekely
Judith Gueron	Patience Kuruneri	Blair Sachs	Cesar Victora

### Global Health Forecasting Working Group

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

### Modernizing Foreign Assistance Network

Bill Anderson	Francis Fukuyama	Michael McFaul	William Reese
Brian Atwood	Geeta Rao Gupta	Larry Nowels	Gayle Smith
David Beckmann	George Ingram	Ray Offenheiser	Sam Worthington
Lael Brainard	Carol Lancaster	Stewart Patrick	
Larry Diamond	Bill Lane	Jennifer Potter	
Ritu Sharma Fox	Charles MacCormack	Steve Radelet	



*CGD President Nancy Birdsall, Harvard University Professor Ricardo Hausmann, and Chilean Minister of Foreign Affairs Alejandro Foxley, listen as Danny Leipziger, Vice Chair of the Commission on Growth and Development outlines the findings of the commission's Growth Report: Strategies for Sustained Growth and Inclusive Development.*

### Performance-Based Incentives Working Group

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

### Private Sector Advisory Facility Working Group

Daniella Ballou-Aares	Ishrat Husain	Barbara O'Hanlon	Jurrien Toonen
James Cercone	Barry Kistnasamy	Malcolm Pautz	Gerver Torres
Scott Featherston	Danielle Kuczynski	Alex Preker	Jim Tulloch
Arnie Ghatak	Ruth Levine	Julian Schweitzer	Juan Pablo Uribe
Gargee Ghosh	Dominic Montagu	Guy Stallworthy	
April Harding	Stefan Nachuk	Hope Sukin	

### UNAIDS Leadership Transition Working Group

Joanne Csete	Jim Kim	Nana Poku	Ngairé Woods
Siddharth Dube	Ruth Levine	Asia Russell	Anandi Yuvaraj
Tim Evans	Michael Merson	Devi Sridhar	
Jacob Gayle	Lillian Mworeko	Todd Summers	
Geeta Rao Gupta	Nandini Oomman	Alan Whiteside	



*Attendees welcome incoming World Bank Chief Economist and Senior Vice President for Development Economics Justin Yifu Lin at a CGD breakfast, hosted by CGD President Nancy Birdsall.*



## Partners Council

*The Center for Global Development Partners Council is 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.*

### Partners Council Members (as of December 31, 2008)

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Magna International Inc.  
Jennifer Oppenheimer  
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Anonymous

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Japan Bank for International  
Cooperation  
The John E. Fetzer Institute  
Kassahun Kebede  
Paul O'Neill  
Pan African Capital Group, LLC.  
John Reid  
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Deepa Narayan  
Alan Patricof  
Karl Pflieger  
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William Ruckelshaus  
S. Jacob Scherr  
Joshua Steiner  
Adam Waldman  
James Wolfensohn  
Anonymous

**CGD Society Members** share a commitment to a better future for people in the developing world. Our supporters are dedicated to independent, rigorous research and active engagement in the policy process and understand how much can be accomplished through policy change.

*(as of December 31, 2008)*

Henry Abbott	Rob de Vos	Ankur Hazarika	Adam McCarty	Malcolm Russell-Einhorn
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Heather Addison	Catherine Dom	Peter Heller	Andre Medici	Jose Pedro Sanguinetti
Nazir Ahmad	Jean Duff	John Hennessy	Jacob Meerman	S. Jacob Scherr
Magdi Amin	Ronald Duncan	Fran Henry	C. Gary Merritt	Sonal Shah
Emily Andrews	Edward Durney	Gloria Hidalgo	James Michel	Navendu Shekhar
Felice Apter	James Ekman	Leo Hindery	Elizabeth Milovich	Donald Shriber
David Atkinson	A. Edward Elmendorf	Kathryn Johnson	Daniel Morrow	Donald Sillers
Robert Ayres	R. Anthony Elson	Willene Johnson	Colleen Morton	Rupert Simons
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Pascale Barate	Marco Ferroni	Robert Kaplan	Bruce Murray	Jerome Smith
Jere Behrman	Gary Filerman	Avinash Kaza	Darius Nassiry	Siwze Tati
Ron Bennett	Gerald Flood	Elizabeth King	Richard Newfarmer	Theodore Thomas
John Birdsall	Kathleen Flynn	Michael Kovrig	Kathleen Newland	Stokes Tolbert
Martha Blaxall	Kristin Forbes	Danuta Krotoski	Steve Noakes	Mindi Torrey
Bruce Bolnick	Charles Frank	Beverly Kuykendall	Waseem Noor	Sergio Trindade
Lawrence Bridwell	Christian Freres	Carol Lancaster	Anthony Ody	Edwin Truman
Gerard Caprio	Gyorgy Fritsche	Laura Lauder	Laura Oldanie	Eduardo Tugendhat
Jim Cashel	Anthony Gasbarro	Rita Leavell	Gloria Ospina	Nicolas Van de Walle
Duncan Chaplin	Stephen Gaull	Carol Lee	David Paraiso	Frank Vogl
Andy Chen	Johan Gély	Jean-Pierre Lehmann	Stephen Parker	Erich Vogt
Ajai Chopra	John Gershman	Alessandro Leipold	David Pearce	Sherie Welch
Kristin Clay	Duff Gillespie	Gilbert Levine	Richard Ponzio	Michael West
Charles Clemons	Jeffrey Goldstein	Franklyn Lisk	John Porter	John Westley
Pedro Conceição	Nicholas Griffin	Princeton Lyman	Arturo Porzecanski	Dave Witzel
Denys Correll	Daniel Gustafson	Callisto Madavo	Bob Rabatsky	Prashant Yadav
Steve Crane	Henrik Hansen	Robert Marten	David Roodman	
Ciro De Falco	John Harrison	Raymond Martin	Susan Rose-Ackerman	
Paul De Lay	Laurence Hausman	John May	Allan Rosenfield	

## Media Citations by Year



Members of the news media record CGD's event with World Bank President Robert Zoellick. The Center continues to attract influential television, radio, and print media. In 2008, CGD earned more media citations than any other year since its inception.

2008: 1311 citations

2007: 1030 citations

2006: 1000 citations

2005: 604 citations

2004: 351 citations

2003: 264 citations

2002: 229 citations

*CGD's successes are rooted in our ability to innovate and take risks in our operating programs while simultaneously building a strong foundation for the future. Through the generous investment of our supporters in 2008, CGD amplified the impact of its policy research and outreach to key public policy debates affecting health, education, governance, and economic outcomes in the developing world. In 2008, CGD counted many foundations and governments and a growing number of individuals among its supporters. We are grateful for their support and for our Chair's continued generosity and guidance.*

### Grants and Contracts

Africa Progress Panel

Anonymous

Australian Agency for International Development  
(AusAID)

Banco de España

Better World Fund

Bill & Melinda Gates Foundation

Canadian International Development Agency (CIDA)

Carnegie Corporation of New York

Commonwealth Secretariat Economic Affairs Division

The Community Foundation for the National  
Capital Region

Connect US Fund of Tides Foundation

Conrad N. Hilton Foundation

Corporación Andina de Fomento

The David and Lucile Packard Foundation

Department for International Development (DFID)

Eli and Edythe Broad Foundation

The Federal Ministry for Economic Cooperation and  
Development (Germany)

Foundation Open Society Institute

The Global Alliance for Vaccines and Immunizations  
(GAVI)

Google.org

Grousbeck Family Foundation

Inter-American Development Bank (IADB)

International Development Research Centre (IDRC)

Japan Bank for International Cooperation

The John D. and Catherine T. MacArthur Foundation

John Snow Corporation

Ministry of Foreign Affairs, Department for  
Development Policy (Finland)

Ministry of Foreign Affairs, Department of International  
Cooperation and Development (France)

Ministry of Foreign Affairs for Development  
Cooperation (Netherlands)

Ministry of Foreign Affairs Department of Global  
Development (Sweden)

Nike Foundation

Rockefeller Foundation

The Royal Danish Embassy

Royal Ministry of Foreign Affairs of the Government of  
Norway

Open Society Institute

Peterson International Institute of Economics

Swiss Agency for Development and Cooperation (SDC)

Tinker Foundation Inc.

United Nations Foundation

The William and Flora Hewlett Foundation

World Bank Group



*Actress and advocate Jennifer Garner meets with Deputy Director for Policy and Outreach Sarah Jane Staats and CGD President Nancy Birdsall following a panel at the Democratic National Convention in Denver hosted by the National Democratic Institute, during which Birdsall and nine other panelists suggested how the next administration can help tackle global poverty and improve the United States' role in the world.*

## Integrating Climate Change into Development Assistance



Climate and development policy experts discuss the World Bank's Strategic Climate Framework at a conference organized and chaired by senior fellow David Wheeler (5th from left), September 2008.

Since publishing his CGD working paper "Crossroads at Mmamabula: Will the World Bank Choose the Clean Energy Path?" David Wheeler has established himself as an authority on financing

clean technology for poor countries. His research on the bank's new Clean Technology Fund garnered him an invitation to testify before Congress and the opportunity to counsel U.S. and World Bank policymakers on how to drive down the costs of renewable energy and incorporate carbon emissions accounting into the poverty alleviation efforts of the multilateral development banks.

# Financials

Statement of Financial Position  
As of December 31, 2008

With Summarized Financial  
Information for 2007

<b>Assets</b>	<u>2008</u>	<u>2007</u>
<b>Current Assets</b>		
Cash and cash equivalents	\$3,968,149	\$10,522,282
Investments (Note 2 and 9)	8,418,091	4,708,063
Pledges receivable, current portion (Note 8)	-	1,650,000
Grants receivable, current portion (Note 8)	6,302,173	9,251,174
Accounts receivable	-	115,091
Prepaid expenses	113,209	29,833
Total current assets	<u>18,801,622</u>	<u>26,276,443</u>
<b>Fixed Assets</b>		
Furniture	172,374	161,678
Computer equipment	270,052	316,547
Leasehold improvements	153,854	114,659
	596,280	592,884
Less: Accumulated depreciation and amortization	<u>(333,205)</u>	<u>(338,728)</u>
Net fixed assets	<u>263,075</u>	<u>254,156</u>
<b>Other Assets</b>		
Pledges receivable, net of current portion (Note 8)	3,309,641	3,579,629
Grants receivable, net of current portion (Note 8)	6,119,320	10,270,203
Goodwill	-	15,000
Certificate of deposit - restricted (Notes 9 and 10)	184,789	11,422
Total other assets	<u>9,613,750</u>	<u>13,876,254</u>
<b>Total Assets</b>	<u><b>\$28,678,447</b></u>	<u><b>\$40,406,853</b></u>
<b>Liabilities and Net Assets</b>		
<b>Current Liabilities</b>		
Accounts payable and accrued liabilities	\$661,048	\$395,478
Accrued salaries and related benefits	294,263	242,918
Deferred rent, current portion (Note 5)	<u>31,741</u>	<u>14,938</u>
Total current liabilities	<u>987,052</u>	<u>653,334</u>
<b>Long Term Liabilities</b>		
Deferred rent, net of current portion (Note 5)	<u>87,487</u>	<u>119,228</u>
Total liabilities	<u>1,074,539</u>	<u>772,562</u>
<b>Net Assets</b>		
Unrestricted	8,489,110	5,978,569
Temporarily restricted (Note 3)	<u>19,114,798</u>	<u>33,655,722</u>
Total net assets	<u>27,603,908</u>	<u>39,634,291</u>
<b>Total Liabilities and Net Assets</b>	<u><b>\$28,678,447</b></u>	<u><b>\$40,406,853</b></u>

# Financials *(continued)*

Statement of Activities and Change  
in Net Assets for the year ending  
December 31, 2008

With Summarized Financial  
Information for 2007

	2008			2007
	Unrestricted	Temporarily Restricted	Total	Total
<b>Revenue</b>				
Grants and contributions	\$1,828,429	\$5,267,579	\$7,096,008	\$17,007,998
Investment income (Note 2)	(1,830,107)	-	(1,830,107)	451,038
Service revenue	378,909	-	378,909	340,128
Net assets released from donor restrictions (Note 4)	19,808,503	(19,808,503)	-	-
<b>Total revenue</b>	<b>20,185,734</b>	<b>(14,540,924)</b>	<b>5,644,810</b>	<b>17,799,164</b>
<b>Expenses</b>				
Program Services	16,738,260	-	16,738,260	8,841,781
Supporting Services:				
Management and General	675,526	-	675,526	742,544
Fundraising	261,407	-	261,407	188,172
<b>Total supporting services</b>	<b>936,933</b>	<b>-</b>	<b>936,933</b>	<b>930,716</b>
<b>Total expenses</b>	<b>17,675,193</b>	<b>-</b>	<b>17,675,193</b>	<b>9,772,497</b>
Change in net assets	2,510,541	(14,540,924)	(12,030,383)	8,026,667
Net assets at beginning of year	5,978,569	33,655,722	39,634,291	31,607,624
<b>Net Assets at End of Year</b>	<b>\$8,489,110</b>	<b>\$19,114,798</b>	<b>\$27,603,908</b>	<b>\$39,634,291</b>

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

**First Row:**

1. President Jakaya Kikwete of Tanzania (third from the left) discusses health policy with CGD Vice President Ruth Levine and Chair of the Board Edward W. Scott, Jr. during a private lunch at the Center.

**Second Row:**

1. Actor and political activist Ben Affleck, CGD's Nancy Birdsall, former Senate Majority Leader Tom Daschle, World Bank Vice President for the Africa Region Obiageli Ezekwesili, and U.S. Rep. Donald M. Payne take part in a panel discussion at the Democratic National Convention in Denver, Colorado.
2. Photo courtesy of Sarah Lucas

**Third Row:**

1. Justin Yifu Lin, Chief Economist and Senior Vice President of the World Bank, offers remarks during a CGD event, Preparing for the Next Global Food Price Crisis.
2. Members of CGD's HIV/AIDS Monitor team: Field Director William Okedi, Uganda Principal Investigator Freddie Sengooba, and Mozambique Principal Investigator Dirce Costa at a press conference at the International AIDS Conference in Mexico City in August 2008, where they released a CGD report on the interactions of AIDS donors and national health systems.

**Forth Row:**

1. Douglas Alexander, British Secretary of State for International Development and Member of Parliament, during a private discussion at the Center for Global Development.
2. Althea Sherman of the Heart Foundation, CGD Senior Fellow Steve Radelet, Natty Davis of the Liberian Reconstruction and Development Committee, former U.S. President Bill Clinton, President of Liberia Ellen Johnson Sirleaf, and George Soros, Founder and Chairman of the Open Society Institute, during a roundtable at the Liberian Donor Conference in New York City.

**Back cover:**

**First Row:**

1. Bruns Grayson, Managing Partner of ABS Ventures, and Thomas Gibian, CEO of Emerging Capital Partners, exchange thoughts during the Center's 2008 Board Dinner.
2. UN Special Representative Ellen Margrethe Løj, Liberian President Ellen Johnson Sirleaf, and German Minister of Economic Cooperation and Development Heidemarie Wietzorek-Zeul at the 2008 Liberia Poverty Reduction Forum in Berlin organized in part by CGD Senior Fellow Steve Radelet.
3. Attendees welcome incoming World Bank Chief Economist and Senior Vice President for Development Economics Justin Yifu Lin at a CGD breakfast.

**Second Row:**

1. Thomas F. McLarty III, President of McLarty Associates; Dennis de Tray, former Vice President of the Center for Global Development; and Lord Nicolas Stern, I. G. Patel Chair at the London School of Economics and Political Science and author of the Stern Review; confer before Lord Stern delivers the 2008 Sabot Memorial Lecture.
2. Nancy Birdsall and U.S. Sen. Robert Menendez during a hearing at the House Foreign Affairs Subcommittee on the Western Hemisphere, to improve U.S. foreign assistance as part of the global development agenda.
3. Former Secretary of Treasury and current CGD Board member Paul O'Neill discusses development policy with former Board member, current CGD visiting fellow and Director of the Mortara Center for International Studies at Georgetown University, Carol Lancaster.
4. Mark Dybul, U.S. Global AIDS Coordinator, discusses his work on the President's Emergency Plan For AIDS Relief (PEPFAR) with CGD Senior Program Associate and Director of the HIV/AIDS Monitor, Nandini Oamman.

**Third Row:**

1. A meeting of CGD's Commission on Migration Data for Development Research, co-chaired by former CGD Board member, and current Director of the National Economic Council Larry Summers, and Patricia Santo-Tomas, the Chair of the Board of the Development Bank of the Philippines.

2. Ambassador John Danilovich, CEO of the Millennium Challenge Corporation, United States Congressman Earl Pomeroy, CGD Deputy Director for Outreach and Policy Sarah Jane Staats, and Hernando de Soto, President of the Instituto Libertad y Democracia, discuss development policy during a roundtable at the Democratic National Convention in Denver.
3. World Bank President Robert Zoellick with Nancy Birdsall at CGD event organized ahead of the World Bank/IMF Spring Meetings. Mr. Zoellick delivered a major speech outlining new approaches the World Bank would take to help solve global problems.

**Forth Row:**

1. Actress and advocate Jennifer Garner meets with Deputy Director for Policy and Outreach Sarah Jane Staats following a panel at the Democratic National Convention in Denver hosted by the National Democratic Institute, during which Birdsall and nine other panelists suggested how the next administration can help tackle global poverty and improve the United States' role in the world.
2. Lawrence MacDonald of CGD, Caroline Ryan of the Office of the U.S. Global AIDS Coordinator, and Kathy Busbkin Calvin of the United Nations Foundation during a Girls Count event at the Hilton Washington Embassy Row.
3. During the CGD event, Open Source, Open Education and Eco-friendly: Can Sharing Improve Policy?, Scott McNealy, Chair and CEO of Sun Microsystems, and CGD Board Chair, Edward W. Scott, Jr. lead a discussion on the value of openness and sharing as means of creating business opportunities in developing regions.



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