



CENTER  
FOR  
GLOBAL  
DEVELOPMENT

# Impact Report



“[CGD is an] incredible think tank ... which is more than just think—which is also stimulate, which is also bring together, which is also about action.”

Christine Lagarde,  
President, European  
Central Bank

CGD Board Chair and former US Treasury Secretary Lawrence Summers



Former African Development Bank President and CGD Board member Donald Kaberuka



World Trade Organization Director-General and former Nigerian Finance Minister Ngozi Okonjo-Iweala with CGD President Masood Ahmed and Brookings Institution Global Economy and Development Program Director Homi Kharas



Former President of Malawi and former CGD Distinguished Visiting Fellow Joyce Banda



## From the President

The development landscape has changed dramatically in the past 20 years. Most recently, the global pandemic, geopolitical crises and rivalries, and the ongoing threat of global climate change demonstrate the degree to which development has become intertwined with global and strategic challenges. Today's reality requires decisionmakers to find ways to advance the development agenda while taking on board climate and health security considerations. Geopolitical tensions reverberate and impact not only national development assistance programs but also the international development system as a whole.

In this changing context, CGD's core mission remains the same: to reduce global poverty and improve lives by providing rigorous economic research and practical policy solutions to the most pressing global development issues. In today's contested world, constructive solutions are especially important. CGD's approach as a think-and-do tank positions us as a key voice and incubator of innovative, evidence-based, and practical policy advice.

As we celebrate our 20th anniversary, this report highlights past CGD projects that have led to significant policy impact and some new ideas CGD scholars are currently advancing.

Thanks to the dedication of our staff, the leadership of our Board, and the support of our funders, CGD will continue to generate actionable ideas and policy proposals addressing the world's most urgent development challenges.

We look forward to your continued support.

**Masood Ahmed**, *President*



## From the Board

When CGD was founded in 2001, we set out to provide nonpartisan evidence and data to inform policies that impact millions of people worldwide—and that's exactly what we've done. Over the past 20 years, CGD's independent research has driven major changes in global development policy, helping to save lives and livelihoods.

- › **We've changed conversations**, pushing world leaders to do development better, from China's development debt sustainability to the economics of migration.
- › **We've brought unlikely partners to the same table** in pursuit of innovative solutions to the world's toughest development challenges.
- › **We've been constructive critics**, pushing for better global health and development practices and holding powerful institutions accountable for results.

The importance of our work has come into even sharper focus over the past two years. During the pandemic, CGD has been there with evidence and data when policymakers needed it most. We devised a framework that is helping countries pursue a gender-equal COVID recovery and provided recommendations on how to respond on everything from vaccine distribution to financing the recovery. Our timely research helped the international financial institutions respond quickly to deteriorating economic conditions in developing countries and will continue to help these institutions carve out a new role as key responders to global development challenges.

Thank you for being a part of this important work.

**Lawrence H. Summers**, *Board Chair*,

**Afsaneh Beschloss**, *Chair of the CGD at 20 Celebration*

# Our Work



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

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

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



## GLOBAL HEALTH

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



## SUSTAINABLE DEVELOPMENT FINANCE

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



## MIGRATION, DISPLACEMENT, AND HUMANITARIAN POLICY

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



## EDUCATION POLICY

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



## GOVERNMENTS AND DEVELOPMENT POLICY

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

- › CGD's cross-cutting work on COVID-19 examines the toll of the pandemic on global development and how governments and international organizations can best respond. See [cgdev.org/covid-19](https://cgdev.org/covid-19)



**Women's economic empowerment, financial inclusion, and climate finance** are a few of the other areas where we work to influence development progress.

# Our Impact

In the past two decades, CGD has turned ideas into action. We've presented global leaders with innovative solutions for better development policy and provided multilateral institutions with evidence-based research to inform better practice.

## > MODERNIZING US DEVELOPMENT FINANCE

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

## > INCREASING THE NUMBER OF WOMEN PEACEKEEPERS

In 2015, women made up just 4 percent of UN peacekeepers. When Charles Kenny showed that more women in peacekeeping operations is associated with more sustainable peace and dramatically lower rates of sexual misconduct by peacekeepers, he proposed a multilateral trust fund to offer supplementary payments to troop-contributing countries for each woman peacekeeper provided. In 2017, Canada responded with the Elsie Initiative, providing training, support, and financial incentives to increase the proportion of women UN peacekeepers. The United Kingdom, the Netherlands, Germany, Denmark, Australia, and Finland have since announced contributions to the initiative.



## > MAXIMIZING THE BENEFITS OF MIGRATION

Low- and middle-income countries are seeing rapid growth in their working-age populations but often these young people cannot find meaningful work, creating emigration pressure. Meanwhile, high-income countries are seeing rapid decreases in their working-age populations, leading to skill shortages that reduce productivity and investment. To address this, Michael Clemens developed the Global Skill Partnership model, a bilateral labor migration agreement between a country of origin and a country of destination. The origin country trains people in skills needed in both the origin and the destination. Some trainees opt to stay and increase human capital at home; others migrate to the destination country, which provides technology and finance for training and broader systems support, and receives migrants with the skills it needs. The model is being implemented by Belgium in North Africa in the ICT sector; Australia and New Zealand in the Pacific Islands in the hospitality sector; Germany around the world in the construction and engineering sector; and the UK in sub-Saharan Africa in the healthcare sector.

## > ADVANCE MARKET COMMITMENTS

For years, pharmaceutical companies were reluctant to develop vaccines against diseases that hit developing countries hardest. CGD's Making Markets for Vaccines working group devised a new approach to incentivize vaccine development inspired by the academic work of non-resident fellow and Nobel prize winner Michael Kremer: advance market commitments (AMCs). After an incubation period at CGD led by Ruth Levine, AMCs were endorsed by the G7 finance ministers, and five countries and the Bill & Melinda Gates Foundation committed \$1.5 billion to a pilot program for a vaccine against pneumococcal strains common in developing countries. Over a decade later, Gavi, the Vaccine Alliance launched the COVID-19 Vaccines AMC—a building block of the COVAX facility.

## > ID FOR DEVELOPMENT

Without formal identification, people can't exercise their rights or access services, yet over a billion people in developing countries lack proof of identity. Alan Gelb was among the first to take an integrated look at the frontier area of biometrics and development. He helped produce a set of principles for identification in development that UN entities, multilateral development banks, and major foundations later adopted. CGD's expertise in this area has helped to shape best practices in numerous applications of biometric identification including elections, financial inclusion, stopping child trafficking, and COVID-19 vaccine certificates.

## > CHANGING THE CONVERSATION ON CHINA'S DEVELOPMENT DEBT

Through its Belt and Road Initiative (BRI), China plans to deliver trillions in infrastructure financing to countries in Asia, Europe, and Africa. In 2018, Scott Morris, John Hurley, and Gailyn Portelance revealed that without improved standards for debt management, the BRI could leave eight countries at serious risk of debt distress. They identified actions to minimize these risks—which have since been advocated by the IMF. The report, which has been cited numerous news stories, helped spark greater scrutiny of Chinese lending.

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

**Paul Polman,**  
Former CEO, Unilever

# What's Ahead at CGD

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CGD is working to change global policies and practices, making a positive difference in the lives of people around the world.

With rigorous economic research and practical policy solutions, we're focused on the issues and institutions that are critical to global development.



## ADVISING THE G20 COVID RESPONSE

In collaboration with the European think tank Bruegel, CGD served as the technical team for the G20 High-Level Independent Panel on Financing the Global Commons for Pandemic Preparedness and Response convened in 2021. CGD board chair Lawrence Summers served as the co-chair and Masood Ahmed contributed as a panel member; Amanda Glassman led the research team for the report. The G20 Heads of State set up a task force to act on the recommendations of the report, including modalities for a financing facility “to ensure adequate and sustained financing for pandemic prevention, preparedness, and response.”

## COVID-19 GENDER AND DEVELOPMENT INITIATIVE

CGD’s COVID-19 Gender and Development Initiative works to promote gender equality and long-term prosperity in low- and middle-income countries by informing policy responses to the pandemic and future crises. In 2021, the Bill & Melinda Gates Foundation announced a five-year \$650 million commitment to furthering economic empowerment for women in the wake of COVID based on CGD’s three-pronged plan for an inclusive recovery: cash, care, and data.

**“We think about economic empowerment in terms of three priorities: cash, care, and data.”**  
Melinda French Gates echoing CGD’s recommendations.

## PARTNERSHIP FOR RESEARCH ON PROGRESS AND RESILIENCE IN EDUCATION (PREPARE)

The Partnership for Research on Progress and Resilience in Education (PREPARE) is central to CGD’s efforts to foster collaborations with research organizations in low- and middle-income countries to produce policy-relevant research. PREPARE partners in Ghana, Kenya, Malawi, Pakistan, and Senegal are focusing on the education challenges created by COVID-19 to help national policymakers best respond.

## VACCINE EQUITY

While high-income countries have vaccinated significant majorities of their populations against COVID-19, vaccination rates in most low- and middle-income countries lag far behind, leaving the world vulnerable to the possible emergence of new COVID variants. CGD’s scholars assessed how vaccines have been developed and deployed against 15 older infectious diseases and compared those efforts to the response to COVID-19 and offered practical recommendations for what global institutions like the World Bank can do to speed up vaccine distribution in low- and middle-income countries.

## CLIMATE FINANCE

To avert the worst impacts of climate change, government commitments on emissions reductions and climate finance must be ambitious. CGD research is informing climate and finance policy across several key areas, including the volume and effectiveness of climate finance; the integration of climate into macro planning; the consequences of climate for migration; and the role of wider economic policy tools on climate.

**“For me, what CGD is about is the fact that you can do research differently...You can ask those difficult questions that people refuse to ask and actually find solutions.”**  
Ngozi Okonjo-Iweala, Director-General,  
World Trade Organization; former  
Minister of Finance, Nigeria

### **> THE DEVELOPMENT LEADERS CONFERENCE**

CGD’s annual Development Leaders Conference brings together leaders from bilateral development agencies and selected multilateral development institutions in a private setting to share common challenges, solutions, and opportunities in supporting sustainable development. With past conferences in London, Beijing (in partnership with the Asian Infrastructure Investment Bank), and virtually (in partnership with the Swedish International Development Cooperation Agency), we look forward to the 2022 conference, to be co-hosted with France’s Agence Française de Développement.

### **> A NEW VISION FOR MULTILATERAL DEVELOPMENT BANKS**

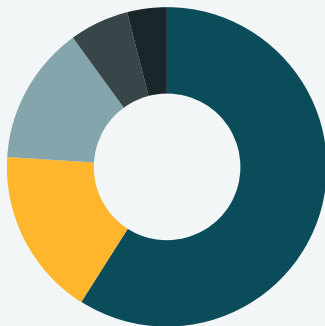
In the aftermath of the COVID-19 pandemic, multilateral development banks (MDBs) can be a critical source of financing and capacity support in developing countries, but are they adequately funded for this? How can they better leverage existing resources and act more cohesively as a system, and how can they improve their support for public and private sector investment in developing countries? CGD is exploring the institutional changes needed in the MDB system to support a resilient and sustainable recovery in line with achieving the SDGs.

### **> COMBATING ANTIMICROBIAL RESISTANCE**

The rise in antimicrobial resistance (AMR)—where “superbugs” become resistant to the medicines used to treat diseases—poses a particular threat in low- and middle-income countries. CGD is convening a working group of experts produce recommendations to improve incentives for pharmaceutical companies to develop new antimicrobials and sell their products in low- and middle-income countries, with the goals of expanding access while simultaneously reducing unnecessary use.

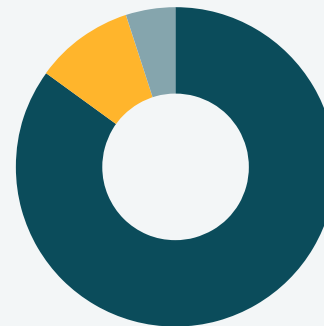
# Our Funding

Revenue (funds available for 2021)  
Total \$25,061,810



- Foundations 59%
- Governments (non-US) 17%
- Individuals/Family Foundations 14%
- Nonprofits 6%
- Corporations/Corp. Foundations 4%

Expenses  
Total \$24,935,984



- Research and Programs 85%
- Management and Administration 10%
- Fundraising 5%

## Our Funders

**\$5 million and over since CGD's founding**

- › Edward Scott
- › Development Agency of the Government of Australia
- › Bill & Melinda Gates Foundation
- › Open Philanthropy
- › Development Agencies of the Government of Norway
- › Development Agency of the Government of the United Kingdom
- › William and Flora Hewlett Foundation
- › Lakeshore Foundation
- › Development Agencies of the Government of Sweden
- › Anonymous (2)

### 2021 Funders

#### Corporations and Corporate Foundations

- › Ernst & Young
- › ExxonMobil Foundation
- › Western Union Foundation

#### Foundations

- › Bill & Melinda Gates Foundation
- › Bloomberg Philanthropies
- › Carnegie Corporation of New York
- › Centre for Effective Altruism
- › Emerson Collective via Migration Policy Institute
- › Ford Foundation
- › Founders Pledge
- › Greater Washington Community Foundation

- › IKEA Foundation
- › Open Philanthropy
- › PAX Sapiens
- › Rockefeller Foundation
- › Vitol Foundation
- › Wellcome Trust
- › Wellspring Philanthropic Fund
- › William and Flora Hewlett Foundation

#### Individuals and Family Foundations (includes gifts of \$1,000 and over)

- › Timothy D. Adams
- › Masood Ahmed
- › Munir Alam
- › Caroline Atkinson
- › Michael Behr
- › Afsaneh Mashayekhi Beschloss
- › Mary Ann Etiebet
- › Sally Faulkner
- › Louise Fox
- › Tony and Judy Fratton
- › Amanda Glassman
- › Ian Gonzalez
- › David F. Gordon
- › Brad Horwitz
- › Stephen T. Isaacs
- › Ruth Kotecha
- › John Lipsky
- › Mark Lutter
- › Robert McCarthy
- › W. Gyude Moore
- › Luis Alberto Moreno
- › Robert Mosbacher, Jr.
- › Kirsten and Karl R. Pflieger
- › Bobby J. and Alicia Pittman
- › Mark Plant
- › Thomas Powell
- › Ed Scott Jr.
- › Smita Singh
- › Karen Spencer
- › Jacob Steinhardt
- › Lawrence H. Summers

- › Cody Tapscott
- › Michele Teitelbaum
- › Victoria Van Hyning
- › Kent Walker and Diana Walsh
- › Judy Woodruff
- › Lakeshore Foundation
- › Svelter Lead Charitable Trust
- › Donors of the World Bank Community Connections Campaign
- › USAID Alumni Association
- › Anonymous (2)

#### Governments

- › Asian Development Fund
- › Australian Department of Foreign Affairs and Trade
- › Royal Danish Embassy to the United States
- › European Commission
- › German Federal Ministry for Economic Cooperation and Development
- › Global Affairs Canada
- › Inter-American Development Bank
- › International Development Research Center
- › Luxembourg Ministry of Foreign Affairs
- › Norwegian Ministry of Foreign Affairs
- › Swedish International Development Cooperation Agency
- › United Kingdom Foreign, Commonwealth and Development Office
- › World Bank Group

#### Organizations, Nonprofits, and Associations

- › Gates Policy Initiative
- › Imperial College London
- › Innovations for Poverty Action
- › International Rescue Committee
- › London School of Hygiene and Tropical Medicine
- › Malala Fund
- › NYU Center on International Cooperation
- › Schmidt Futures

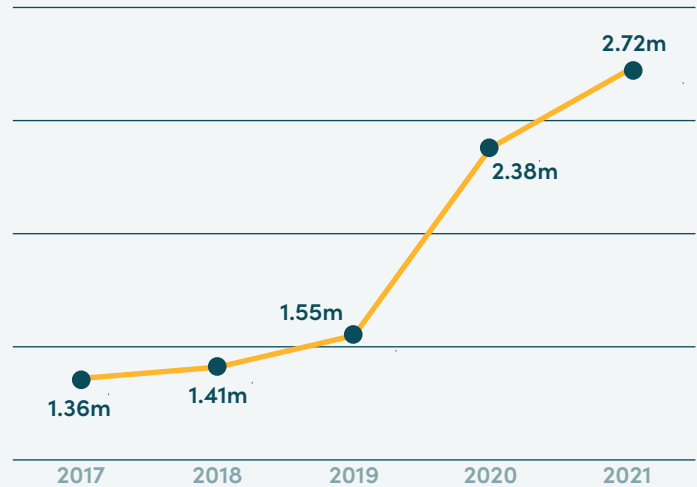
CGD was awarded its fourth consecutive 4-star rating from Charity Navigator and the highest possible ratings by Guidestar and Transparify in their most recent reviews, in recognition of our commitment to transparency and open disclosure of funding.

**"Only 21% of the charities we evaluate have received at least 4 consecutive 4-star evaluations, indicating that Center for Global Development outperforms most other charities in America. This exceptional designation from Charity Navigator sets Center for Global Development apart from its peers and demonstrates to the public its trustworthiness."**  
— Charity Navigator

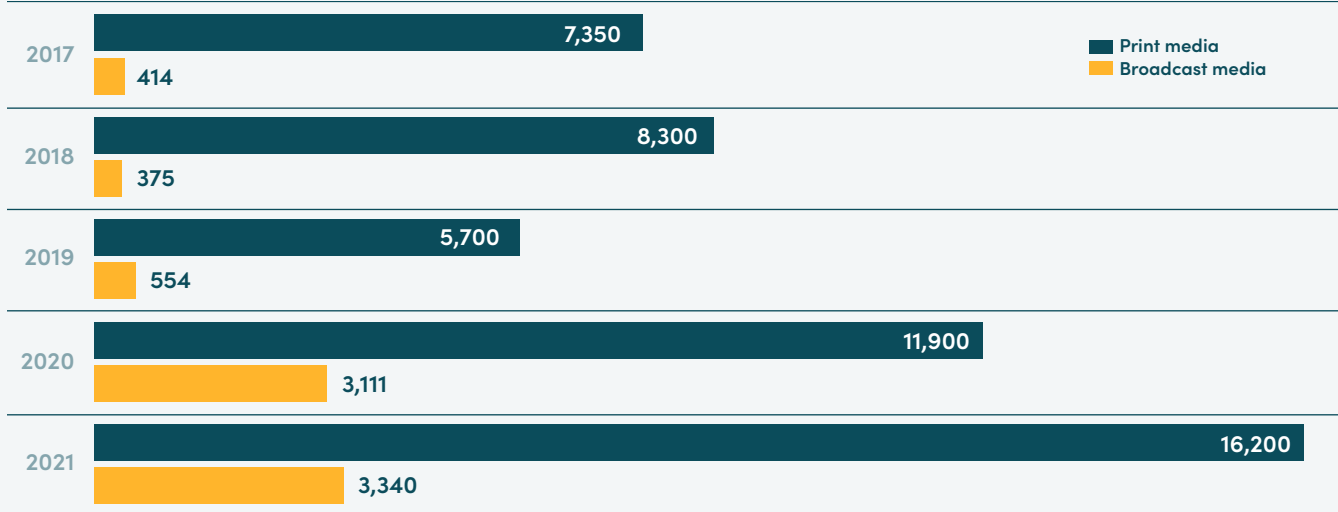
# Our Growing Reach

CGD is a trusted source for independent and timely analysis of the world's most pressing global development challenges. With our growing reach in traditional and social media, our experts are helping to shape development policy and practice around the world.

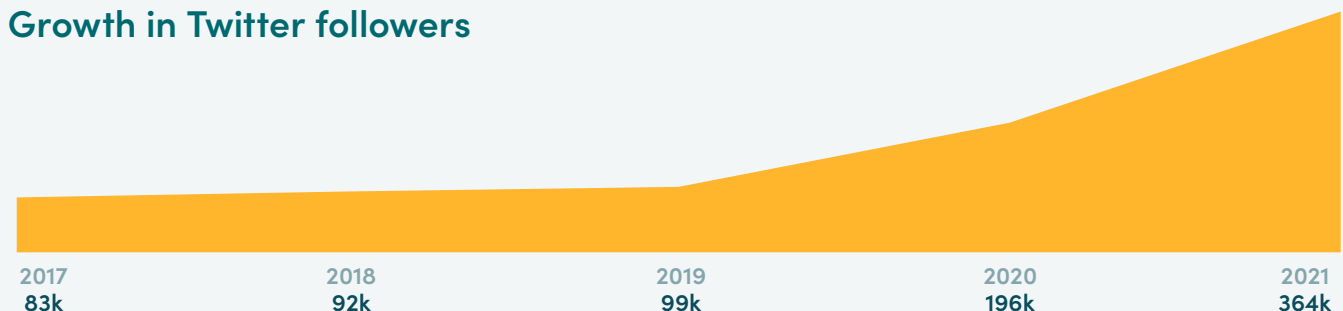
## Growth in number of web visitors



## Growth in media mentions



## Growth in Twitter followers



# In the News

Research and commentary by CGD experts feature in the world's most influential media outlets, including the *New York Times*, the *Washington Post*, the *Financial Times*, *CNN*, *The Economist*, the *Guardian*, *Reuters*, *El Pais*, and many more.

## Reuters

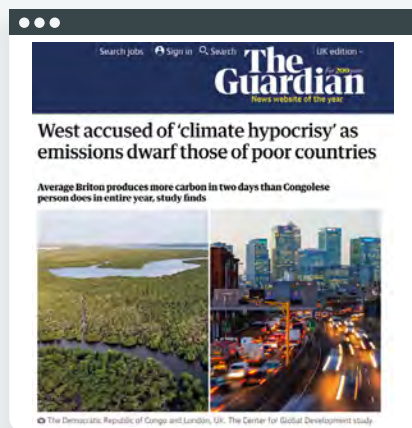
Chinese funding of sub-Saharan African infrastructure dwarfs that of West, says think tank

## The Independent

UK government accused of using Covid vaccines to cut aid budget "on the sly"

## El Pais

La vacuna que cambiará a todas las demás vacunas



## The Guardian

West accused of "climate hypocrisy" as emissions dwarf those of poor countries

## Reuters

Report shows China's growing clout at World Bank, global institutions

## Wall Street Journal

India's Covid-19 Death Toll Is Likely in the Millions, Study Finds

## CNBC

CGD's Gyude Moore on how to address youth unemployment in Africa

## New York Times

Developing countries may need their own strategies to cope with job-taking robots



## Bloomberg

China Belt-Road plan may create debt problem

## Quartz India

Stop blaming the H-1B visa for India's brain drain— it actually achieved the opposite

## Financial Times

Foreign aid fails to curb migration from developing countries

## The Economist

A new study shows emerging economies are catching up

## Huffington Post

A new report shows just how hard 2020 was on moms

# Our People

## Board of Directors

- › Lawrence H. Summers  
*Chair*
- › Edward Scott  
*Chair Emeritus*
- › Masood Ahmed
- › Amrita Ahuja
- › Timothy D. Adams  
(until April 2022)
- › Caroline Atkinson
- › Afsaneh Beschloss
- › George W. Casey, Jr.
- › Mary-Ann Etiebet
- › Debra Fine
- › Tony Fratto
- › David F. Gordon
- › Brad Horwitz
- › Stephen T. Isaacs
- › Donald Kaberuka
- › John Lipsky
- › Robert McCarthy
- › Robert Mosbacher, Jr.  
(until April 2022)
- › Luis Alberto Moreno
- › Bobby J. Pittman
- › Shubhi Rao
- › Smita Singh
- › Karen Spencer
- › Judy Woodruff
- › Kendra White  
*Board Secretary*

## Leadership

- › Masood Ahmed  
*President*
- › Amanda Glassman  
*Executive Vice President,  
CEO of CGD Europe,  
and Senior Fellow*
- › Ellen Mackenzie  
*Chief Financial Officer, Vice  
President of Administration,  
and Treasurer*
- › Mark Plant  
*Chief Operating Officer  
of CGD Europe and  
Senior Policy Fellow*
- › Reetan Patel  
*Chief Finance, Planning,  
and Operations Officer,  
CGD Europe*
- › Luke Easley  
*Vice President of HR  
and Operations*

## Experts

- › Peter Baker
- › Biniam Bedasso
- › Nancy Birdsall
- › Mayra Buvinic
- › Rachel Calleja
- › Mauricio Cárdenas\*
- › Shelby Carvalho
- › Y-Ling Chi
- › Michael Clemens
- › Erin Collinson
- › Susie Colville
- › Lee Crawford
- › Rose Croshier
- › Helen Dempster
- › Ranil Dissanayke
- › Tom Drake
- › David Evans
- › Mikaela Gavas
- › Alan Gelb
- › Thomas Ginn
- › Sanjeev Gupta
- › Javier Guzman
- › Susannah Hares
- › Anita Käppeli
- › Charles Kenny
- › Parth Khare
- › Clemence Landers
- › Nancy Lee
- › Mark Lowcock\*
- › Janeen Madan Keller
- › Stefano Manservigi\*
- › Anthony McDonnell
- › Ian Mitchell
- › W. Gyude Moore
- › Scott Morris
- › Anit Mukherjee
- › Megan O'Donnell
- › Ngozi Okonjo-Iweala\*
- › Mead Over
- › Rita Perakis
- › Michael Pisa
- › Liliana Rojas-Suarez
- › Sarah Rose
- › Jack Rossiter
- › Justin Sandefur
- › Azusa Sato
- › Daouda Sembane\*
- › Rachel Silverman
- › Arvind Subramanian\*
- › Claus Sørensen\*
- › Andrés Velasco\*
- › Prashant Yadav

\*Distinguished Non-resident Fellow





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

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



CGD Europe roundtable on innovations for results in public finance



CGD Executive Vice President and Senior Fellow Amanda Glassman with former NY Times columnist Nicholas Kristof



CGD Senior Fellow Michael Clemens with Louise Arbour, former UN Special Representative for International Migration; David McKenzie, Lead Economist, Development Research Group, World Bank; and the Honorable Ratna Omidvar, Senate of Canada and Co-Chair, World Economic Forum’s Global Future Council on Migration



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