a research agenda for **impact**, respected **ideas** and analysis

an **independent voice**, influencing **policy**

through effective communications
The Center for Global Development

CGD is an independent, not-for-profit, 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 people’s lives.

Our work over the past year includes outlining policy principles for sustainable and equitable access to financial services in the developing world; analyzing, and at times challenging, the success of microfinance through an innovative open-book blog that allows readers to comment on chapters as they are written; a proposal to change criteria for the governance of global institutions to give developing countries more voice; and a suggestion to use direct cash distribution of oil revenue to avoid the “curse” of a sudden influx of natural-resource revenue.

Across our portfolio, 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.
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 2009 as it was on day one, eight years ago.
Dear Friends,

We have seen vividly in the past year how so much of what we do here at the Center for Global Development has the potential to shape and influence policy. The dynamic interplay between policy and research—a hallmark of CGD since our start a mere eight years ago—has intensified dramatically with the change in administration in Washington, upcoming elections in the United Kingdom, and the recent rise of influence from countries beyond the G-8. From our position as knowledgeable, observant, and questioning outsiders, we have been able to contribute in many ways to the debates about development policy, sometimes by answering inquiries from those who make policy, and sometimes by provoking responses to our research and ideas.

This report provides examples of our work over the past year and emphasizes our efforts to turn these ideas into action. The successful push for the G-20 countries to provide an additional $1 trillion in emergency support to developing countries demonstrated the importance of timely outreach if good ideas are to reach key policymakers. As one of the G-20 meeting participants later wrote, “Tell Nancy she got her more than $1 trillion.” David Wheeler and colleagues made important contributions to climate change policy in what was otherwise a disappointing year on that front. Given the slow progress toward a global agreement, Wheeler pursued alternative paths, including a new method for monitoring forest conservation efforts, congressional testimony on criteria for U.S. support of the World Bank’s Clean Technology Fund, and research on the importance of empowering women to reduce poor countries’ vulnerability to extreme weather events. Nandini Oomman and colleagues laid the foundation for many of the changes now emerging in the U.S. President’s Emergency Plan for AIDS Relief. Their close examination of large HIV/AIDS funding programs generated recommendations that are now being implemented: making available more information about the use of monies, intensifying attention to gender issues, and orienting the dollars spent on AIDS to also serve other health needs.

These and other areas of our work can be found in the pages of this report, as well as on our refreshed website, www.cgdev.org.

For CGD, combining the private sector’s impatience for results with the scholar’s insistence on rigor has proven to be a powerful recipe. We are proud of the impacts we have achieved and are determined to continue to apply our unique blend of independent research and practical ideas for shared global prosperity. We welcome your comments, friendship and support.

Nancy Birdsall, President
Edward W. Scott Jr., Chair of the Board
The G-20 and the Financial Crisis

As the financial crisis rippled from the United States to the developing world, five billion people suffered the consequences, ranging from increased hunger and disease to drastically reduced savings. CGD’s call for the rich world to provide an additional $1 trillion to help developing countries cope shaped the multilateral response.

In a CGD Note in February (“How to Unlock the $1 Trillion that Developing Countries Urgently Need to Cope with the Crisis”), Nancy Birdsall estimated that developing countries would need $1 trillion for bank rescues, fiscal stimulus, and to maintain their minimal social safety nets over the next couple of years. She called for the G-20 heads of state to commit to that figure at their April summit in London.

United Nations Secretary-General Ban Ki-moon picked up this recommendation in a letter to the attending heads of state, resulting in an announcement at the meeting that they would make available an additional $1 trillion through the International Monetary Fund and other institutions to help developing countries cope with the crisis.

Also in February, Vijaya Ramachandran co-authored a working paper, “A Fresh Look at Global Governance: Exploring Objective Criteria for Representation,” arguing that global institutions, including the newly emerging G-20, should adopt clear, quantitative measures to determine which countries should get a seat at the table. Ramachandran and her co-authors proposed simple criteria: countries which have either 2 percent of the world’s GDP or 2 percent of the world’s population should be represented directly, while other countries would have a voice through a region-based system of representation.

The financial crisis and global governance again topped the agenda at the September G-20 meeting in Pittsburgh. Seizing this opportunity,
CGD hosted several events, including speeches by Birdsall and IMF managing director Dominique Strauss-Kahn.

In a major policy address, Birdsall called upon the United States to exercise leadership to reform the multilateral development institutions, especially the World Bank, to better address the two main challenges of the 21st century: catastrophic climate change and increased risk to poor people and poor countries arising from the globalized economy.

In his speech, Strauss-Kahn proposed that wealthy countries provide an additional $55 billion in foreign assistance to low-income countries. Birdsall, who moderated the discussion, pressed for broader governance reform than planned at the IMF, World Bank, and other international financial institutions.

“It seems fundamental that we try to move the international financial institutions away from always relying on lending to more emphasis on risk management and insurance kinds of facilities,” Birdsall said.
Supporting Progress in Africa

Africa faces the biggest development challenges and has the largest donor involvement of any region, and is therefore a special focus for CGD. In 2009, our efforts included work on Ghana, Liberia, and Zimbabwe, as well as a proposal for a new approach to strengthening incentives for improving Africa’s business climate.

A significant offshore oil discovery raised fears that Ghana would fall prey to the “oil curse”—the corruption and poverty so often associated with oil booms. In anticipation of oil revenues of more than $1 billion per year, Todd Moss proposed that Ghana distribute at least part of its oil revenues directly to citizens.

Such direct distribution has been proposed in other countries, but Ghana is uniquely poised to pull it off given the president’s expertise in tax administration and the feasibility of implementing transfers using new technologies like biometric identity cards. Moss launched the proposal in Accra and held discussions with Ghana’s vice president and other officials.

Steve Radelet assisted President Ellen Johnson Sirleaf and the government of Liberia with a commercial debt buyback featuring the deepest discount ever negotiated on a developing country’s commercial debt. In April, Liberia cut its foreign debt by about one-quarter, buying back $1.2 billion in commercial debt at a 97 percent discount off of face value. With this buyback, the major obstacle of Liberia’s foreign debt has been removed, allowing Liberia to reengage with the international financial community.

Following the September 2008 formation of a unity government, Zimbabwe’s GDP growth may be positive for the first time in 11 years. Yet the country’s $5 billion in external debt and the high level of...
arrears remain a barrier to fresh financial inflows. After meeting with the finance minister in April and hosting Prime Minister Morgan Tsvangirai at CGD in June, Moss and co-author Benjamin Leo drafted an arrears clearance and debt relief strategy and shared it with the African Development Bank and Zimbabwean officials. Politics permitting, this roadmap will become a key input to the government’s arrears clearance.

Knowing that Africa’s future prosperity depends on unleashing the continent’s untapped entrepreneurial energy, CGD proposed a new facility for donor support that creates incentives for business climate reforms. Aimed at policymakers in major donor governments and international institutions, the report outlining this plan was launched at a December interagency meeting hosted by the U.S. Treasury Department. The proposal draws upon evidence on the main constraints facing African businesses presented in *Africa’s Private Sector: What’s Wrong with the Business Environment and What to Do About It*, by Vijaya Ramachandran, Alan Gelb, and Manju Kedia Shah.
Climate Change and Development

The year began with high hopes that a new international treaty on climate change would be signed at December’s UN Framework Convention on Climate Change Conference in Copenhagen and ended with the signing of the three-page Copenhagen Accord instead. Through the tumult, CGD has been consistently working to ensure that the slowly emerging international climate change architecture is effective and equitable.

CGD began the year by co-organizing the symposium “U.S. Climate Change Action: A Global Economic Perspective.” Sponsored by a bipartisan group of senators, the event convened U.S. legislators, business leaders, and academics on Capitol Hill to discuss the challenges and opportunities for U.S. leadership on climate change. Nancy Birdsall offered her thoughts on the climate-development nexus, and David Wheeler discussed the role of multilateral development banks in supporting sustainable low-carbon development.

Building on this congressional interaction, Wheeler later testified to Congress about the impacts of climate change on the world’s poor. “Show me a poor country that is educating and empowering women,” he asserted, “and I’ll show you a country that is significantly more resilient than its less-progressive neighbors when bad weather strikes.”

While much disagreement remains about how to address climate change, consensus exists on at least one point: deforestation and forest degradation must be curtailed. To help support international forest conservation, a team of researchers led by Wheeler developed FORMA (Forest Monitoring for Action), a prototype forest monitoring system. CGD launched FORMA at a November event where speakers from CGD, the
Panelists at CGD’s FORMA launch: Manish Bapna, Executive Vice President and Managing Director, World Resources Institute (WRI); Crystal Davis, Research Associate, WRI; and CGD’s Dan Hammer, David Wheeler, and Robin Kraft, architects of FORMA.

World Resources Institute, and Climate Advisers discussed the keys to successful forest conservation.

CGD also worked to ensure that policymakers would remember global energy poverty in their discussions of global emissions levels. In their working paper “Energy Needs and Efficiency, Not Emissions: Reframing the Climate Change Narrative,” Nancy Birdsall and Arvind Subramanian argued that emissions reductions should be based on ensuring global access to basic energy services. Birdsall and Subramanian urged the global community to work together to develop and deploy affordable low-carbon technologies.

CGD Board Member and Director of the Peterson Institute for International Economics C. Fred Bergsten with Governor Timothy Kaine of Virginia and CGD’s Lawrence MacDonald at the press conference for the CGD symposium “U.S. Climate Change Action: A Global Economic Perspective.”

UK Secretary of State for International Development Douglas Alexander (second from left) at a CGD roundtable, “Eliminating World Poverty: Building our Common Future,” with CGD’s David Wheeler (left), Lawrence MacDonald, and Steve Radelet; Ken Prewitt, Carnegie Professor of Public Affairs, Columbia University; and David Lane, CEO and President, ONE.


Forest Monitoring for Action (FORMA) uses freely available satellite imagery to generate monthly data on tropical forest clearing. This can be used to help slow the spread of deforestation, which accounts for some 15% of annual greenhouse gas emissions. The map above shows the probability of clearing in part of Riau, Indonesia, from 2000 to late 2009. The scale ranges from yellow to red, representing lower to high probability of forest clearing.
Financial Services: Microcredit and Beyond

One result of the 2008–2009 crisis was increased scrutiny of the financial services industry, not only in the United States but around the world. In developing countries, where many people lack access to even such basic services as savings accounts, there was fresh awareness that expanding financial access requires ensuring that systems are safe and stable.

To help financial regulators and others address the challenge of financial access within a sustainable system, Liliana Rojas-Suarez convened an expert task force to develop guidance for sound policymaking. (The task force chairs were Stijn Claessens of the IMF and Patrick Honohan, now governor of the Central Bank of Ireland; David Roodman is a task force member). They developed 10 principles for financial access, intended to guide the work of financial-sector policymakers—donors, national authorities, private-sector participants, international financial institutions, and others—on the facilitation, regulation, and direct provision of financial services.

The task force report, *Policy Principles for Expanding Financial Access*, has already made a difference within the international community. During the launch of the IMF’s new Access to Finance Project at the World Bank/IMF annual meetings in Istanbul, Princess Maxima of the Netherlands, a UN Ambassador for increased financial access in developing countries, described the principles as “offering a clear set of guidelines for policymakers in the financial inclusion arena.”

In February, CGD launched Roodman’s Microfinance Open Book Blog, an entirely new communications platform that fuses old and new media. Roodman is publicly sharing the process of writing a book—posting chapters as they are completed but also sharing new ideas and insights as he comes upon them. The blog, on what is known about the impacts of
microfinance and what that implies for how to support it, has positioned Roodman as a thought leader in microfinance and built an audience well ahead of the book’s completion.

This year also marked the completion of the first randomized trials of microcredit. These highly credible studies produced muted results—and a public appetite for interpretation. They have also forced a new wave of thinking within the microfinance world about the true character of its contribution—exactly the subject of the blog and book. With New York University’s Jonathan Morduch, Roodman also published an analysis of the leading non-randomized microcredit impact studies, concluding that the earlier signs of average positive impact were a statistical mirage.

In the fall, Roodman’s post about the peer-to-peer microcredit site Kiva.org stimulated hundreds of tweets, scores of blog posts, a New York Times article, and ultimately changes at Kiva.org to improve transparency.
Global Health Policy

In 2009, CGD’s research continued to define key parts of the global health agenda, creating the analytic foundation for new directions in the provision of development assistance for health, family planning and population, and nutrition. Women and girls were prominent on CGD’s agenda, as they now are in development policy.

Building on the landmark 2008 publication Girls Count: A Global Action and Investment Agenda, Ruth Levine and Miriam Temin presented evidence for bold actions to improve the health of adolescent girls in Start with a Girl: A New Agenda for Global Health. The report was launched in October with a moving speech by U.S. Ambassador-at-large for Global Women’s Issues Melanne Verveer, who called the report “the action manual” for U.S. efforts to put girls and women at the center of development. “This is the plan that holds the most potential for making a difference in the lives of girls and women,” she said.

To better inform policies on investments in family planning and other reproductive health services, CGD’s Rachel Nugent is spearheading a network of researchers investigating how these activities influence economic outcomes, especially for women and children. The findings are relevant to current efforts to regain ground in family planning policy and funding, and to understanding the causes and consequences of persistently high fertility in parts of Africa.

CGD’s HIV/AIDS Monitor examined how the major international AIDS funders are approaching gender issues. In the report Moving Beyond Gender as Usual: Why and How Global HIV/AIDS Donors Can Do More for Women and Girls, Nandini Oomman and colleagues showed how the donors have fallen short, and the steps they must take to address the needs of women and girls. As the global health
community prepares the next generation of AIDS programs, many of the report’s recommendations are being taken on board.

The Center’s research is also shedding light on how to allocate available resources for HIV/AIDS to achieve the greatest impact. In June, Mead Over released startling new projections of the anticipated costs of AIDS treatment in poor countries. They are part of a larger body of work in which Over argues for stepped-up prevention.
Moving Ideas to Action

Innovative and effective communications are central to CGD’s efforts to move ideas to action. At the start of every initiative, the CGD communications team works with research staff to answer simple but crucial questions: “What do we want to change? Who has the power to make this change? What new information would cause these people to change their beliefs and actions? How can we reach them?”

Drawing on the answers, Lawrence MacDonald and his team of communications experts work with the Center’s researchers and policy analysts to devise an ideas-to-action strategy for each of the Center’s major policy change goals. The strategies are flexible and often quickly modified in response to changes in the policy landscape.

We use a common toolbox: high-quality, quick-turnaround publications (such as books, essays, working papers, and policy briefs); high-quality events, large and small, geared to attract engaged audiences; outreach to journalists and other opinion leaders; a lively online presence (on the CGD website, in e-newsletters, blogs, and podcasts, and

In 2009, CGD’s website attracted on average more than 60,000 unique users per month. Web Technology Manager Steve Perlow oversaw a major revamp of the site, to the left. The number of people signed up for CGD e-newsletter subscribers topped 17,000; open rates average 25%, twice the industry standard.

Media Relations Coordinator Ben Edwards extended our network of contacts with media professionals and worked with CGD fellows and other staff to help us garner more than 1,700 media citations in print, online, radio, and television media.

In 2009, CGD Events Manager Heather Haines (above right) greets David Gergen, CGD Board Member and a Senior Political Analyst for CNN, before a January pre-inauguration event on President Obama’s development policies. In 2009, Haines managed 90 CGD events that drew more than 7,000 participants.
on social networks such as Facebook and Twitter); and private discussions with senior staffers and policymakers on Capitol Hill, in the U.S. executive branch, in the policy departments of development-oriented NGOs, and, further afield, with development policy stakeholders around the world.

**2009 Congressional Testimony**

CGD experts testified on nine occasions before seven different House and Senate committees.

- Todd Moss before the Senate Foreign Relations Subcommittee on African Affairs on U.S. policy options toward Zimbabwe’s transition 09/30/2009
- Vijaya Ramachandran before the House Committee on Financial Services on the World Bank’s disclosure policy 09/10/2009
- David Wheeler before the House Foreign Affairs Subcommittee on Asia, the Pacific and the Global Environment on climate change and vulnerable societies 07/23/2009
- Nancy Birdsall before the House Foreign Affairs Subcommittee on Terrorism, Nonproliferation and Trade on foreign policy implications of U.S. efforts to address the international financial crisis 06/10/2009
- Nuhu Ribadu before the House Committee on Financial Services on capital loss and corruption, with examples from Nigeria 05/19/2009
- Nancy Birdsall before the House Financial Services Subcommittee on International Monetary Policy and Trade on the implications of the G-20 leaders summit 05/13/2009
- Steve Radelet before the House Foreign Affairs Subcommittee on African Affairs on Africa and Global Health on U.S. assistance to Africa 04/20/2009
- Carol J. Lancaster before the Senate Foreign Relations Subcommittee on International Development, Foreign Assistance, Economic Affairs, and International Environmental Protection on USAID in the 21st century 04/01/2009
- Steve Radelet before the Senate Foreign Relations Subcommittee on International Development, Foreign Assistance, Economic Affairs, and International Environmental Protection on USAID in the 21st Century 04/01/2009

Sarah Jane Staats, Director of Policy Outreach, looks on as Senior Fellow David Wheeler testifies before the House Foreign Affairs Subcommittee on Asia, the Pacific and the Global Environment. In 2009, Staats and Outreach Assistant Kaci Farrell extended the Center’s contacts with Hill staffers and administration officials, boosting the demand for our research and analysis.

Making Trade Preferences Work for Poor People

Rich-country trade preference programs offer special market access and trade concessions for exports from low-income countries. While these preferences are potentially important tools for creating jobs, reducing poverty, and promoting stability in poor countries, many programs operate under restrictive rules and discriminate against the sectors—such as agriculture and garment assembly—in which poor developing countries have an advantage.

In April, CGD convened experts from the academic, advocacy, government, and business communities to analyze existing preference programs and identify practical ways to improve these policies to support development objectives, particularly in the poorest countries.

The Global Trade Preference Reform Working Group has called upon rich nations and emerging powers to enhance their preference programs by removing product exclusions, relaxing overly restrictive rules of origin that impede market access, and making preferences permanent and predictable. Senior fellow Kimberly Elliott is leading this effort to add preference reform to the rich-world’s development agenda in 2010.
Advisory Group

Masood Ahmed  Carol Graham  Ken Prewitt
Abhijit Banerjee  J. Bryan Hehir  Dani Rodrik
Pranab Bardhan  Simon Johnson  David Rothkopf
Jere Behrman  Anne Krueger  Federico Sturzenegger
Thomas Carothers  Carol Lancaster  Robert Wade
David de Ferranti  David Lipton  Kevin Watkins
Kemal Dervis  Nora Lustig  John Williamson
Esther Duflo  Mark Medish  Ngaire Woods
Peter Evans  Deepa Narayan  Ernesto Zedillo
Kristin Forbes  Rohini Pande

2009 Commitment to Development Index

In October, the Center released the seventh edition of the annual Commitment to Development Index, which rates 22 wealthy nations on how much their policies help or hurt developing countries. Covering aid, trade, climate, and other policies, the CDI is CGD’s calling card with the public, a neat and press-worthy encapsulation of CGD’s core belief that “helping takes more than aid.” In 2009, Sweden pulled ahead of its neighbors to top the rankings for the first time, thanks to a marked improvement in aid quality.

Fittingly for an index of its maturity, the CDI’s design now changes little from year to year. But the project as a whole continues to innovate and to seek new ways to raise public awareness. In 2009, we substantially upgraded the CDI website, which now provides an intuitive and attractive interface for exploring the CDI data in detail. And, like Finland and the Netherlands before it, the UK government has adopted the CDI as an official development policy metric. At the White House, the CDI is informing efforts to create the U.S. government’s first-ever global development policy.
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.

Resident Fellows

Michael Clemens, research fellow, leads CGD’s Migration and Development initiative. This work investigates how rich countries’ regulation of international movement by people from poor countries shapes the lives of the people who move as well as those who do not. In addition to his position at the Center, he serves as an affiliated associate professor of public policy at Georgetown University.

William R. Cline holds a joint appointment as senior fellow at CGD and the Peterson Institute for International Economics. His research interests include trade, financial flows, and the differential impact of climate change on rich countries and developing countries. In 1992, he published the first book on the economics of climate change. Recent books include The United States as a Debtor Nation and Trade Policy and Global Poverty. From 1996 to 2001, Cline was deputy managing director and chief economist of the Institute of International Finance in Washington, D.C.

Kimberly Ann Elliott, senior fellow, is the author or co-author of numerous books and articles on trade policy and globalization, with a focus on the political economy of trade and the uses of economic leverage in international negotiations. Her most recent book is Delivering on Doha: Farm Trade and the Poor, published in July 2006 by CGD and the Peterson Institute for International Economics. In 2002–03, she served on the National Academies Committee on Monitoring International Labor Standards, and in 2009 she was appointed to the USDA Consultative Group on the Elimination of Child Labor in U.S. Agricultural Imports.
**Ruth Levine**, vice president for programs and operations and senior fellow, is a health economist with more than 15 years of experience at the World Bank and the Inter-American Development Bank designing and assessing the effects of social-sector programs in Latin America, Eastern Africa, the Middle East, and South Asia. She leads the Center's work on global health policy, including 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.

**Todd Moss** is vice president for corporate affairs and senior fellow. 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. From 2007 to 2008 he took leave from the Center to serve as deputy assistant secretary in the Bureau of African Affairs at the U.S. Department of State. His most recent book is *African Development: Making Sense of the Issues and Actors*.

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

**Steve Radelet** is a senior fellow researching issues of foreign aid, developing-country debt, and trade between rich and poor countries. He co-led the Modernizing Foreign Assistance Network and CGD’s MCA Monitor initiative. Radelet served 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, global governance, and food security. She manages CGD’s research initiative on fragile states, which focuses on the delivery of post conflict assistance. She is the co-author of *Africa’s Private Sector: What’s Wrong with the Business Environment and What to Do About It* and has written many articles and working papers on private-sector development in Africa. More recently, Ramachandran is analyzing representation in the G-20 and how food aid is financed by rich countries.

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

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

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

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

**Sheila Herrling** is the director of CGD’s Rethinking U.S. Foreign Assistance Program, a one-stop shop for information, dialogue, and analysis on the progress and challenges in modernizing U.S. foreign assistance. She is the principal contributor to the Rethinking U.S. Foreign Assistance blog, which provides expert opinion on how to reform the mission, mandate, and organizational structure of U.S. foreign assistance. Herrling served on the Obama Transition Team responsible for assessing USAID, the Millennium Challenge Corporation, and the President’s Emergency Plan for AIDS Relief.

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

**Lawrence MacDonald** is vice president for communications and policy outreach. He leads a team that manages the Center’s legislative and civil society outreach, online engagement, media relations, publications, and events. Previously, he was a senior communications officer at the World Bank, where he provided strategic communications advice to chief economists, coordinated research publications, and created the World Bank Research website. Before that he worked as a journalist in East Asia for more than ten years.

**Ellen Mackenzie**, director of finance, manages and leads the budgeting, accounting, administrative, business planning, human resource, and information technology efforts of the Center. Before taking her current position, Mackenzie was the director of finance and operations at the Global Fund for Children. 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. She brings to the Center more than ten years of experience working with economic and social-development organizations in corporate and nonprofit sectors, most recently as director of development for WaterAid America.
Rachel Nugent is deputy director of CGD’s global health programs. She heads the Center’s population work, including the initiative on Demographics and Development in the 21st Century and the Population and Poverty Research Network. She also manages the Drug Resistance and Global Health Initiative, and conducts research on the economics of chronic diseases in developing countries and other global health topics. She is a development economist with 25 years of experience managing and conducting research and policy analysis.

Nandini Oomman, senior program associate, directs CGD’s HIV/AIDS Monitor and the research program that underpins it. Before joining CGD, Oomman worked as a specialist in population, reproductive and women’s health, and HIV/AIDS at the World Bank and at the Rockefeller Foundation. She has published widely on these issues, and her most recent publication is *Moving Beyond Gender*, a report assessing how PEPFAR, the Global Fund to Fight AIDS, TB and Malaria, and the World Bank’s Africa Multi-Country AIDS Program are addressing women’s vulnerabilities in the HIV/AIDS epidemic in Mozambique, Uganda, and Zambia.

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

### Rethinking U.S. Foreign Assistance Program

This year saw the creation of the Rethinking U.S. Foreign Assistance Program, a one-stop-shop for information and analysis on U.S. foreign assistance innovations and reform. Directed by Sheila Herrling, the new program broadened the already popular work of the MCA Monitor with up-to-date analysis and new ideas of how to reform the mission, mandate, and organizational structure of U.S. foreign assistance more broadly.

The administration and Congress have sought out the analysis and advice of the Rethinking U.S. Foreign Assistance team in numerous areas of foreign assistance reform, including the Presidential Study Directive, the Quadrennial Diplomacy and Development Review, efforts to rewrite the Foreign Assistance Act, and both the House and Senate-initiated foreign assistance reform acts.

In the first year of the Obama administration, the Rethinking U.S. Foreign Assistance Program has actively contributed to ongoing efforts to elevate global development and U.S. foreign assistance as a critical national interest priority. To this end, CGD hosted a roundtable discussion with Daniel Yohannes, the new CEO of the Millennium Challenge Corporation.
Other CGD Staff (as of December 31, 2009)

**Executive Office Staff**
Dana Alsen, *Executive 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*
Emily Paul, *Institutional Advancement Assistant*

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Kaci Farrell, *Outreach and Policy Assistant*
Heather Haines, *Events Manager*
John Osterman, *Publications Coordinator*
Steve Perlow, *Web Technology Manager*

**Finance and Administration Staff**
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Jeff Garland, *Information Technology Manager*
Aaron Hoffmeyer, *Database and Constituent Coordinator*
Andy Phan, *Office Manager*

**Program Staff**
Katherine Douglas, *Program Coordinator*
Christina Droggits, *Program Coordinator*
Jan von der Goltz, *Visiting Senior Associate*
Robin Kraft, *Program Coordinator*
Cindy Prieto, *Program Coordinator*
Katie Stein, *Program Coordinator*
Sandy Stonesifer, *Program Coordinator*
David Wendt, *Policy Analyst*

**Visiting Fellows**
Owen Barder
Desmond Bermingham
Thomas Bollyky
Satish Chand
Oeindrila Dube
John Gibson
April Harding
Ethan Kapstein
Julius Kiiza
Marlaine Lockheed
Darius Nassiry
Andrew Natsios
Nuhu Ribadu
William Savedoff
John Simon
John Williamson

**Non-Resident Fellows**
Jenny Aker
Chris Blattman
James Habyarimana
Ricardo Habyarimana
Devesh Kapur
Dean Karlan
Michael Kremer
Carol J. Lancaster
Nora Lustig
Theodore H. Moran
Guillermo Perry
Lant Pritchett
Jeremy Shiffman
Duncan Thomas
Peter Timmer
Nicolas van de Walle
Jeremy Weinstein (on-leave)

**Research Assistants**
Paolo Abarcar
Julia Barmeier
Caroline Decker
Casey Dunning
Veronica Gonzales
Dan Hammer
Matt Hoffman
Owen McCarthy
Lauren Young

*During the weekly staff meeting, research assistants, program coordinators, and other staff members have the opportunity to present their work to their peers. Pictured here (L to R): Emily Paul, Paolo Abarcar, Dan Hammer, and Julia Barmeier.*

*During the weekly staff meeting, Ayah Mahgoub listens to Alex Denny as he presents his and Visiting Fellow Desmond Bermingham’s research on global education.*
2009 CGD Publications

Books
Africa’s Private Sector: What’s Wrong with the Business Environment and What to Do About It
Vijaya Ramachandran, Alan Gelb, and Manju Shah, 1/12/2009

Performance Incentives for Global Health: Potential and Pitfalls
Rena Eichler and Ruth Levine, editors, 4/20/2009

Beyond Lending: How Multilateral Banks Can Help Developing Countries Manage Volatility
Guillermo Perry, 4/27/2009

Growing Pains in Latin America: An Economic Growth Framework as Applied to Brazil, Colombia, Costa Rica, Mexico and Peru
Liliana Rojas-Suarez, editor, 9/17/2009

Working Papers
Pricing and Access: Lessons from Randomized Evaluations in Education and Health
Alaka Holla and Michael Kremer, WP# 158, 1/5/2009

Benjamin Eifert, WP# 159, 1/13/2009

A Fresh Look at Global Governance
Enrique Rueda-Sabater, Vijaya Ramachandran, and Robin Kraft, WP# 160, 2/6/2009

AIDS Treatment in South Asia: Equity and Efficiency Arguments for Shouldering the Fiscal Burden When Prevalence Rates Are Low
Mead Over, WP# 161, 2/26/2009

Supermarkets, Modern Supply Chains, and the Changing Food Policy Agenda
Peter Timmer, WP# 162, 3/5/2009

Rice Crisis Forensics: How Asian Governments Carelessly Set the World Rice Market on Fire
Tom Slayton, WP# 163, 3/9/2009

Coping with Rising Food Prices: Policy Dilemmas in the Developing World
Nora Lustig, WP# 164, 3/19/2009

Schooling Inequality, Crises, and Financial Reform in Latin America
Jere Behrman, Nancy Birdsall, and Gunilla Petterson, WP# 165, 3/21/2009
Civil War: A Review of Fifty Years of Research
Christopher Blattman, WP# 166, 3/21/2009

The End of ODA: Death and Rebirth of a Global Public Policy
Jean-Michel Severino and Olivier Ray, WP# 167, 3/25/2009

Estimating Fully Observed Recursive Mixed-Process Models with cmp
David Roodman, WP# 168, 4/7/2009

Heckle and Chide: Results of a Randomized Road Safety Intervention in Kenya
James Habyarimana and William Jack, WP# 169, 4/15/2009

What Is Poverty Reduction?
Owen Barder, WP# 170, 4/21/2009

Blunt Instruments: On Establishing Causality in Studies of Economic Growth
Sami Bazzi and Michael Clemens, WP# 171, 5/20/2009

Rice Price Formation in the Short Run and the Long Run: The Role of Market Structure in Explaining Volatility
Peter Timmer, WP# 172, 5/21/2009

The Microeconomic Determinants of Emigration and Return Migration of the Best and Brightest: Evidence from the Pacific
John Gibson and David McKenzie, WP# 173, 5/28/2009

The Impact of Microcredit on the Poor in Bangladesh: Revisiting the Evidence
David Roodman and Jonathon Morduch, WP# 174, 6/18/2009

To Formalize or Not to Formalize? Comparisons of Microenterprise Data from Southern and East Africa
Alan Gelb, Taye Mengistae, Vijaya Ramachandran, and Manju Kedia Shah, WP# 175, 7/20/2009

Aaditya Mattoo and Arvind Subramanian, WP# 176, 8/6/2009

High Stakes in a Complex Game: A Snapshot of the Climate Change Negotiating Positions of Major Developing-Country Emitters
Jan von der Goltz, WP# 177, 8/10/2009

The Illusion of Equality: The Educational Consequences of Blinding Weak States
Lant Pritchett and Martina Viarengo, WP# 178, 8/19/2009
Making Markets for Merit Goods: The Political Economy of Antiretrovirals
Ethan Kapstein and Josh Busby, WP# 179, 8/19/2009

Skill Flow: A Fundamental Reconsideration of Skilled-Worker Mobility and Development
Michael Clemens, WP# 180, 8/28/2009

Learning to Share: Under What Conditions States Delegate Governance
Aila M. Matanock, WP# 181, 9/18/2009

Climate Change and the Future Impacts of Storm-Surge Disasters in Developing Countries
Susmita Dasgupta, Benoit Laplante, Siobhan Murray, and David Wheeler, WP# 182, 9/24/2009

Countering Drug Resistance in the Developing World: An Assessment of Incentives across the Value Chain and Recommendations for Policy Interventions
Prashant Yadav, WP# 183, 9/24/2009

Opening Markets for Poor Countries: Are We There Yet?
Kimberly Elliott, WP# 184, 10/7/2009

Beyond Planning: Markets and Networks for Better Aid
Owen Barder, WP# 185, 10/19/2009

Saving Ghana from Its Oil: The Case for Direct Distribution
Todd Moss and Lauren Young, WP# 186, 10/19/2009

Energy Not Emissions: Equitable Burden-Sharing on Climate Change

Can Global Decarbonization Inhibit Developing-Country Industrialization?
Aaditya Mattoo, Arvind Subramanian, Dominique van der Mensbrugghe, and Jianwu He, WP# 188, 11/10/2009

Reconciling Climate Change and Trade Policy
Aaditya Mattoo, Arvind Subramanian, Dominique van der Mensbrugghe, and Jianwu He, WP# 189, 11/10/2009

Moving Mugabe’s Mountain: Zimbabwe’s Path to Arrears Clearance and Debt Relief
Benjamin Leo and Todd Moss, WP# 190, 11/13/2009

Is Newer Better? Penn World Table Revisions and Their Impact on Growth Estimates

FORMA: Forest Monitoring for Action—Rapid Identification of Pan-Tropical Deforestation
Dan Hammer, Robin Kraft, and David Wheeler, WP# 192, 11/17/2009
Will World Bank and IMF Lending Lead to HIPC IV? Debt Déjà-Vu All Over Again
Benjamin Leo, WP# 193, 11/23/2009

Development Assistance, Institution Building, and Social Cohesion after Civil War: Evidence from a Field Experiment in Liberia
James Fearon, Macartan Humphreys, and Jeremy Weinstein, WP# 194, 12/1/2009

It’s One Climate Policy World Out There—Almost
Nancy Birdsall and Jan von der Goltz, WP# 195, 12/7/2009

Aid, Dutch Disease, and Manufacturing Growth
Raghuram G. Rajan and Arvind Subramanian, WP# 196, 12/18/2009

Essays
Dambisa Moyo’s (Serious) Challenge to the Development Business
Todd Moss, 4/21/2009

How the Economic Crisis Is Hurting Africa—And What to Do About It
Todd Moss, 5/8/2009

Development Aid and Its Criticisms: The View from Zambia
Lindsay Morgan, 7/16/2009

Global Nutrition Institutions: Is There an Appetite for Change?
Ruth Levine and Danielle Kuczynski, 8/12/2009

CGD Notes
How to Unlock the $1 Trillion that Developing Countries Urgently Need to Cope with the Crisis
Nancy Birdsall, 2/17/2009

We Don’t Need No Education—Or Do We? Should the United States Take the Global Education Lead?
Desmond Bermingham, 3/2/2009

What’s on the Agenda in Global Health? The Experts’ List for the New U.S. Administration
Lindsay Morgan, 6/4/2009

Arson Alert! Philippines Is Playing with Fire! Again!
Tom Slayton and Peter Timmer, 12/1/2009

Intellectual Property Rights and Climate Change: Principles for Innovation and Access to Low-Carbon Technology
Tom Bollyky, 12/11/2009
**Briefs**

**Africa’s Private Sector: What’s Wrong with the Business Environment and What to Do About It**

**Performance Incentives for Global Health: Potentials and Pitfalls**
Ruth Levine and Rena Eichler, 6/2/2009

**Going Beyond Gender as Usual: Why and How Global HIV/AIDS Donors Can Do More for Women and Girls**
Christina Droggits, Nandini Oomman, and David Wendt, 8/19/2009

**Growing Pains in Latin America: An Economic Growth Framework as Applied to Brazil, Colombia, Costa Rica, Mexico, and Peru**
Liliana Rojas-Suarez, 9/21/2009

**Commitment to Development Index 2009**
Cindy Prieto and David Roodman, 10/22/2009

**Reports**

**Migrants Count: Five Steps Toward Better Migration Data**
Patricia Santo Tomas, Lawrence H. Summers, and Michael Clemens, editors, 5/25/2009

**Policy Principles for Expanding Financial Access**
CGD Task Force on Access to Financial Services and Liliana Rojas-Suarez, 9/30/2009

**Start with a Girl: A New Agenda for Global Health**
Miriam Temin and Ruth Levine, 10/5/2009

**Partnerships with the Private Sector in Health: What the International Community Can Do to Strengthen Health Systems in Developing Countries**
April Harding, 12/4/2009

**HIV/AIDS Monitor Analysis**

**UNAIDS: Preparing for the Future**
Ruth Levine and Ngairo Woods, 3/16/2009

**Moving Beyond Gender as Usual**
Kim Ashburn, Nandini Oomman, David Wendt, and Steve Rosenzweig, 7/1/2009
MCA Monitor Analysis
From Innovation to Impact: Next Steps for the Millennium Challenge Corporation
Sheila Herrling, Molly Kinder, and Steve Radelet, 1/16/2009

MCA Monitor: Burkina Faso Report from the Field
Rebecca Schutte, 7/29/2009

Which Countries Jump the FY2010 Corruption Hurdle? A Preview into Round 7 of Millennium Challenge Account Country Selection
Casey Dunning and Sheila Herrling, 9/21/2009

MCA Monitor: Round Seven of the MCA: Which Countries Are Most Likely to Be Selected for FY2010?
Casey Dunning and Sheila Herrling, 11/25/2009

Teach/Learn
Economic Development in Africa (Syllabus)
Todd Moss, 1/14/2009

Economic Growth and Development in Low-Income Countries (Syllabus)
Steve Radelet, 1/14/2009

African Poverty and Western Aid (Syllabus)
Christopher Blattman, 1/14/2009

Leading Issues in Global Development Finance (Syllabus)
Todd Moss and Bobby Pittman Jr., 1/14/2009

Millions Saved: Proven Successes in Global Health Instructor Guide
Ruth Levine, 1/29/2009

Projecting the Future Expenditures for AIDS Treatment in Poor Countries: A Manual for the AIDSCost Computer Programs
Owen McCarthy and Mead Over, 6/5/2009

Pathways Out of Rural Poverty; Or, Food Prices, Poverty and Economic Development (Syllabus)
Peter Timmer, 9/11/2009

Introduction to Microfinance for Development (Syllabus)
David Roodman, 12/7/2009
### 2009 Working Groups

#### Advancing Africa’s Private Sector Working Group Series

**Catalyzing Investment in Infrastructure**
- Alan Gelb
- Jeff Leonard
- John McCall MacBain
- Todd Moss
- Edith Quintrell
- Vijaya Ramachandran
- John Simon
- Bruce McNamer
- Todd Moss
- Margo Alexander
- Benjamin Leo
- Robert C. Perry
- Vijaya Ramachandran

**Supporting Business Climate Reforms**
- Papa Ndiaye
- Jennifer Oppenheimer
- Richard Stern
- John Simon

#### Drug Resistance Working Group
- Emma Back
- Ted Bianco
- Stephen Blount
- Nancy Blum
- Joanne Carter
- Gail Cassell
- John Chalker
- Patricia Danzon
- Alexander Dodoo
- Dai Ellis
- Susan Foster
- Fred Goldberg
- Martha Gyansa-Lutterodt
- Thomas Kanyok
- Jerry Keusch
- Ruth Levine
- Daniel Miller
- Paul Nunn
- Rachel Nugent
- Iruka Okeke
- Kevin Outterson
- Mead Over
- Eddie Power
- Andrew Ramsay
- Renee Ridzon
- David Roos
- Harvey Rubin
- Carol Sibley
- Suniti Solomon
- Walter Straus
- Thelma Tjipasi
- Saul Walker
- Nicholas White
- Prashant Yadav

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

#### Migration Data Commission
- Nancy Birdsall
- Richard Bilsonor
- Michael Clemens
- Gero Carletto
- Dennis de Tray
- Enrico Giovannini
- Michel Glaude
- Béla Hovy
- Frank Laczko
- Douglas Massey
- David McKenzie
- Milena Novy-Marx
- Michiel Poulain
- Patricia Santo Tomas
- Larry Summers
- Hania Zlotnik

#### Modernizing Foreign Assistance Network
- Bill Anderson
- Brian Atwood
- David Beckmann
- Reuben Brigety
- Larry Diamond
- Stu Eizenstat
- Patrick Fine
- Francis Fukuyama
- Laurie A. Garrett
- Geeta Rao Gupta
- Sheila Herrling
- George Ingram
- Michael Klosson
- Jim Kolbe
- Jim Kunder
- Carol Lancaster
- Bill Lane
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- Rob Mosbacher
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- Ray Offenheiser
- Stewart Patrick
- Carol Peasley
- Jennifer Potter
- Steve Radelet
- William Reese
- Carter Roberts
- George Rupp
- Liz Schrayer
- Ritu Sharma
- Smita Singh
- Noam Unger
- Jennifer Windsor
- Sam Worthington
### Performance-Based Incentives Working Group

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

### Policy Principles for Expanding Financial Access Task Force

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

### Prevention of Odious Debt Working Group

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

### Private Sector Advisory Facility Working Group (Health)

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

### UNAIDS Leadership Transition Working Group

| Joanne Csete | Geeta Rao Gupta | Lillian Mworeko | Devi Sridhar | Anandi Yuvaraj |
| Siddharth Dube | Jim Kim | Nandini Oomman | Todd Summers | |
| Tim Evans     | Ruth Levine | Nana Poku | Alan Whiteside | |
| Jacob Gayle   | Michael Merson | Asia Russell | Ngaire Woods | |
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* 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 and a member of CGD’s Advisory Group, co-chaired 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 renamed—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, particularly on trade and U.S. foreign aid reform efforts.

**Institute of Medicine/National Academy of Sciences**
CGD health policy experts participate on Institute of Medicine committees and provide public testimony. Ruth Levine, CGD vice president for programs and operations, was 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**
International Center for Research on Women

CGD and the International Center for Research on Women are collaborating on a gender study under the Center's HIV/AIDS Monitor Initiative. CGD and ICRW, together with the Population Council, collaborated 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.

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. Senior fellow Liliana Rojas-Suarez also serves on IFPRI’s board of directors.

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. 3ie collaborates on CGD’s ongoing work on impact evaluation.

JSI Research & Training Institute, Inc.

JSI and the Center for Global Development manage the Scott Family Liberia Fellows program, with JSI taking the lead in mid-2009. JSI and CGD have together handled recruitment, while JSI handles general support and program implementation including salary, insurance, and transportation.

Latin America Shadow Financial Regulatory Committee

Since 2005, CGD has sponsored the meetings of the Committee, which is presided over by senior fellow Liliana Rojas-Suarez and comprised of former Latin American Ministers of Finance and Governors of Central Banks. The Committee, known as CLAAF (Comité Latinomericano de Asuntos Financieros), meets twice a year in CGD headquarters to produce statements analyzing global and local trends and ongoing events that affect the appropriate functioning of financial markets in Latin America.

Natural Resources Defense Council

In issue papers and 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.

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 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.

The World Bank

CGD collaborates with World Bank researchers in several topics, and World Bank staff members have participated in most of the Center’s working groups. In 2009, CGD vice president Ruth Levine co-chaired an interagency working group on results-based financing with World Bank staff. Senior fellow David Wheeler regularly participates in collaborative work on climate change with World Bank researchers in the Development Economics Vice-Presidency and interacts with senior Bank managers on issues related to World Bank clean energy policies.
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, 2009)

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- Magna International Inc.
- McKinsey & Company, Social Sector Office
- Jennifer Oppenheimer
- Edward W. Scott Jr.
- Anonymous (2)

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CGD Society members share a commitment to a better future for people in the developing world. Our supporters are well-informed professionals, policymakers, advocates, students, and other citizens who value independent, rigorous research and active engagement in the policy process and who understand how much can be accomplished through policy change. By joining, Society members gain access to the Center’s public conferences, events, and informal meetings. In addition, supporters stay current on the Center’s activities with weekly e-newsletters and participation in blogs.

### CGD Society Members (as of December 31, 2009)

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<td>Lachlan MacDonald</td>
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<td>Prasanth Yadav</td>
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<td>Robert Marten</td>
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<td>Curtis Farrar</td>
<td>Leo Hindery</td>
<td>Adam McCarty</td>
<td>Laura &amp; Gary Lauder</td>
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<td>Hunter McGill</td>
<td>Richard Newfarmer</td>
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<td>Erasmo Jacinto</td>
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<td>C. Gary Merritt</td>
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<td>Elizabeth King</td>
<td>Laura &amp; Gary Lauder</td>
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<td>Fantu Cheru</td>
<td>Peter Geithner</td>
<td>Jack Kloeb</td>
<td>Rita Leavell</td>
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<td>Johan Gely</td>
<td>Michael Kovic</td>
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<td>John Gershman</td>
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<td>Christopher Gibbs</td>
<td>Beverly Kuykendall</td>
<td>Carol Lee</td>
<td>Franklyn Lisk</td>
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*CGD Society members share a commitment to a better future for people in the developing world. Our supporters are well-informed professionals, policymakers, advocates, students, and other citizens who value independent, rigorous research and active engagement in the policy process and who understand how much can be accomplished through policy change. By joining, Society members gain access to the Center’s public conferences, events, and informal meetings. In addition, supporters stay current on the Center’s activities with weekly e-newsletters and participation in blogs.*
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, CGD amplifies 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 2009, CGD counted many foundations and governments and a growing number of individuals among its supporters.

Grants, Gifts, and Contracts

Anonymous
Australian Agency for International Development
Bill & Melinda Gates Foundation
Canadian International Development Agency
Chevron
Commonwealth Secretariat Economic Affairs Division
The Community Foundation for the National Capital Region
Corporación Andina de Fomento
The David and Lucile Packard Foundation
Department for International Development
Eli and Edythe Broad Foundation
Finland Ministry of Foreign Affairs, Department for Development Policy
Forum One Communications
French Ministry of Foreign Affairs, Department of International Cooperation and Development
German Federal Ministry for Economic Cooperation and Development
The Global Alliance for Vaccines and Immunizations
Goldman, Sachs & Co.
Grousbeck Family Foundation
ICICI Foundation
Inter-American Development Bank
International Development Research Centre
Japan Bank for International Cooperation
The John D. and Catherine T. MacArthur Foundation
John Snow Corporation
Johns Hopkins Paul H. Nitze School of Advanced International Studies
Magna International Inc.
Marshfield Associates
Netherlands Ministry of Foreign Affairs for Development Cooperation
Nestlé S.A.
Nike Foundation
Norwegian Ministry of Foreign Affairs
Rockefeller Foundation
The Royal Danish Embassy to the United States
Royal Ministry of Foreign Affairs of the Government of Norway
Omidyar Network
Open Society Institute
Peterson Institute for International Economics
Swedish International Development Agency
Sweden Ministry of Foreign Affairs Department of Global Development
Swiss Agency for Development and Cooperation
Tinker Foundation Inc.
United Nations Foundation
The William and Flora Hewlett Foundation
World Bank Group
CGD’s inaugural embassy progressive dinner brought together more than 250 individuals working on and influencing policy in the development sphere: ambassadors, members of the U.S. Congress, current and former heads of state, senior corporate executives, philanthropists, celebrities, academics, and friends. Participants joined in celebrating CGD’s work and honoring Patty Stonesifer with the 2009 Edward W. Scott Jr. Equity Advocate Award for her many contributions toward creating a positive and future-oriented view of the developing world.

Chaired by the Honourable Belinda Stronach, executive vice chair, Magna Corporation, the event began with cocktails at the Residence of the Ambassador of Canada, the Honourable Michael Wilson; progressed to dinner at the Embassy of Italy hosted by His Excellency Giovanni Castellaneta; and for a sweet ending to the evening moved on to the Residence of the Ambassador of Brazil, His Excellency Antonio de Aguiar Patriota.

Embassy Progressive Dinner: Tuesday, April 14, 2009
in celebration of the global equity advocate in each of us
Canadian Residence, Italian Embassy, and Brazilian Residence
### Financials

#### Statement of Financial Position

**As of December 31, 2009**

**With Summarized Financial Information for 2008**

#### Assets

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$6,329,672</td>
<td>$3,968,149</td>
</tr>
<tr>
<td>Investments</td>
<td>11,981,853</td>
<td>8,418,091</td>
</tr>
<tr>
<td>Pledges receivable, current portion</td>
<td>34,375</td>
<td>-</td>
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<tr>
<td>Grants receivable, current portion</td>
<td>6,854,619</td>
<td>6,302,173</td>
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<tr>
<td>Accounts receivable</td>
<td>20,703</td>
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<tr>
<td>Prepaid expenses</td>
<td>31,433</td>
<td>113,209</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>25,252,655</td>
<td>18,801,622</td>
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<tr>
<td><strong>Fixed Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Furniture</td>
<td>408,265</td>
<td>172,374</td>
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<tr>
<td>Computer equipment</td>
<td>273,592</td>
<td>270,052</td>
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<tr>
<td>Leasehold improvements</td>
<td>657,799</td>
<td>153,854</td>
</tr>
<tr>
<td>Less: Accumulated depreciation and amortization</td>
<td>(459,215)</td>
<td>(333,205)</td>
</tr>
<tr>
<td><strong>Net fixed assets</strong></td>
<td>880,441</td>
<td>263,075</td>
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<td><strong>Other Assets</strong></td>
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<tr>
<td>Pledges receivable, net of current portion</td>
<td>3,455,274</td>
<td>3,309,641</td>
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<tr>
<td>Grants receivable, net of current portion</td>
<td>3,324,860</td>
<td>6,119,320</td>
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<tr>
<td>Certificate of deposit - restricted</td>
<td>184,789</td>
<td>184,789</td>
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<tr>
<td><strong>Total other assets</strong></td>
<td>6,964,923</td>
<td>9,613,750</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$33,098,019</strong></td>
<td><strong>$28,678,447</strong></td>
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</tbody>
</table>

#### Liabilities and Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
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<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$120,886</td>
<td>$661,048</td>
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<td>Accrued salaries and related benefits</td>
<td>289,339</td>
<td>294,263</td>
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<td>Deferred rent, current portion</td>
<td>10,728</td>
<td>31,741</td>
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<td><strong>Total current liabilities</strong></td>
<td>420,953</td>
<td>987,052</td>
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<td><strong>Long Term Liabilities</strong></td>
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<tr>
<td>Deferred rent, net of current portion</td>
<td>328,150</td>
<td>87,487</td>
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<tr>
<td>Other liabilities</td>
<td>105,625</td>
<td>-</td>
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<td><strong>Total long-term liabilities</strong></td>
<td>433,775</td>
<td>87,487</td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td>854,728</td>
<td>1,074,539</td>
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<tr>
<td><strong>Net Assets</strong></td>
<td></td>
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<tr>
<td>Unrestricted</td>
<td>13,159,475</td>
<td>8,489,110</td>
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<tr>
<td>Temporarily restricted</td>
<td>19,083,816</td>
<td>19,114,798</td>
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<tr>
<td><strong>Total net assets</strong></td>
<td>32,243,291</td>
<td>27,603,908</td>
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<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$33,098,019</strong></td>
<td><strong>$28,678,447</strong></td>
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Financials (continued)

Statement of Activities and Change in Net Assets for the year ending December 31, 2009

With Summarized Financial Information for 2008

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2009 Unrestricted</th>
<th>2009 Temporarily Restricted</th>
<th>2008 Total</th>
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<tr>
<td>Grants and contributions</td>
<td>$4,292,299</td>
<td>$8,027,359</td>
<td>$12,319,658</td>
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<td>Contract revenue</td>
<td>743,175</td>
<td>743,175</td>
<td>352,088</td>
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<td>Investment income (loss)</td>
<td>2,815,209</td>
<td>-</td>
<td>1,830,107</td>
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<td>Service revenue</td>
<td>33,482</td>
<td>-</td>
<td>26,821</td>
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<tr>
<td>Net assets released from donor</td>
<td>8,058,341</td>
<td>(8,058,341)</td>
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<td>restrictions</td>
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<tr>
<td>Total revenue</td>
<td>15,942,506</td>
<td>(30,982)</td>
<td>15,911,524</td>
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Expenses

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<tr>
<th>Expenses</th>
<th>2009 Total</th>
<th>2008 Total</th>
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<tr>
<td>Program Services</td>
<td>9,674,600</td>
<td>16,738,260</td>
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<td>Supporting Services:</td>
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<tr>
<td>Management and General</td>
<td>1,168,557</td>
<td>675,526</td>
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<tr>
<td>Fundraising</td>
<td>428,624</td>
<td>261,407</td>
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<tr>
<td>Total supporting services</td>
<td>1,597,181</td>
<td>936,933</td>
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<tr>
<td>Total expenses</td>
<td>11,272,141</td>
<td>17,675,193</td>
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<tr>
<td>Change in net assets</td>
<td>4,670,365</td>
<td>(12,030,383)</td>
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<tr>
<td>Net assets at beginning of year</td>
<td>8,489,110</td>
<td>27,603,908</td>
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Net Assets at End of Year

<table>
<thead>
<tr>
<th>2009</th>
<th>2008</th>
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<tbody>
<tr>
<td>$13,159,475</td>
<td>$19,083,816</td>
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Back Cover:
1. Kemal Derviş, Vice President and Director for Global Economy and Development at the Brookings Institution, delivering the 2009 Sabot Lecture.
3. Nancy Birdsall with former Secretary of State Madeleine Albright at the 2009 Partners Council Summit.
4. Former Assistant Secretary of State for African Affairs Jendayi Frazer and current Assistant Secretary Ambassador Johnnie Carson at a CGD breakfast.
5. 2009 Ed Scott Equity Advocate honoree Patty Stonesifer (center) with Nancy Birdsall and CGD Board Member Belinda Stronach during the Embassy Progressive Dinner.
6. Former Deputy Secretary for Counseling and Coordination for the Department of State, Dean Young, on a visit to the CGD.
7. Investment income (loss) $2,815,209.
8. UK Secretary of State for International Development Douglas Alexander at a dinner following the Sabot Lecture.
10. CGD Board Members Susan Levine and Tom Glickin talk during a CGD policy breakfast.
11. CGD Board Members Ed Scott and David Gergen following the CGD special discussion with Gergen on Obama’s global development policy.
12. CGD Board Member C. Fred Bergsten with Lawrence MacDonald and Governor Timothy Kaine (D-VA) at the press conference for the CGD symposium “U.S. Climate Change Action: A Global Economic Perspective.”
13. Nancy Birdsall testifying before the House Subcommittee on Terrorism, Unlawful Influence and Polarization.

Banner Photos