

GLOBALWA

CATALYZING COLLECTIVE IMPACT
5TH ANNUAL CONFERENCE

NOVEMBER 13TH, 2013
BELL HARBOR CONFERENCE CENTER, SEATTLE



Introduction // Catalyzing Compassion

Global Washington is in its fifth year. We have executed on our slogan to “Convene, Strengthen, Advocate” through an annual conference, workshops, lecture series, and countless engagements with our member partners and with other leaders in global development. In that time, through informal interactions as well as formal surveys, we have also learned that our partners are eager to learn more, to contribute more, and to collaborate more towards common goals: greater impact in international development and more support for development activity by organizations based in the state of Washington.

We believe that with some adaptation, the collective-impact framework is well-suited to the common interests of our member community. In particular, Global Washington is committing to serve as a backbone organization that would facilitate and support the kinds of collective impact that its members would like to have.

This year’s fifth annual Global Washington conference convened over 450 members, presenters, and interested individuals to learn about and discuss the growing role of collective impact in the global development community. The theme of the conference, Catalyzing Collective Impact, was in many ways an extension of the 2012 event; returning attendees were encouraged to continue their conversations from the previous year, and new members and guests were welcomed to a burgeoning discussion about the role of collective impact across the global development sector.

With two dynamic keynote speakers, two group discussions, fast pitch presentations, and a wide variety of concurrent panels, the 2013 conference brought a kaleidoscope of issue areas and debates into focus.

Deogratias Niyizonkiza // A Catalyst for Change

Deogratias Niyizonkiza, Founder and CEO of Village Health Works, opens the conference with the story of his amazing journey. Conference participants familiar with Tracy Kidder’s *Strength in What Remains*, a biography of Deogratias Niyizonkiza, likely knew that Burundi is a small country in east Africa, south of Rwanda, east of the DRC, and west of Tanzania. U.S. customs officials, apparently, are unfamiliar with Burundi; after a recent trip back to the US, they asked Niyizonkiza if he was really from Burma.



In a powerful, keynote speech, Niyizonkiza challenged the audience to think deeply about issues affecting not only Burundi, but in any area of the globe “where misery has become the norm.” Rwanda and Burundi, he said, are “twins by birth and atrocity;” both are the “result of what chronic misery does to a human being.” However, although Niyizonkiza discussed the twin tragedies of genocide in Rwanda and Burundi, he spoke with joy and hope about the change fostered by Village Health Works, his nonprofit founded in 2007 and operating in the community of Kigutu. Enumerating VHW’s HIV, pre-natal, nutrition, food security, and education programs (being pregnant in Burundi, he said “is almost like a death sentence”), Niyizonkiza illustrated “the promise of happiness” fulfilled by a community coming together to care for its members. Among VHW’s many success stories, Niyizonkiza shared that in 2012 alone, VHW’s health center saw 23,497 patients and provided thousands with prenatal care, HIV testing, and malnutrition treatment. By ensuring that the poor do not “bear the burden of proof” for their circumstances and instead drawing the community together, Village

Health Works provides what many of its patients need the most: knowledge, skills, and access to care.

Niyizonkiza spoke most powerfully on Village Health Works' early childhood education programs. Each program, of course, is entwined with another, so we cannot have health without education without food security, etc. Education, he said, "is almost like watering a seed," and maintaining a healthy environment for young children to learn and grow is critical to ensuring "the future of a healthy, productive, just, peaceful Burundi."

Neal Keny-Guyer // Crisis & Impact Management

Shortly after the mid-morning speed dating session, conference attendees sat down for a conversation between Neal Keny-Guyer (CEO of Mercy Corps) and Katherine Cheng (Head of Global Corporate Citizenship and Community Relations at Expedia). Both representatives began by acknowledging the destruction wrought by Typhoon Haiyan/Yolanda in the Philippines.



"I know everyone here has been following the news. What's really important now, and for people to understand is that there is going to be fog and chaos. The infrastructure is destroyed and some areas have not been reached yet," said Keny-Guyer. "The hope is to restore some of the transportation infrastructure which is critical. We are down on the ground with other organizations and this is where it really is all about collective impact," he continued, referencing the theme of this year's conference, *Catalyzing Collective Impact*. Mercy Corps, he said, functions at the intersection of collective impact and compassion. "Where national disasters, political or economic collapse, and extreme poverty collide—that's where Mercy Corps works." By building local capacity and working on the ground to assist populations with identifying a common future, Mercy Corps brings social innovation, microfinance, and humanitarian work together in a unique way.

For example, when asked about the burgeoning humanitarian crisis in Syria, Keny-Guyer stressed that educating Syrian youth is necessary to keep their generation from becoming lost.

"As tragic as the Philippines is today, there is a light at the end of the tunnel. Their society will be restored. In Syria, it is not clear what the light is and where the end might be. Syria is the most complex humanitarian crisis around the world," said Keny-Guyer. "We are at risk of losing a whole generation of young people. Not receiving education, drawing the wrong conclusions and moving to extreme positions . . . [m]y view and hope is that everyone will recognize there are no military solutions." The room erupted in applause.

Sam Daley-Harris// Raising Our Collective Voice

Sam Daley-Harris, founder of the national advocacy network RESULTS, and Carol Welch, Senior Program Officer, Global Policy and Advocacy at the Bill & Melinda Gates Foundation, gave a brief, relatively informal presentation after lunch.

After a short introduction and overview of his educational background, Daley-Harris explained the genesis of RESULTS; in 1978, in the midst of a discussion about food and nutrition at a high school, Daley-Harris asked the students if they could name their Congressional representative. Of over a thousand students, on a few raised their hands. How, he wondered, could students find their voices

with such a lack of political will? RESULTS was founded on these principles, and it currently works with a “deep structure of support” that encourages citizens, voters, and participants in our democracy to seek causes they believe in and lend their voices. This can be overwhelming; Daley-Harris noted that hopelessness and discouragement are the main causes of a lack of political will. The key, he said, is to stay passionate and pay attention to issues that push the boundaries of so-called “clicktivism.”

The chat closed with a brief quotation from George Bernard Shaw’s *Man and Superman*, “This is the true joy in life, the being used for a purpose recognized by yourself as a mighty one, the being a force of nature, instead of a selfish, feverish little clod of ailments and grievances complaining that the world will not devote itself to making you happy. I am of the opinion that my life belongs to the whole community, and it is my privilege to do for it whatever I can. I want to be thoroughly used up when I die, for the harder I work, the more I live. I rejoice in life for its own sake. Life is no brief candle to me, it is a sort of splendid torch which I’ve got a hold of for the moment, and I want to make it burn as brightly as possible before handing it on to future generations.”



Ken Berger//Organizational Impact

Ken Berger brought the current debate about charity watchdogs to Global Washington for the closing keynote. Berger, the president and CEO of Charity Navigator, described changes in his system to evaluate charities—including more emphasis on measuring the impact of charitable groups—and also addressed the controversy head on. He took a strong stance on the controversy, and had stronger words for his opponent Dan Pallotta, who Berger described as the “Pied Piper of Zero Accountability” for arguing that charities should be judged less on overhead limits, allowing them to better compete with for profits for a bigger piece of the GDP. Berger described the battle in his talk: “when it comes to the soul of the non-profit sector, we are fierce opponents.” Berger also addressed another issue facing the non-profit sector: the overwhelming domination of charitable giving by a few well-known organizations. Eighty-three percent of all funds go to 1% of all charities, he said.



Berger was forthright and honest about the potential divisiveness of his speech, and presented a number of interesting points for debate. His address was essentially divided into two sections; first, he addressed the existing problems with monitoring, evaluation, and reporting in the nonprofit sector and enumerated many of the problems that nonprofit staff face when applying for and soliciting funding. Second, Berger offered solutions to some of these issues, and emphasized that nonprofits must provide meaningful information in their reports. Meaningful information is key for

internal and external reports, and allows potential donors and foundation grantmakers to assess the value and impact of an organization they might wish to fund.

Although he (humorously) described the tension between nonprofits and evidence-based programming (essentially he argued that many charities cannot provide evidence that they’re doing good works in their communities and making meaningful change because they cannot or do not measure their outcomes), Berger offered a solution. First, he noted that nonprofits must start offering their donors and external agencies meaningful information for review. This includes financials, good organizational governance—Berger noted that “today’s results can be tomorrow’s ethical scandal,”

and cited the catastrophe with Greg Mortenson's Central Asia Institute as an example—and the ability of the organization to work at maximum capacity to provide results. Clearly, reporting, monitoring, and evaluation are not top priorities for many nonprofits; indeed, most, if not all, smaller nonprofits do not have the capacity to do any kind of internal evaluation and provide that to potential funders. In cases like this, Berger suggested that these groups cite constituent evaluations and seek area certifying bodies (if available) to provide external validation.

Berger closed by encouraging the audience to effect change in their own organizations by adapting to the new regulations, by becoming “thought leaders,” and by using their voices to educate others on these issues. “We can change the focus of the nonprofit sector,” he said, and if we at this conference take the lead, “we can overcome so much of this.” It was a fascinating and certainly controversial ending to the evening.

Jennifer Potter // Global Hero Award

The Global Hero Award was created in 2011 to recognize the efforts of those who have devoted their lives to finding solutions to the world's most pressing challenges. The award honors an outstanding leader from the state of Washington who has contributed significantly to global issues and has made a great impact in our world.

Global Washington honored Professor Roy Prosterman, founder and Chair Emeritus of Landesa, with the inaugural Global Hero Award for his lifetime of achievement on behalf of poor, rural families across the world who now have secure rights to the land they farm. In 2012, Global Washington honored Therese Caouette, Executive Director of Partners Asia with the Global Hero Award for her thirty-year commitment to working with refugees, migrants and trafficked persons in Southeast Asia—particularly along the Burmese-Thai-Cambodian borders.

This year, Global Washington is proud to announce Jennifer Potter, Former President & CEO of Initiative for Global Development (IGD), as the 2013 Global Hero! During Potter's tenure at IGD, she led IGD's evolution from an inspired idea to a dynamic organization with global reach. She continues to serve on IGD's Leadership Council, which is co-chaired by General Colin Powell and Secretary Madeleine Albright, and as an advisor to the IGD Emerging Leaders Fellowship program, which connects rising African business leaders to IGD's CEO network. During her tenure with IGD, she served as a principal of the Modernizing Foreign Assistance Network (MFAN) and as a member of the Pacific Council on International Policy and represented IGD at multiple venues, including the Clinton Global Initiative and the Aspen Institute.



Prior to leading IGD, Ms. Potter served as Executive Director of Global Partnerships, an organization that pioneered microfinance work in Central America. Her early career included service in the Peace Corps in Thailand and ownership of two urban planning and development companies. In 2011, she was honored as a local “Woman of Influence” by the Puget Sound Business Journal. Ms. Potter is a trustee of Chatham University, a principal in the Modernizing Foreign Assistance Network (MFAN), a member of the Pacific Council on International Policy, and serves on the advisory board of Global Washington.

Bill Clapp and Bill Gates, Sr. presented Ms. Potter with the award in a brief ceremony. After a quick introduction and overview of her professional achievements, Gates noted that “Bill Clapp and I watched Jennifer build a network of over 75 CEOs and business leaders whose operating presence spans the African continent,” and witnessed her success at recruiting Colin Powell, Madeline Albright, and Jim Lehrer, among others, into the organization. Clapp said of Potter’s achievements: “the kind of collective impact that Jennifer created as the leader of IGD mirrors the themes of this year’s Global Washington conference.”

In her acceptance speech, Potter highlighted the three strengths of the Initiative for Global Development: the power of business to effect social change; the power of networks; and the power of the individual. As she works with business leaders and companies to track, evaluate, and assess impact, Potter noted the “indispensable value and power of individual leadership,” as part of the “virtuous circle” of development impact. One of IGD’s hopes, she said, is that “through our collective efforts, we can all share in a world with a more even playing field.”

Concurrent Sessions // Innovation & Impact

From Coffee to Corneas: Applying Lessons from Starbucks to Restoring Sight

This TED-style talk was hosted by Tim Schottman, formerly of Starbucks and now Chief Global Officer at SightLife. Schottman wove ideas from his tenure at Starbucks into a new plan for SightLife; he started by developing an idea presented by a colleague at SightLife: creating 900 eye banks across the world. These resources would be developed and scalable, so that each bank is self-sustaining and can provide for cornea surgeries to local and international populations. Essentially, Schottman developed a franchise model for eye banks. In addition to providing donations and services, SightLife trains technical staff and medical professionals in leadership, strategic planning, and sustainable program development. He cited programs in India and Ethiopia as models of SightLife’s success in spite of significant health and safety issues.

Community Organizing as the Foundation of Development: Perspectives from the Field

Therese Caouette, Treasure Shine, and Kaung Nyunt from Partners Asia urged the audience to learn from mistakes, talk to colleagues, and think through how we can “fail forward.” Caouette, Executive Director of Partners Asia, talked through five policies that have been successful for Partners Asia’s work in Burma/Myanmar in small communities: start with issues that local groups have identified as important, and provide them with small grants; provide *local* technical support; facilitate linkages and exchanges with others doing similar work in the same region and across borders; mentor and provide backup in order to foster confidence; and develop networks for structural change.

Shine, Head of Program Management, added that for work to be successful, communities must organize and use their social power to create sustainability that an outsider is unable to create. Specifically, Shine focused on programs that provide education and resources to trafficked groups from central Myanmar. Nyunt, Head of Training and Collaboration, emphasized that organizations need to follow-up and provide encouragement on the ground over time.

The speakers left the audience with three pieces of advice for sustainable programs: First, outside groups must learn to let go of control. Let colleagues in the field and in communities lead and find ways to shift local decision-making to them. Second, they should provide flexible funding. Finally, external groups should explore new tools. As technology changes and grows, we need new models of development in order to keep pace.

Breaking Down Silos: What the Last Cases of Polio in India and Efforts to Save the Maasai Mara Can Tell Us about Global Development

Jennifer Duncan and Michael Lufkin, Africa Program Director and Land Tenure expert, respectively, at Landesa focused their conversation on the importance of land rights and environmental protection in global development policy. Duncan and Lufkin detailed the ways that polio has persisted in India despite an effective vaccine; typically children who receive the vaccine but contract polio are extremely malnourished, so the vaccine is rendered ineffective. These polio cases almost always occur in remote locations, in populations who have minimal access to sanitation and hygiene. Additionally, polio occurs among landless populations who are often transient: constantly looking for work, food, and shelter; they rarely have consistent access to schools and health care. Preventing further polio outbreaks requires a broad-based approach, combining health, nutrition, and land rights.

Duncan and Lufkin highlighted the environmental importance of land rights and sustainable development using the Maasai Mara Wildlife Reserve and the Mau Forest, which contains the largest of Kenya's water towers and provides potable water for millions of Kenyans. Over the last 20 years, the forest has lost 100,000 hectares, which has triggered drought, conflict, and economic despair. As local rivers dry and drought continues, the Maasai Mara's surrounding communities suffer decreased agricultural yields—they are expected to be halved by 2020—and food insecurity has sparked disputes over land, water, and other resources.

Both Lufkin and Duncan acknowledged that these challenges cannot be solved only by granting land rights; rather, it requires broad cooperation and collaboration.

Universal Lessons from Afghan Women

Peggy Kelsey, founder of Afghan Women's Project and professional photographer, described her goal as a photographer to achieve a wider, more complete picture of women in Afghan by creating a photo exhibit accompanied by biographies and interviews. In addition to these photographs, she enumerated several things she learned from working with women in Afghanistan. Among these, she discovered in the wake of U.S. occupation in Afghanistan that outsiders seeking to help Afghan women must address issues in culturally-sensitive ways, reserving judgment or imposition of Western ideals. Educating women, for example, within the context of Islam, means that women can be employed and are consequently more respected and powerful in their own homes.

Kelsey encouraged outsiders providing aid to Afghan women to move away from short-term thinking and ask women directly. Solutions must come from individuals and their communities.

Concurrent Panels // Communities of Practice

Fair Play: Washington Sports & Global Development

Representatives from Seattle's four prominent professional sports teams came together to discuss the role of sports and athletes in community development initiatives in the Pacific Northwest. Rebecca Hale (Director of Public Information for the Seattle Mariners), Karen Bryant (CEO, Seattle Storm), Bill Predmore (Owner, Seattle Reign FC), Kelly Creedon (Managing Director, A Better Seattle & Community Initiatives, Seattle Seahawks), and Taylor Graham (Director of Business Operations, Seattle Sounders) all spoke passionately about their respective organizations' efforts to engage in the community and to work toward making a difference for youth in Puget Sound.

This was a particularly unique panel in that none of these organizations work in international development, but each team recruits prospective players, athletes, and fans from across the world. Soccer in particular is a globally popular game; both the Sounders and the Reign are working to build international fan communities around the game and the local team.

Through fundraising, community partnerships, and encouragement for local young athletes, each of these teams are working to make a difference locally and globally.

Don't Trust Anyone Over 30

"Don't trust anyone over 30" – a quotation from the Free Speech Movement of the 1960's that highlighted mistrust between generations – may have a place in the current environment with mistrust between Millennials and Baby Boomers. This panel, composed of Justin Ith, founder and director of Innovii; Jack Knellinger, director of social innovation at VenturScale; and Cole Hoover, director of Global Brigades Institutes; and moderated by Yvonne Thomas of Microsoft, put a more positive spin on the relationships between generations. Each panelist related his personal experience, and offered solutions to existing and potential inter-generational challenges. Some panelists focused on avoiding tokenizing young people on institutional boards, while others noted that young people are often stereotyped. "I know more than social media," said one panelist.

Harnessing the strengths of each generation results in more risk, more responsibility, and a better, more effective work environment.

The Other Washington: Working With Our Congressional Delegation

Moderator Jonathan Scanlon (Oxfam America), and panelists Sarah Crumb, State Director for Senator Maria Cantwell; Olivia Robinson, District Director for Congressman Jim McDermott; Linh Thai, Community Liaison for Congressman Adam Smith; and Roel van der Lugt, District director for Congressman Denny Heck convened to discuss the role of Washington State's Congressional Representatives and Senators in development policy. Washington State is home to a significant number of internationally-based jobs and corporations; its congressional delegation plays a central role in U.S. foreign policy and aid, global development efforts, international trade, global finance, and national security.

Global Washington encourages its members to meet with and communicate issues to their representatives via email, phone calls, and in-person meetings.

We F\$&#ed Up!

The title says it all! Each panelist recounted their miscalculations, errors, and other unintended consequences accumulated over years of development and innovation work. Panelists Cliff Schmidt of Literacy Bridge; Laura McLaughlin from Cascade Designs; Erin Larsen-Cooper representing VillageReach; and moderator Steve Schwartz from Upaya Social Ventures gave brief examples of failed projects and ideas and (perhaps more importantly) lessons taken from these mistakes. Larsen-Cooper described one of her organization's failures in working to reform pre-natal and maternal healthcare clinics in Malawi. To circumvent long waiting lines at clinics, the organization instead scheduled individual appointments. However, this system had unforeseen consequences; nurses preferred to see their patients in the morning (regardless of appointment time), patients did not seem to think waiting in line was a major deterrent to receiving care, and the clinic itself cited a lack of resources as a bigger issue. Ultimately, both the patients and the providers disregarded the appointment schedule and the reform project was canceled after 6 months.

Larsen-Cooper's "takeaway" message was to never attempt to solve a small problem without looking at the big picture. To overcome such failures, the panel advised the audience to keep lessons from previous projects in mind going forward, and to think through successful, sustainable projects with an eye toward past mistakes.

Pathways to Leadership: Social Sector CEO Trends

Panelists Ed Rogan (Vice President of Waldron), Melissa Merritt (Vice President of Executive Search Practice at Waldron), and Mary Kay Gugerty (Associate Professor at the Daniel J. Evans School of Public Affairs, University of Washington) spoke about the results of their joint (Evans-Waldron) survey of CEOs of

nonprofits across the United States—65 individuals in total. The group's intention was to track the career trajectories of these executives and their "migration" from private to public sector work; results were summarized as follows: 55% of those surveyed previously worked in the social sector, 11% came from public sector jobs, and 34% moved from private sector work to work with nonprofits and foundations. Based on this data, the panelists suggested that nonprofit boards draw heavily on social and private sector experience when choosing a qualified individual to run a nonprofit or foundation. Dr. Gugerty attributes this to the private sector's increased social impact work and increased accountability structures in the social sector.

The lines between the two, she said, are increasingly blurry, and organizations across all disciplines and sectors are seeking executives with broad communication, collaboration, and analytical skills.

Closing Points & The Road Ahead

Conversations at Global Washington over the last five years have demonstrated that Washington-area global development organizations are hungry to collaborate. In 2012 & 2013, Global Washington made efforts to understand exactly how those collaborations might ensue through focus groups and informal discussions with member organizations.

This year's conference continued last year's discussion and developed the theme and conversation even further. Through panel discussions, fast pitch presentations, and keynote addresses, attendees shared their skills and expertise and incorporated new ways of thinking into their organizations. The conference truly catalyzed the growth of collective impact, not only for individuals seeking to network and make connections, but also for organizations searching for partnerships and allies in their work.

In the months and years ahead, Global Washington will continue its efforts to bring individuals and groups together, foster connections, and encourage its members to work together towards a common goal. This year's conference was the catalyst for collective impact; next year will see its emergence as a standard for development.

Press Coverage

Media Coverage:

- Humanosphere: [Mercy Corps CEO says focus on emergencies neglects chronic diseases](#)
- Seattle Times: [Smaller nonprofits tout worth despite lack of influential review](#)
- Seattle Times: [Deo Niyizonkiza brings health to Burundi, finds help and help](#)
- Crosscut: [The Burundian Paul Farmer is Seattle's Lat Global Hero](#)
- Bill & Melinda Gates Foundation, Impatient Optimist:
<http://www.impatientoptimists.org/Posts/2013/11/Global-Mission-Local-Roots>

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