The Center for Global Development

CGD is an independent, non-for-profit, non-partisan think tank working to reduce global poverty and inequality through rigorous research and active engagement to encourage policy change.

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

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

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

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

This report provides a window into our work by highlighting some of our main efforts in 2008. Working with great partners, we brought new attention to the importance of improving the well-being of girls and young women—and we specified how governments, businesses, and private citizens can do so. Far from remaining in a “report on the shelf,” the messages of Girls Count found their way into every venue, from the World Economic Forum to YouTube. In our work on African development issues, we conducted research on the pathways to private-sector development, made the case for greater and more strategic infrastructure investment, provided policy support to the Government of Liberia during a crucial moment in that country’s history, and held large donors to account for the effectiveness of AIDS treatment and prevention programs.

The impact of that work has been felt throughout the aid and trade policy communities and is reflected in the work of the Africa Progress Panel, chaired by Kofi Annan. In preparation for the transition in U.S. leadership, we played a key role in developing evidence-based, viable proposals to bring America’s foreign assistance programs into the modern era—work that has been welcomed by those on Capitol Hill and in the new administration. In short, 2008 was a year of increasing impact and influence for CGD, as we moved from a start-up to a “go to” institution on development policy.

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

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

Nancy Birdsall, President
Edward W. Scott Jr., Chair of the Board
“At mid-year, CGD took the steam out of an overheated global rice market, leaving more money in poor people’s pockets in Asia and Africa,” says Lawrence MacDonald, vice-president for communications and policy outreach. Rice prices had spiked fourfold since the start of the year, and poor people in many parts of the world faced extreme hardship. Yet Japanese warehouses held 1.5 million tons of imported rice, which Japan did not want but could not re-export without U.S. permission. Drawing on research by non-resident fellow Peter Timmer and visiting fellow Tom Slayton, CGD used blogs, media, congressional testimony, and other tools to quickly win Washington’s assent. With news of the approval, global rice prices fell by 25 percent in just two weeks. (Getting Japan to actually release the rice has proven more difficult.)

As the world slid into recession, CGD responded with just-in-time analysis on the quality of social safety nets for the most vulnerable, an assessment of how banking regulations resulting from a drive for stability might impede access to financial services by the poor, and an analysis of changes in aid flows in response to crisis. Much of the work was shared through blog postings, CGD’s most rapid response vehicle. CGD also began a series of CGD Financial Crisis Monitor conference calls with financial experts and policymakers around the world. Led by visiting fellow Nora Lustig and senior fellow Liliana Rojas-Suarez, the calls have been useful in tracking the impact of the rapidly unfolding crisis on developing countries, and providing constructive input regarding the responses of the international financial institutions.
The Effect of Girls Count: A Global Investment & Action Agenda

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

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

Girls Count: A Global Investment & Action Agenda shows how far girls in many developing countries have come over the past two decades—and how far we remain from a world in which girls’ human rights are acknowledged, respected, and protected and in which young women are able to realize their potential to contribute to sustained economic and social progress.

“We focused on actions that international organizations, development agencies, and the private sector can and should take now,” Levine explains. “We also estimated the price tag of specific actions to ensure that girls in developing countries facing critical transitions into adulthood are well prepared to engage in economic activity and to assume roles in marriage, motherhood, household management, and community leadership.”

The impact of the report was felt immediately, and the publication became CGD’s most downloaded in 2008. Girls Count served as the basis for a high-level session at the World Economic Forum in Davos, chaired by Jordan’s Queen Rania, at which private-sector leaders made new commitments to programs that will benefit girls. The report provided content for "The Girl Effect," a Web video that attracted a quarter of a million views and hundreds of comments on YouTube. At the Clinton Global Initiative in September, adolescent girls figured near the top of the agenda, curating across the themes of health, education, environment, and poverty. In part because of Girls Count, the growing awareness of the importance of responding to the special needs of adolescent girls is real, and visible.
Emerging Africa

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

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

Ramachandran also authored “Power and Roads for Africa: What the United States Can Do,” an essay in The White House and the World that shows how the United States can help spark investments in Africa’s infrastructure. Her book and essay are part of our new Emerging Africa program, led by senior fellow Todd Moss, who returned to CGD in 2008 after serving in the State Department as a deputy assistant secretary for Africa. Ramachandran also served as rapporteur for the Africa Progress Panel, chaired by former UN Secretary-General Kofi Annan. The panel’s report identified challenges facing the international community as it works to meet commitments made to Africa in trade, aid, climate change, and agriculture.

Acting as a high-level advisor to the Liberian president, senior fellow Steve Radelet assisted with donor coordination, helped the government design its economic strategy, and helped to forge agreements for forgiveness of Liberia’s foreign debt. His work on Liberia’s debt included preparations for a major donor meeting in Berlin in June and a meeting with foundations and philanthropists in September hosted by the Open Society Institute. By the end of the year, in part because of Radelet’s efforts, Liberia had reduced its debt by more than $1 billion. With the support of CGD chair Edward W. Scott, Jr., board member Belinda Stronach, and others, Radelet also has been working with colleagues at JSI Incorporated to fill gaps in key Liberian government agencies while fostering long-term capacity. Initiated in mid-2007, the Liberia Fellows Program sponsors young professionals to work for one year in Monrovia. In 2008, the number of Liberian Fellows on the ground grew from six to fifteen.

Africa’s biggest development challenges are central to CGD’s work. Beyond such topics as trade, labor mobility, global warming, and aid, the Center’s new research on private investment includes an emerging relationship with Liberia.
The dramatic increase in the funding for health in poor countries has brought a new challenge: spending the money well. Annual donor funding for AIDS, malaria, tuberculosis, and immunization is now $18 billion, up from $2 billion just ten years ago. CGD’s global health policy program focuses on translating this new money into longer, healthier lives.

More Health for the Money

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

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

The Center has made novel and high-impact contributions to current thinking about how to address the HIV/AIDS pandemic. Research by senior fellow Mead Over has shown how scaled-up AIDS treatment creates long-term obligations. His work on the dynamics of adherence to AIDS treatment and the costs and benefits of HIV prevention, including his 2008 paper “Prevention Failure: The Ballooning Entitlement Burden of U.S. Global AIDS Treatment Spending and What to Do About It”, place him among the leading thinkers in these key areas of aid effectiveness. Working with teams of researchers in Uganda, Mozambique, and Zambia, senior program associate Nandini Oomman also serves as director of a major program, the HIV/AIDS Monitor, which is assessing the effectiveness of major AIDS funding sources, including the U.S. President’s Emergency Plan for AIDS Relief, the Global Fund to Fight AIDS, TB and Malaria and the World Bank’s AIDS programs.

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

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

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

President Obama, Secretary of State Hillary Clinton, and U.S. Ambassador to Senegal, Linda Thomas-Greenfield, participate in a panel at the National Academy of Sciences in Washington, D.C., on April 8, 2009. The event was part of a 48-hour visit to discuss HIV/AIDS and the future of U.S. global health policy.

CGD Deputy Director for Global Health Programs Rachel Nugent and Peter Heller, former Deputy Director of Finance at the World Bank, speak on demographic factors and infrastructure as part of CGD’s lecture series, Demographics and Development in the 21st Century.

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

Entitlement Burden of U.S. Global AIDS Treatment Spending and What to Do About It” places him among the leading thinkers in these key areas of aid effectiveness. Working with teams of researchers in Uganda, Mozambique, and Zambia, senior program associate Nandini Oomman also serves as director of a major program, the HIV/AIDS Monitor, which is assessing the effectiveness of major AIDS funding sources, including the U.S. President’s Emergency Plan for AIDS Relief, the Global Fund to Fight AIDS, TB and Malaria and the World Bank’s AIDS programs.
Innovations in Aid

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

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

- **MCA Monitor**
  CGD’s MCA Monitor contributes to the policy discourse on how to improve the effectiveness of U.S. foreign assistance by tracking the progress and challenges of the Millennium Challenge Account (MCA), the most prominent innovation in U.S. development assistance. Directed by senior policy analyst Sheila Herrling, the MCA Monitor provides just-in-time analysis and advice on such issues as country selection, program implementation, and adherence to the MCA’s core principle of transparent, non-political aid allocation. Based on the Monitor’s strong reputation, Herrling was asked to lead President Obama’s transition team’s work on the Millennium Challenge Corporation.

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

- **Measuring the Quality of Aid**
  Measuring how much aid a country provides is straightforward; but how that aid is spent is crucial to its impact. That is much harder to measure. CGD president Nancy Birdsall is leading the creation of a quasi-index to rate donors on the quality of their aid. The assessment, which will be released in 2009, is meant to strengthen incentives for aid agencies to improve.

- **CGD’s work on aid combines rigorous, independent research with practical analysis and policy advice. “The goal is to help rich countries to deliver aid in ways that maximize the benefits for poor people and help to foster stable, productive societies,” says CGD senior fellow Steve Radelet. Recent highlights include the following:**
During the primaries, candidates from both parties vowed to address global poverty, disease and climate change. In the general election, Democratic and Republican party platforms committed to better, smarter development policies, and candidates Barack Obama and John McCain both addressed development concerns. Barack Obama was elected having promised to make the case to the American people that development “can be our best investment in increasing the common security of the entire world.”

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

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

CGD’s website, weekly e-newsletter, blogs, and online videos further amplified the reach of The White House and the World to development activists and organizations, to the academic and policy research community, and to the general public, including media, university students, and others interested in global development.
Board of Directors (as of December 31, 2008)

Edward W. Scott Jr., Chair*
Suan B. Levine, Vice Chair*
Bernard Aronson*
C. Fred Bergsten
Nancy Birdsall*
Jessica P. Einhorn
Timothy F. Geithner
David Gergen
Thomas R. Gibian*
Bruns Grayson*
Jose Angel Garcia-Treviño
James A. Harmon
Enrique V. Iglesias
Kavalbad Kebede

M. Peter McPherson
Paul H. O’Neill
Ngrini Okonjo-Iweala
John T. Reid*
Dani Rodrik (ex officio)
William D. Ruckelshaus
S. Jacob Scherr
Belinda Stronach
Lawrence H. Summers
Adam Wildman*

*Executive Governance Members

Honorary Members

John L. Hennessy
Sir Colin Lucas
Robert S. McNamara
Amartya K. Sen
Joseph E. Stiglitz

Advisory Group

Masaod Ahmed
Abhijit Banerjee
Pramod Basu
Jere Behrman
Thomas Carothers
Anne Case
Komal Desai
Esther Duflo
Peter Evans
Kristin Forbes

Carol Graham
J. Bryan Hehir
Simon Johnson
Anne Krueger
Card Lan caster
David Lipton
Nora Lustig
Mark Medish
Deepa Narayan
Robhini Pande

Kenneth Perrin
Dani Rodrik (Chair)
David Rothkopf
Federico Sturzenegger
Robert Wade
John Williamson
Ngaire Woods
Ernesto Zedillo

Citation: Sabot, one of former CGD Board Member Richard Sabot, shares a memory of his father in opening remarks for the 2008 Sabot Memorial Lecture.

Sabot Memorial Lecture


Richard H. “Dick” Sabot was an economist, scholar, farmer, and Internet pioneer. A founding member of CGD’s board, Dick exemplified two attributes that CGD strives for every day—hard-headedness and soft-heartedness. Dick Sabot’s son, Oliver Sabot, and Edward W. Scott, CGD’s chair of the board, delivered introductory remarks. CGD president Nancy Birdsall chaired the discussion and moderated the audience Q&A session.
Ruth Levine, vice president for programs and operations and senior fellow, is a health economist and internationally recognized expert on global health policy with more than 15 years experience designing and assessing the impact of social-sector programs in developing countries. Her leadership of CGD’s work on global health policy has included charting a series of working groups on key policy and finance constraints to the effective use of donor funding for health programs in low-income countries. She is the co-author of Girls Count: A Global Investment & Action Agenda.

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

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

Steve Radelet is a senior fellow researching issues of foreign aid, developing country debt, and trade between rich and poor countries. He leads CGD’s Modernizing U.S. Foreign Assistance and MCA Monitor initiatives. He serves as an economic advisor to Liberia’s president and minister of finance. His books include Challenging Foreign Aid: A Policymaker’s Guide to the Millennium Challenge Account and Economics of Development, a leading college textbook.
Vijaya Ramachandran is a senior fellow with expertise in private-sector development, entrepreneurship, and foreign direct investment. She manages CGD’s corporate engagement activities, helping international firms to identify ways in which they can join the fight against global poverty. She is the author of the forthcoming Africa Private Sector: What’s Wrong with the Business Environment and What to Do About It and Investing in Africa: Strategies for Private Sector Development and co-editor of Beyond Structural Adjustment. Ramachandran has written numerous articles and working papers on private-sector development in Africa.

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

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

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

David Wheeler is a senior fellow who leads CGD’s Confronting Climate Change Initiative to assess the stakes of climate change for developing countries, integrate climate change into development assistance, and use public information disclosure to reduce greenhouse gas pollution. He is the architect of the forthcoming Africa Private Sector: What’s Wrong with the Business Environment and What to Do About It and Investing in Africa: Strategies for Private Sector Development and co-editor of Beyond Structural Adjustment. Ramachandran has written numerous articles and working papers on private-sector development in Africa.

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

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

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

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

Rachel Nugent is deputy director of CGD’s Global Health Program. She leads CGD’s Demographics and Development in the 21st Century Initiative, manages the Drug Resistance & Global Health Initiative, provides economic and policy expertise to the Global Health Policy Research Network Initiative, and conducts research on other global health topics. Nugent’s publications span a range of topics, from the cost-effectiveness of communicable disease interventions to the economic impacts of trans-boundary pests and diseases.
Nandini Oommen, senior program associate, directs CGD’s HIV/AIDS Monitor and the research program that underpins it. Prior to joining CGD, she worked as a specialist in population, reproductive and women’s health, and HIV/AIDS at the World Bank. She has published widely on these issues, and her most recent publication is Seizing the Opportunity on AIDS and Health Systems.

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

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

CGD benefits from partnerships with a wide range of organizations. A few of these relationships are constricted with both partners formally committed to uphold their end of the bargain. More commonly, we are informal, yet unique, relationships that the organizations pursue 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 Award. CGD contracts with Brookings Institution Press for support in the production, promotion, and sale of CGD publications. In 2008, CGD president Nancy Birdsall served as a member of Brookings’ 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 CIFAP, and CGD president Nancy Birdsall is a founding partner. A new organization, CIFA was shaped in part by a series of meetings and dialogues held at CGD.

Foreign Policy Magazine

CGD and Foreign Policy Magazine jointly sponsor the annual Commission on Global Development Award to honor an individual or organization for 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 Moises Naim 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 grants-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 N-jsono Woods, director of the Global Economic Governance Programme, co-chair the working group.

Initiative for Global Development

Founded as the Seattle Initiative in 2005 by Bill Gates Sr., Daniel J. Evans, Bill Ruckelshaus, Bill Clapp, and John Shalikashvili—and since re-named—the Initiative for Global Development has grown to a national network of more than 300 partners, mostly current CEOs and senior executives of leading corporations. CGD and IGD regularly exchange views on rich-world policies toward Latin America. In 2008, CGD and the Initiative for Global Development jointly published a book, Fair Game: Economic Politics for Latin America’s Poor and Middle-Income Majority, a note, “Integration in the American One Idea for Plan B” by Nancy Lee, and a brief, “Poverty and Inequality in Latin America: How the U.S. Can Really Help.”

International Center for Research on Women

CGD benefits from partnerships with a wide range of organizations. A few of these relationships are constricted with both partners formally committed to uphold their end of the bargain. More commonly, we are informal, yet unique, relationships that the organizations pursue 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.

Institute of Medicine/National Academy of Sciences (IOM)

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

Inter-American Dialogue


Inter-American Dialogue


Initiative for Impact Evaluation

The International Initiative for Impact Evaluation (3ie) is a non-profit, non-governmental organization that seeks to improve the well-being and economic outcomes of the poor in developing countries. 3ie was created in 2008 by the World Bank, the Academy of Sciences for the Developing World (TWAS), the United Nations Development Programme, and the United Kingdom’s Department for International Development (DFID) to fill the gap in the evidence base on the effectiveness of development interventions.

Institute of Medicine/National Academy of Sciences (IOM)

The Institute of Medicine (IOM) and the National Academy of Sciences (NAS) are the nation’s leading nonprofit, independent, scientific body. Both the IOM and NAS are nonprofit research organizations; their authoritative, evidence-based advice promotes health, and BSP, and addresses the country’s major health concerns.

International Food Policy Research Institute (IFPRI)


Inter-American Initiative for Impact Evaluation

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

JSI Research & Training Institute, Inc.

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

Natural Resources Defense Council

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

ONE

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

Oxford Health Alliance

CGD worked 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 relationship. The Peterson Institute (then the Institute for International Economics or IIE) housed CGD for the first six months of its existence in 2001 and early 2002. As sister organizations, CGD and the Peterson Institute make joint appointments of senior staff. Peterson Institute director C. Fred Bergsten serves on the CGD board, while CGD president Nancy Birdsall is a member of the Peterson Institute board.

The Population Council

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

Population Reference Bureau

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

The Sierra Club

The Sierra Club’s More Coal Initiative uses CGD’s CARMA.org database of power plant CO2 emissions to maintain a Coal Plant Tracker that identifies and communicates about the construction of coal-fired power plants in the United States.
2008 CGD Publications

Books
The White House and the World: A Global Development Agenda for the Next U.S. President
Nancy Birdsall, editor, 8/12/2008

George Bush’s Foreign Aid: Transformation or Chaos?
Carol Lancaster, 5/16/2008

Fair Growth: Economic Policies for Latin America’s Poor and Middle-Income Majority
Nancy Birdsall, Augusto de la Torre, and Rachel Meneses, 11/17/2008

Working Papers
Rainfall Shocks, Markets, and Food Crises: Evidence from the Sahel
Jenny Aker, WP# 157, 12/12/2008

Desert Power: The Economics of Solar Thermal Electricity for Europe, North Africa, and the Middle East
David Wheeler and Kevin Ummel, WP# 156, 12/12/2008

Thought for Food: The Challenges of Coping with Soaring Food Prices
Nora Lustig, WP# 155, 11/4/2008

Does Digital Divide or Provide? The Impact of Cell Phones on Grain Markets in Niger
Jenny Aker, WP# 154, 10/27/2008

Multilateralism Beyond Doha
Asitina Mattoo and Arvind Subramanian, WP# 153, 10/9/2008

Skilled Emigration and Skill Creation: A Quasi-Experiment
Satish Chand and Michael Clemens, WP# 152, 9/30/2008

Biofuels and the Food Crisis: A Survey of the Issues
Kimberly Elliott, WP# 151, 8/11/2008

The Structural Transformation as a Pathway out of Poverty: Analytics, Empirics and Politics
Peter Timmer and Selvin Akkus, WP# 150, 7/23/2008

Why Warner–Lieberman Failed and How to Get America’s Working Families Behind the Next Cap-and-Trade Bill
David Wheeler, WP# 149, 7/17/2008

The Place Premium: Wage Differences for Identical Workers across the U.S. Border
Michael Clemens, Claudia Montenegro, and Lant Pritchett, WP# 148, 7/10/2008

Measuring Progress with Tests of Learning: Pros and Cons for “Cash on Delivery Aid” in Education
Marlaine Lockheed, WP# 147, 6/16/2008

Intellectual Property and Public Health: An Overview of the Debate with a Focus on U.S. Policy
Carsten Fink, WP# 146, 6/12/2008

Calculating CARMA: Global Estimation of CO2 Emissions from the Power Sector
David Wheeler and Kevin Ummel, WP# 145, 5/20/2008

Prevention Failure: The Ballooning Entitlement Burden of U.S. Global AIDS Treatment Spending and What to Do About It
Mead Over, WP# 144, 5/5/2008

Income Per Natural: Measuring Development as if People Mattered More than Places
Michael Clemens and Lant Pritchett, WP# 143, 3/13/2008

Currency Undervaluation and Sovereign Wealth Funds: A New Role for the World Trade Organization
Arvind Subramanian and Aaditya Mattoo, WP# 142, 2/28/2008

How Soon Can Donors Exit From Post-Conflict States?
Satish Chand and Ruth Coffman, WP# 141, 2/25/2008

Crossroads at Mmamabula: Will the World Bank Choose the Clean Energy Path?
David Wheeler, WP# 140, 2/15/2008

Beyond the ABCs: Higher Education and Developing Countries
Devesh Kapur and Meghan Crowley, WP# 139, 2/4/2008

From Violence to Voting: War and Political Participation in Uganda
Christopher Blattman, WP# 138, 1/23/2008

Through the Looking-Glass, and What OLS Found There: On Growth, Foreign Aid, and Reverse Causality
David Roodman, WP# 137, 1/7/2008

Rainfall Shocks, Markets, and Food Crises: Evidence from the Sahel
Jenny Aker, WP# 157, 12/12/2008

Desert Power: The Economics of Solar Thermal Electricity for Europe, North Africa, and the Middle East
David Wheeler and Kevin Ummel, WP# 156, 12/12/2008

Thought for Food: The Challenges of Coping with Soaring Food Prices
Nora Lustig, WP# 155, 11/4/2008

Does Digital Divide or Provide? The Impact of Cell Phones on Grain Markets in Niger
Jenny Aker, WP# 154, 10/27/2008

Multilateralism Beyond Doha
Asitina Mattoo and Arvind Subramanian, WP# 153, 10/9/2008

Skilled Emigration and Skill Creation: A Quasi-Experiment
Satish Chand and Michael Clemens, WP# 152, 9/30/2008

Biofuels and the Food Crisis: A Survey of the Issues
Kimberly Elliott, WP# 151, 8/11/2008

The Structural Transformation as a Pathway out of Poverty: Analytics, Empirics and Politics
Peter Timmer and Selvin Akkus, WP# 150, 7/23/2008

Why Warner–Lieberman Failed and How to Get America’s Working Families Behind the Next Cap-and-Trade Bill
David Wheeler, WP# 149, 7/17/2008

The Place Premium: Wage Differences for Identical Workers across the U.S. Border
Michael Clemens, Claudia Montenegro, and Lant Pritchett, WP# 148, 7/10/2008

Measuring Progress with Tests of Learning: Pros and Cons for “Cash on Delivery Aid” in Education
Marlaine Lockheed, WP# 147, 6/16/2008

Intellectual Property and Public Health: An Overview of the Debate with a Focus on U.S. Policy
Carsten Fink, WP# 146, 6/12/2008

Calculating CARMA: Global Estimation of CO2 Emissions from the Power Sector
David Wheeler and Kevin Ummel, WP# 145, 5/20/2008

Prevention Failure: The Ballooning Entitlement Burden of U.S. Global AIDS Treatment Spending and What to Do About It
Mead Over, WP# 144, 5/5/2008

Income Per Natural: Measuring Development as if People Mattered More than Places
Michael Clemens and Lant Pritchett, WP# 143, 3/13/2008

Currency Undervaluation and Sovereign Wealth Funds: A New Role for the World Trade Organization
Arvind Subramanian and Aaditya Mattoo, WP# 142, 2/28/2008

How Soon Can Donors Exit From Post-Conflict States?
Satish Chand and Ruth Coffman, WP# 141, 2/25/2008

Crossroads at Mmamabula: Will the World Bank Choose the Clean Energy Path?
David Wheeler, WP# 140, 2/15/2008

Beyond the ABCs: Higher Education and Developing Countries
Devesh Kapur and Meghan Crowley, WP# 139, 2/4/2008

From Violence to Voting: War and Political Participation in Uganda
Christopher Blattman, WP# 138, 1/23/2008

Through the Looking-Glass, and What OLS Found There: On Growth, Foreign Aid, and Reverse Causality
David Roodman, WP# 137, 1/7/2008
Essays
Toward Measuring the Impact of the World Food Program’s Purchase for Progress Initiative
Jenny Aker, 9/18/2008
Avoiding Another Food Crisis in Niger
Jenny Aker, 9/18/2008
Guatemala . . . Tethering on the Brink!
Carol Lancaster, 9/9/2008
The Right Response in Latin America to Oil and Food Price Pressures: Fight Inflation Now!
Liliana Rojas-Suárez, 8/15/2008
Integration in the Americas: One Idea for Plan B
Nancy Lee, 6/16/2008
Don’t Close the Golden Door: Our Noisy Debate on Immigration and Its Deathly Silence on Development
Michael Clemens and Santi Barzi, 5/27/2008
Power and Roads for Africa
Vijaya Ramachandran, 3/31/2008
Modernizing Foreign Assistance for the 21st Century: An Agenda for the Next U.S. President
Steve Radelet, 3/17/2008
The Good News Out of Africa: Democracy, Stability, and the Renewal of Growth and Development
Ellen Johnson Sirleaf and Steve Radelet, 2/19/2008
Learning While Doing: A 12-Step Program for Policy Change
Lawrence MacDonald and Ruth Levine, 2/19/2008

CGD Notes
What’s Behind the Recent Declines in U.S. Foreign Assistance?
Steve Radelet, 12/8/2008
“Can You Hear Me Now?” How Cell Phones are Transforming Markets in Sub-Saharan Africa
Jenny Aker, 10/27/2008
A Little Less Talk: Six Steps to Get Some Action from the Accra Agenda
Nancy Birdsall and Kate Vynnyk, 8/21/2008
Integration in the Americas: One Idea for Plan B (Note)
Nancy Lee, 6/3/2008
Unwanted Rice in Japan Can Solve the Rice Crisis—If Washington and Tokyo Act
Tom Nayyar and Peter Timmer, 5/9/2008
U.S. Assistance to Africa and the World: What Do the Numbers Say?
Steve Radelet and Santi Barzi, 2/19/2008

Briefs
The 2008 Commitment to Development Index: Components and Results
David Roodman, 12/4/2008
The Age of Turbulence and Poor Countries: The Case for MDB Help with Risk Management
Nancy Lee, Guillermo Perry, and Nancy Birdsall, 11/17/2008
The Commitment to Development Index for Africa: How Much Do the Richest Countries Help the Poorest Continent?
David Roodman, 5/12/2008
Young Democracies in the Balance: Lessons for the International Community
Ekua Kapstein and Nathan Govers, 1/17/2008

Reports
Cracking Down on Rich-World Bribe Payers
Ted Moran, 1/17/2008
Girls Count: A Global Investment & Action Agenda
Ruth Levine, et al., 1/14/2008

CGD staff, family, and friends play “State of the Union Bingo” at The Diner in Washington, D.C., tracking which global issues are mentioned as the president addresses the country.
HIV/AIDS Monitor Analysis
Seizing the Opportunity on AIDS and Health Systems
Nandini Oommen, Michael Bernstein, and Steve Radelet, 8/4/2008
New PEPFAR Data: The Numbers Behind the Stories
Nandini Oommen, Michael Bernstein, and Steve Radelet, 4/17/2008

MCA Monitor Analysis
Round Six of the MCA: Which Countries Are Most Likely to Be Selected for FY2009?
Steve Radelet and Amy Cron, 11/24/2008
Which Countries Make the FY2009 Corruption Cut?
Amy Cron and Sheila Herrling, 10/2/2008
MCA Monitor El Salvador Report from the Field
Amy Cron, 9/3/2008

White House and the World Policy Briefs
U.S. Trade Policy and Global Development
Kimberly Elliott, 11/4/2008
Tripping Over Health: U.S. Policy on Patents and Drug Access in Developing Countries
Carsten Fink and Kimberly Elliott, 11/4/2008
Why Development Matters and for Americans and What the Next President Should Do About It
Nancy Birdsall, 11/4/2008
More Growth with More Income Equality in the Americas: Can Regional Cooperation Help?
Nancy Lee, 11/4/2008
Getting the Focus Right: U.S. Leadership in the Fight against Global Corruption
Dennis de Tray and Ted Moran, 11/4/2008
Aid for Education: More Bang for the Buck
Kate Vyborny and Nancy Birdsall, 11/4/2008
Power and Roads for Africa: What the United States Can Do
Vijaya Ramachandran, 9/15/2008
Don’t Close the Golden Door: Making Immigration Policy Work for Development
Michael Clemens, 9/15/2008
Global Warming: An Opportunity for Greatness
David Wheeler, 9/15/2008
U.S. Foreign Assistance for the Twenty-first Century
Sheila Herrling and Steve Radelet, 9/15/2008
Opportunities for Presidential Leadership on AIDS: From an ‘Emergency Plan’ to a Sustainable Policy
Mead Over, 9/15/2008
Healthy Foreign Policy: Bringing Coherence to the Global Health Agenda
Ruth Levine, 9/15/2008

Data Sets
The Fate of Young Democracies
Ethan Kapstein, 12/10/2008
Net Aid Transfers Data Set (1960–2006)
David Roodman, 1/25/2008
Net Aid Transfers Data Set (1960–2006)
Erik Gartzke, 12/10/2008

Moving to New (Green) Digs!

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

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

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

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

2008 CGD Events

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

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

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

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

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

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


12.04—Maintaining Financial Stability in Latin America in the Midst of the Global Financial Meltdown Featuring the Latin American Shadow Financial Regulatory Committee (CLAAF), with participants including Liliana Rojas-Suarez, President, CLAAF, and Senior Fellow, CGD; Guillermo Calvo, Former Chief Economist, Inter-American Development Bank; Alberto Carrusquilla, Former Minister of Finance, Colombia; Pedro Carvalho de Mello, Former Commissioner of Comissão de Valores Mobiliários, Brazil; Rosque Fernandez, Former Minister of Finance, Argentina; Pablo Guidotti, Former Vice Minister of Finance, Argentina; and Emenzo Talvi, Former Chief Economist, Central Bank of Uruguay.
12.02 — Which Countries Will the Millennium Challenge Corporation Choose for Fiscal Year 2009? Featuring: Steve Radelet, Senior Fellow, CGD.
11.19 — From Poverty to Power: A Conversation with Osobon GBI Duncan Green Featuring: Duncan Green, Head of Research, Oxford Green Britain, and Vijaya Ramachandran, Senior Fellow, CGD.
11.18 — Annual Partners Council Summit Featuring: Todd Moss, Director, Emerging Africa, CGD, and Nancy Birdsell, President, CGD.
11.06 — Private CGD lunch with Sir Richard Feachem, Professor of International Health and Founding Director of the Institute for Global Health at the University of California–San Francisco and the University of California–Berkeley
10.21 — Development Effects of Biodiversity: Evidence from the Geologic Placement of Hydropower Plants in Brazil Featuring: Munir Jadid, Research, Assistant Professor of Economics, School of Management, Yale University; Vijaya Ramachandran, Senior Fellow, CGD; and Karen Macours, Assistant Professor of International Economics, SAIS.
10.14 — Climate Change, Crop Yields, and Implications for Food Supply in Africa Featuring: Debrework Zewdie, Director of the Office of Multilateral Trade Affairs, Bureau of Economic, Energy and Business Affairs, U.S. Department of State; Wolfram Schlenker, School of International and Public Affairs, Columbia University, and Michael Clemens, Research Fellow, CGD.
10.10 — Private CGD Discussion with Douglas Alexander, Secretary of State, Department for International Development, UK.
10.06 — Preparing for the Next Global Food Price Crisis Featuring: Justin Yifu Lin, Chair Econmist and Senior Vice President, World Bank; Nora Lustig, J. B. and Maurice Greenblatt Professor of Economics, University of California, Los Angeles, USAID Chief Economic Adviser, and Gustavo F. and Ann M. Swett Distinguished Service Professor Emeritus, University of Chicago.
9.27 — Career Outcomes in the Ethiopian Physician Labor Market: Evidence from a Regional Placement Lottery Featuring: John Gibson, Associate Professor of Economics, Georgetown University; Shanta Devarajan, World Bank; and Michael Clemens, Research Fellow, CGD.
9.26 — Third Annual Richard H. Sabot Lecture Featuring: Nestor Nicholas Siem, WG Patel Professor of Economics at the London School of Economics and author of the Steve Brewer, Nancy Birdsell, President, CGD; Oliver Sabot, and Edward W. Scott, Jr., Chairman of the Board, CGD.
9.25 — How Pro-Poor Is the International Recruitment of Seasonal Agricultural Labor from Developing Countries? Featuring: Debra Bacon, Associate Professor of Economics, University of California, Los Angeles, and Shanta Devarajan, World Bank.
9.24 — Managing Drought Disease in China and Russia Featuring: Arnold C. Harberger, Professor of Economics, University of California, Los Angeles, USAID Chief Economic Advisor, and Gustavo F. and Ann M. Swett Distinguished Service Professor Emeritus, University of Chicago.
8.27 — Private CGD Discussion with President Jakaya Kikwete of the United Republic of Tanzania.
7.15 — Preparing for the Food Crisis: The G8 Summit and the Upcoming WTO Ministerial Featuring: William E. Craft Jr., Director of the Office of Multilateral Trade Affairs, Bureau of Economic, Energy and Business Affairs, U.S. Department of State; Gawain Kripke, Policy Director, Oxfam America; Vijaya Ramachandran, Senior Fellow, CGD, and Kimberly Elliott, Senior Fellow, CGD.
6.27 — Is the Use of Private Public Partnerships in the Water Sectors Working? Featuring: Simon Johnson, President, CGD; and J. Stephen Morrison, Executive Director of the HIV/AIDS Task Force and Director of the Africa Program, Center for Strategic and International Studies.
6.26 — Third Annual Richard H. Sabot Lecture Featuring: Nestor Nicholas Siem, WG Patel Professor of Economics at the London School of Economics and author of the Steve Brewer, Nancy Birdsell, President, CGD; Oliver Sabot, and Edward W. Scott, Jr., Chairman of the Board, CGD.
6.25 — How Pro-Poor Is the International Recruitment of Seasonal Agricultural Labor from Developing Countries? Featuring: Debra Bacon, Associate Professor of Economics, University of California, Los Angeles, and Shanta Devarajan, World Bank.
6.24 — Managing Drought Disease in China and Russia Featuring: Arnold C. Harberger, Professor of Economics, University of California, Los Angeles, USAID Chief Economic Advisor, and Gustavo F. and Ann M. Swett Distinguished Service Professor Emeritus, University of Chicago.
6.23 — The Future of the Global Economy: The Next 20 Years Featuring: Justin Yifu Lin, Chair Econmist and Senior Vice President, World Bank; Sir Richard Feachem, Professor of International Health and Founding Director of the Institute for Global Health at the University of California–San Francisco and the University of California–Berkeley; and Michael Clemens, Assistant Professor of Economics, School of Management, Yale University; Vijaya Ramachandran, Senior Fellow, CGD; and Karen Macours, Assistant Professor of International Economics, SAIS.
6.19 — Health Reform in China: What’s the Evidence? Featuring: Ding Yifan, Director, Emerging China, CGD; and Jack. Associate Professor of Economics, Georgetown University; Shanta Devarajan, World Bank; and Michael Clemens, Research Fellow, CGD.

6.11—The Reform Challenge: What Does the IMF Need to Do to Become More Effective, Accountable, and Representative? Featuring Thomas Bernes, Director, Independent Evaluation Office, IMF; Amar Bhattacharya, Director, Intergovernmental Panel on Twenty-Four (2-24); Jo Marie Grigsby, Executive Director, New Rules for Global Finance Coalition; and Nancy Birdsell, President, CGD.

6.11—Strategic Internationalization, Institutions, and Civil Society: How Brazil Outpaced the United States When It Came to HIV/AIDS Featuring Eduardo Gomes, Assistant Professor, Department of Public Policy, Rutgers University at Camden; Vinna Gaut, Senior Economist, Development Research Group of the World Bank; and Bath Levine, Vice President, CGD.

6.10—New Day, New Way. U.S. Foreign Assistance for the 21st Century Featuring Congresswoman Howard Berman (D-CA); Congresswoman Nita Lowey (D-NY); Senator Chuck Hagel (R-NE); David Beckmann, Bread for the World; Lau Braidwood, Brookings Institution; George Ingram, Academy for Educational Development; Carol Lancaster, Visiting Fellow, CGD; and Director, Montana Center for International Studies, Georgetown University, Raymond C. Offenheiser, Oxfam America; Steve Radle, Senior Fellow, CGD; and Gayle Smith, Center for American Progress.

6.05—Private CGD dinner with David Rothkopf; author of Superpower and President and Chief Executive of Garten Rothkopf.

6.03—Global Development Matters: Foreign Assistance for the 21st Century Online Video Campaign Featuring Michael Hoffman, CEO, Six Communications; Martin Kaner, Founder/President, Green Media Toolshed; and Lawrence MacDonald, Director of Communications and Policy, CGD.

5.28—The Growth Report: Strategies for Sustained Growth and Inclusive Development Featuring Alejandro Finocchi, Commission Member and Minister of Foreign Affairs, Chile; Danny Leipziger, Commission Vice Chair and World Bank Vice President, Poverty Reduction and Economic Management; Ricardo Hausmann, Professor, Practice of Economic Development, and Director, Center for International Development; John F. Kennedy School of Government, Harvard University; Nancy Birdsell, President, CGD.

5.27—Reducing Child Mortality in Low-Income Countries: The Power of Knowledgeable Parents Featuring Peter Boosen, Founder and Executive Chair, Effective Intervention; Moad Oser, Senior Fellow, CGD; and April Harding, Visiting Fellow, CGD.

5.23—Should I Stay or Should I Go: Geographic versus Cultural Networks in Migration and (Un)employment Featuring Jitse Koolaa and Caglar Ozen, Development Economics Research Group, World Bank, and Michael Clemens, Research Fellow, CGD.

5.22—How Is Foreign Aid Spent? Evidence from a Natural Experiment MADS event featuring Erik Werker, Assistant Professor, Harvard Business School, and David Rodman, Research Fellow, CGD.

5.21—Sailing Calm in a Stormy Sea: Latin America’s Response to Global Financial Turmoil and the Food Price Crisis Featuring members of The Latin American Shadow Financial Regulatory Committee (CLAAF), including Liliana Rojas-Suarez, President, CLAAF, and Senior Fellow, CGD; Guillermo Calvo, Former Chief Economist, Inter-American Development Bank; Guillermo Chapman, Former Minister of Planning and Economic Policy, Panama; Claudia Coronado, Former Professor, Universidad Federal de Rio de Janeiro, Brazil; Rosque Fernandez, Former Minister of Finance, Argentina; Pablo Guindotti, Former Vice Minister of Finance, Argentina; Ernesto Talvi, Former Chief Economist, Central Bank of Uruguay; and Roberto Zahler, Former President, Central Bank of Chile.

5.20—Growth in Latin America. Transformation or Chaos? Featuring Carol Lancaster, Visiting Fellow, CGD, and Director, Montana Center for International Studies, School of Foreign Service, Georgetown University; Jim Kolbe, Senior Transatlantic Fellow, The German Marshall Fund of the United States; Steve Radle, Senior Fellow, CGD; and Nancy Birdsell, President, CGD.

5.16—Aid Effectiveness: How Will EU Aid Be Spent? Featuring Kossi Koffi, Director General for EuropeAid, and Dennis de Tray, Vice President for Special Initiatives, CGD.

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

5.06—USAID-DoD Cooperation and Implications for Development Featuring William Anderson, Senior Development Advisor/EUCOM, U.S. Agency for International Development; Steve Radle, Senior Fellow, CGD; Charles Konik, Acting Deputy Assistant Secretary of Defense for Partnership Strategy, U.S. Department of Defense; Linda Poten, Director, Disaster Responses, InterAction; and Connie Volletto, Senior Professional Staff Member, Office of Senator Lugar, Senate Foreign Relations Committee.

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

5.05—Open Source, Open Education and Eco-friendly: Can Sharing Improve Policy? Featuring Scott McNally, Founder and Chairman of Sun Microsystems; Ellen Miller, Co-Founder and Executive Director, Sunlight Foundation; David Witzel, Visiting Senior Program Associate, CGD; and Lawrence MacDonald, Director of Communications and Policy, CGD.

5.01—CGD breakfast with Enrique V. Iglesias, Secretary General, Inter-American Secretariats, and Board Member, CGD.
4.29—The MCC and Aid Effectiveness: Using Economic Rates of Return to Guide Development Assistance
Featuring Frank Wisner, Chief Economist, Millennium Challenge Corporation; Steve Radelet, Senior Fellow, CGD; Manuela V. Ferro, Manager, Country Economics, Operations Policy and Country Services, World Bank; Asma Latef, Director, Brookings; and Sheila Herrling, Senior Policy Analyst, CGD.

4.30—Cold War and Conflict
MADS event featuring Simon Johnson, Economic Counselor and Director of the Research Department, IMF, and Billy Jack, Associate Professor of Economics, Georgetown University.

4.31—African Economic Growth: Past Lessons and Future Prospects
Featuring Nancy Birdwhistell, President, CGD; Carol Lancaster, Visiting Fellow, CGD, and Director, Morocco Center for International Studies, School of Foreign Service, Georgetown University; Benno J. Ndulu, Governor, Central Bank of Tanzania; Chakweswa C. Soluda, Governor, Central Bank of Nigeria; Robert Bates, Eminent Professor of the Science of Government, and of African and African American Studies, Harvard University; Callista Madavo, Visiting Professor of African Studies, Georgetown University; Stephen A. O’Connell, Eugene M. Lang Research Professor, Department of Economics, Swarthmore College; and Steve Radelet, Senior Fellow, CGD.

4.32—Private CGD Roundtable on Liberia on the Move: Economic Growth, Debt Relief, and Poverty Reduction
Featuring Anna-Maria Tremonti, Executive Director of the Carter Center; and Veronique Salze Lozac’h, Director, Country Economics, Operations Policy and Country Services, World Bank.

4.33—Liberia on the Move: Economic Growth, Debt Relief, and Poverty Reduction
Featuring Antonio Llorente, Liberian Minister of Finance; Mina Nodelovvych, Managing Director, Schaffer Global Group; Robert Powell, Mission Chief for Liberia, IMF; Todd Mass, Deputy Assistant Secretary in the Bureau of African Affairs, U.S. Department of State; and Steve Radelet, Senior Fellow, CGD, and Economic Advisor, Government of Liberia.

4.34—CGD breakfast with Justin Yifu Lin, Chief Economists and Senior Vice President for Development Economics, World Bank.

4.02—Local Government Performance and Economic Reform in South and Southeast Asia
Featuring Veronique Salze Lozac’h, Regional Economic Director, The Asia Foundation, Cambodia; Eddy Malekoy, Harvard Academy Fellow, Weatherhead Center for International Affairs; Neil McCallum, Director for Economic Programs, The Asia Foundation, Jakarta; and Bruce Teitelbaum, Director, Economic Reform and Development Program, The Asia Foundation, San Francisco; and Stewart Patrick, Research Fellow, CGD.

4.02—A Challenge of Economic Statecraft
Featuring Robert Zoellick, President, World Bank, and Nancy Birdsall, President, CGD.

3.27—The African Development Bank: Recommendations for the High-Level Panel
Featuring PaulMartin, Former Prime Minister of Canada; Papa Massaly Diakite, Chief Executive Officer, Advanced Finance & Investment Group; Erin Thornton, Policy Director, ONE; and Steve Radelet, Senior Fellow, CGD.

3.28—Development Lessons from Business Strategy
Featuring William Duggan, Professor of Management, Columbia Business School; William Easterly, Professor of Economics, New York University, and Visiting Fellow, Brookings Institution; and Michael Clemens, Research Fellow, CGD.

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

2.28—Social Interactions and Household Investments and Aggregates: Evidence from Nicaragua
Featuring Renes Veklos, Human Development Network, World Bank, and Michelle Adams, Senior Research Fellow, IFPRI.

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

2.06—How the Millennium Development Goals Are Unfair to Africa
Featuring William Easterly, Professor of Economics, New York University; Danny Leipigrter, Professor, Poverty Reduction and Economic Management, World Bank; Nancy Birdsall, President, CGD, and Johannes Linz, Executive Director, Wolfensohn Center for Development, and Senior Fellow, Global Economy and Development, Brookings Institution.

2.04—Climate Change Post-Paris: Assessing the Prospects for Success
Featuring Jacob Scherer, Senior Attorney and Director, International Program, Natural Resources Defense Council; Janet Sawin, Director, Energy and Climate Change Program, Worldwatch Institute; Yingling Liu, Manager, China Program, Worldwatch Institute; and David Wheeler, Senior Fellow, CGD.

2.01—U.S. Foreign Assistance in Our National Interest
Featuring Henrietta Fore, USAID Administrator and Director of Foreign Assistance; Paul Clasman, General Counsel, Minority Staff, Senate Foreign Relations Committee; Rich Greene, Deputy Director, U.S. Foreign Assistance; U.S. State Department; Carol Lancaster, Visiting Fellow, CGD; William Easterly, Professor of Economics, New York University, and Visiting Fellow, Brookings Institution; and Reuben Michael Oomman, Senior Program Associate, CGD.

2.00—America and the Global Economy: Understanding the Current Economy and the Outlook
Featuring Nancy Lindborg, Senior Program Associate, CGD; Callista Madavo, Visiting Professor of African Studies, Georgetown University; and Nancy Lindborg, Senior Program Associate, CGD.

1.25—How to Sustain GDP Growth in Sub-Saharan Africa
Featuring Tito Elman, President, World Bank; and Neil McCullogh, Associate Professor of Economics, Georgetown University.

1.24—What’s Good for Me? Understanding the Politics of Aid and Why It Matters
Featuring Jim O’Connell, President, World Bank, and Naledi Pandor, Deputy Director in the South Africa Department at the World Bank.
1.31 — The 2007 Commitment to Development Ideas in Action Award
Featuring Patrick Alley and Simon Taylor, Founding Directors, Global Witness; Nancy Birdsall, President, CGD; and Moisés Naím, Editor-in-Chief, Foreign Policy magazine.
1.31 — Private CGD roundtable discussion with Global Witness featuring Patrick Alley and Simon Taylor, Founding Directors, Global Witness.
1.30 — Combating Corrupt Payments in Foreign Investment Concessions: Closing the Loopholes, Extending the Tools
Featuring Theodore Moran, Non-Resident Fellow, CGD, and Marcus Wallenberg Chair at the School of Foreign Service, Georgetown University; Howard Mann, Senior International Law Advisor, International Institute for Sustainable Development (IISD), Canada; Patrick van Haute, Executive Director, OECD, and former Belgian Ambassador to the OECD; Rashad Kaldany, Director, Oil, Gas, Mining and Chemicals Department, IFC/World Bank; and Dennis de Tray, Vice President for Special Initiatives, CGD.
1.30 — Girls Count: A Global Investment & Action Agenda
Featuring Kathy Calvin, Executive Vice President and Chief Operating Officer, United Nations Foundation; Margaret Greene, Director, Population and Social Transitions Team, International Center for Research on Women (ICRW); Caren Grown, Economist-in-Residence, Department of Economics, American University; Laura Laski, Coordinator, Adolescent/Youth Cluster, Reproductive Health Branch, United Nations Population Fund (UNFPA); Ruth Levine, Vice President, CGD; Joan Libby-Hawk, Public Affairs Specialist, United Nations Development Fund for Women (UNIFEM); Cynthia Lloyd, Senior Associate, Poverty, Gender, and Youth Program, and Chair, Bixby Fellowship Program, The Population Council; Lawrence MacDonald, Director of Communications and Policy, CGD; Caroline Ryan, Director of Program Services, Office of the U.S. Global AIDS Coordinator; Gaisu Yari, Afghan immigrant, currently seeking asylum from forced marriage and gender discrimination; and Feroza Yari, translator.
1.28 — 2008 CGD State of the Union Bingo — held at the Diner in Washington, D.C.
1.28 — HIV/AIDS Programs and the Private Health Sector: What’s Happening? And Why Does It Matter?
Featuring Dominic Montagu, Assistant Professor and Researcher, University of California–San Francisco, and Director, Health Systems Programs, UCSF Global Health Group; April Harding, Visiting Fellow, CGD; and Mead Over, Senior Fellow, CGD.
1.23 — Health Systems and the Emerging International Health Architecture
Featuring Julian Schweitzer, the Director of Health, Nutrition, and Population, World Bank, and Ruth Levine, Vice President, CGD.
1.22 — The Potential Market for Health Insurance in Africa
MADS event featuring Jacques van der Gaag, Distinguished Visiting Fellow, Global Economy and Development, Global Health Financing Initiative, Brookings Institution, and Fellow, Amsterdam Institute for International Development, and Kenneth Leonard, Assistant Professor of Agriculture and Natural Resource Economics, University of Maryland.
1.14 — CGD breakfast with Owen Barder, Director of Global Development Effectiveness, Department for International Development, UK.
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 Kanyoro
Andrew Ramsey
Dai Ellis
Saul Walker
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 Kanyoro
Andrew Ramsey
Dai Ellis
Saul Walker
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 Kanyoro
Andrew Ramsey
Dai Ellis
Saul Walker
Drug Resistance Working Group
The Center for Global Development Partners Council is a network of business and civic leaders who share our commitment to global prosperity and equity. The Partners Council is a non-governing membership body whose participants strengthen the Center for Global Development and its work through their financial contributions, by attracting other potential supporters, and by serving as advocates for CGD’s mission in their professional and social communities.

Chairman’s Circle
Goldman, Sachs & Co.
Magna International Inc.
Jennifer Oppenheimer
Edward Scott Jr.
Anonymous

President’s Circle
De Beers
Thomas Gibian & Christina Grady
Bruce Grayson
James Harmon
Susan Levine
Noreen S. A.
Judith Sabor
Lawrence Summers

Leadership Circle
Bloomberg LP
Chevron
Nancy Bodeiull
Japan Bank for International Cooperation
The John E. Foster Institute
Kavashum Kebde
Paul O’Neill
Pan African Capital Group, LLC.
John Reid
Sheyl Sandberg

Development Circle
David Gergen
Thomas McLarty
S. Jacob Scherr
Charles Franklin
Adam Waldman
James Wolfensohn

Champions Circle
Robert Armstrong
C. Fred Bergman
Kenneth Dam
Richard Debo
Jessica Einhorn
John Hennessee
Johannes Linn
Samuel Morley
Roberto Murphy-Meza
Deepa Narayan
Alexi Parnof
Karl Pilger
Jennifer Potter
William Ruckelshaus
S. Jacob Scherr
Susan Levine

Partners Council Members (as of December 31, 2008)

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

(as of December 31, 2008)
CGD’s successes are rooted in our ability to innovate and take risks in our operating programs while simultaneously building a strong foundation for the future. Through the generous investment of our supporters in 2008, CGD amplified the impact of its policy research and outreach in key public policy debates affecting health, education, governance, and economic outcomes in the developing world. In 2008, CGD counted many foundations and governments and a growing number of individuals among its supporters. We are grateful for their support and for our Chair’s continued generosity and guidance.

Grants and Contracts

Africa Progress Panel
Anonymous
Australian Agency for International Development (AusAID)
Banco de España
Better World Fund
Bill & Melinda Gates Foundation
Canadian International Development Agency (CIDA)
Carnegie Corporation of New York
Commonwealth Secretariat Economic Affairs Division
The Community Foundation for the National Capital Region
Connect US Fund of Tides Foundation
Conrad N. Hilton Foundation
Corporación Andina de Fomento
The David and Lucile Packard Foundation
Department for International Development (DFID)
Eli and Edythe Broad Foundation
The Federal Ministry for Economic Cooperation and Development (Germany)
Foundation Open Society Institute
The Global Alliance for Vaccines and Immunizations (GAVI)
Grousbeck Family Foundation
Inter-American Development Bank (IADB)
International Development Research Centre (IDRC)
Japan Bank for International Cooperation
The John D. and Catherine T. MacArthur Foundation
John Snow Corporation
Ministry of Foreign Affairs, Department for Development Policy (Finland)
Ministry of Foreign Affairs, Department of International Cooperation and Development (France)
Ministry of Foreign Affairs for Development Cooperation (Netherlands)
Ministry of Foreign Affairs Department of Global Development (Sweden)
Nike Foundation
Rockefeller Foundation
The Royal Danish Embassy
Royal Ministry of Foreign Affairs of the Government of Norway
Open Society Institute
Peterson International Institute of Economics
Swiss Agency for Development and Cooperation (SDC)
Tinker Foundation Inc.
United Nations Foundation
The William and Flora Hewlett Foundation
World Bank Group

Media Citations by Year

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

- 2008: 1311 citations
- 2007: 1030 citations
- 2006: 1000 citations
- 2005: 604 citations
- 2004: 351 citations
- 2003: 264 citations
- 2002: 229 citations

Integrating Climate Change into Development Assistance

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

Since publishing his CGD working paper “Crossroads at Mmamabula: Will the World Bank Choose the Clean Energy Path?” David Wheeler has established himself as an authority on financing clean technology for poor countries. His research on the bank’s new Clean Technology Fund garnered him an invitation to testify before Congress and the opportunity to counsel U.S. and World Bank policymakers on how to drive down the costs of renewable energy and incorporate carbon emissions accounting into the poverty alleviation efforts of the multilateral development banks.
## Financials

### Statement of Financial Position

**As of December 31, 2008**

<table>
<thead>
<tr>
<th>Assets</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$3,968,149</td>
<td>$10,522,282</td>
</tr>
<tr>
<td>Investments (Note 2)</td>
<td>$8,419,091</td>
<td>$7,900,690</td>
</tr>
<tr>
<td>Pledges receivable, current portion (Note 8)</td>
<td>$6,523,314</td>
<td>$16,560,000</td>
</tr>
<tr>
<td>Other assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Furniture</td>
<td>$4,031,694</td>
<td>$3,065,114</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>$217,984</td>
<td>$131,502</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>$145,915</td>
<td>$116,619</td>
</tr>
<tr>
<td>Investments (Note 2 and 9)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pledges receivable, net of current portion (Note 8)</td>
<td>$3,703,474</td>
<td>$4,675,607</td>
</tr>
<tr>
<td>Goodwill</td>
<td>$4,635,231</td>
<td>$4,391,339</td>
</tr>
<tr>
<td>Deferred rent, current portion (Note 5)</td>
<td>$4,777,612</td>
<td>$4,691,349</td>
</tr>
<tr>
<td>Deferred rent, net of current portion (Note 5)</td>
<td>$2,970,000</td>
<td>$2,970,000</td>
</tr>
<tr>
<td>Restricted Grants receivable, current portion (Note 8)</td>
<td>$1,060,345</td>
<td>$1,060,345</td>
</tr>
<tr>
<td>Restricted</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Furniture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Furniture</td>
<td>$4,031,694</td>
<td>$3,065,114</td>
</tr>
<tr>
<td>Computer equipment</td>
<td>$217,984</td>
<td>$131,502</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>$145,915</td>
<td>$116,619</td>
</tr>
<tr>
<td>Investments (Note 2 and 9)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pledges receivable, net of current portion (Note 8)</td>
<td>$3,703,474</td>
<td>$4,675,607</td>
</tr>
<tr>
<td>Goodwill</td>
<td>$4,635,231</td>
<td>$4,391,339</td>
</tr>
<tr>
<td>Deferred rent, current portion (Note 5)</td>
<td>$4,777,612</td>
<td>$4,691,349</td>
</tr>
<tr>
<td>Deferred rent, net of current portion (Note 5)</td>
<td>$2,970,000</td>
<td>$2,970,000</td>
</tr>
<tr>
<td>Restricted</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Chair, the Board of the Development Bank of the Philippines.2. Ambassador John Danilovich, CEO of the Millennium Challenge Corporation, and the Chair of the Board of the Development Bank of the Philippines.3. World Bank President Robert Zoellick with Nancy Birdsall at a CGD event.

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

<table>
<thead>
<tr>
<th>Category</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$8,489,110</td>
<td>$7,978,509</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total expenses</td>
<td>$8,489,110</td>
<td>$7,978,509</td>
</tr>
<tr>
<td>Net Assets at End of Year</td>
<td>$28,678,447</td>
<td>$28,678,447</td>
</tr>
</tbody>
</table>

In 2008, CGD successfully launched the International Initiative for Impact Evaluation, fostering an institution to promote more and better evaluations of development programs. The expenses associated with this program and its launch, resulted in the shift in our net assets from 2007 to 2008.
Independent research and practical ideas for global prosperity

www.cgdev.org