GLOBALWA

7th Annual Conference

Summary Report

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DISRUPTIVE DEVELOPMENT

"HOW IN THE NEXT **15 YEARS** DO WE **CREATE** THE **WORLD** WE WANT TO LEAVE OUR **CHILDREN**?"

Driving an innovative agenda for global development

The 7th Annual Global Washington Conference brought together 400+ members of the global development community including a diverse array of subject matter experts, experienced practitioners, recognized academics and leaders in the nonprofit and private sectors to exchange ideas, delve into the nuances of best practices and explore how we define social entrepreneurship, measure success and truly move the needle forward on the global development agenda.

HALFWAY THERE. **FINISH THE JOB**.

Sustainability. Disruptive leadership. Social entrepreneurs. Impact investing. Resilience. Innovation. This is the vernacular of global development in Seattle today and the main threads that guided interactive panel discussions and breakout sessions as we seek to map and meet current and future challenges. As we transition to the Sustainable Development Goals (SDGs)—17 goals with 169 targets—we have an agenda that recognizes the complexity of global development challenges and their interconnectedness. While we need to be cognizant of our achievement to date, how will we remain nimble, responsive and effective?

"In the last 15 years, more people in more countries have been lifted out of poverty than at any time in history," said **Mark Suzman, President, Global Policy, Advocacy and Country Programs, Bill & Melinda Gates Foundation.** He launched the meeting with an open and insightful presentation on the theme of *Sustainable Development Goals and the global landscape*.

Citing specific progress as a result of the Millennium Development Goals (MDGs), such as halving maternal mortality, TB and HIV/AIDS, Suzman noted that they have been sadly under reported. "We need to tell the incredible story of what has been achieved," he remarked.

The MDGs, Suzman explained, were an abstract statement imposed on the world by the UN. If the MDGs led to extreme poverty being halved, in spite of their theoretical language, the SDGs should lead to amazing accomplishments in

> "WE NEED TO **TELL** THE INCREDIBLE **STORY** OF WHAT HAS BEEN **ACHIEVED**."

development. Now that we've come halfway, he urged, it's critical to keep moving toward accomplishing our goals.

Suzman also pointed out that the SDGs address climate change for the first time. "Climate change needs be tackled directly because you cannot attack poverty without paying attention to how you adapt to climate change. Poor countries that are disproportionately suffering the effects of climate change need better tools to deal with the impact."

Suzman emphasized the need to stay focused on finishing the job of the first set of goals. "Goal setting drives results," he said, adding, "We can be the first generation to end extreme global poverty." On this note, Suzman ignited the day's discussions with a positive and inspirational start.

NAVIGATING THE **CURRENTS** OF **GLOBAL EVENTS**

Bolstered by Suzman's reminder that true progress is underway, a panel discussion moderated by **Liz Jones, Reporter, KUOW** set out to explore the theme *Current global events shaping our world.* The conversation brought together collective expertise and perspective from **Javier Alvarez, Director, Strategic Response and Global Emergencies, Mercy Corps**; **Jonathan Papoulidis, Executive Advisor on Fragile States, International Programs Group, World Vision**; and **Lauren Woodman, CEO, NetHope.**

Jones opened the panel with a thought-provoking question: "What is one news issue that is keeping you up at night?" The civil war in Syria and the resulting humanitarian crisis was the key issue that troubled each of the panelists.

Woodman highlighted the role of technology in the Syrian refugee crisis. "About 30 percent of refugees arrive with mobile phones and the first question they ask is 'Where am I?' The second question is 'Do you have Wi-Fi?'" Technology is critical, she stated, and this "is true not only on the responder side, but also for the people who are affected."

The context of fragile states, which are defined as those where the social contract between the government and citizens is broken, is often overlooked, Papoulidis noted.

Yet it is a critical consideration. The Organization for Economic Cooperation and Development (OECD) lists 50 fragile states worldwide, from Afghanistan to Zimbabwe, which will be home to two-

thirds of the world's poor by 2030 and is currently home to 80 percent of the world's conflicts. Because they have a central place in global development and crisis response, "we need to understand the underlying causes of this fragility and work to blend government and community to rebuild the social contract," he said.

Looking at the past and preparing for future crises, Woodman noted preplanning was missing in the emergency response playbook. "We still pay no attention to preparedness. No one funds it and very little is done to invest in it," she said. "The shortfall in funding and proper planning creates new crises."

> "**FRAGILE STATES** ARE THE **LENS** THROUGH WHICH WE MUST CONSIDER HOW TO **ACHIEVE** THE SDGs."

Alvarez agreed with Woodman, stating, "We've come a long way. But there is still a lack of funding and preparation. There were warning signs about what would happen with Syria, but no one did enough." Alvarez also stressed the operational context, warning, "When you fail to use local knowledge, especially when it comes to technology, it wastes time and time is of the essence."

Panelists brought to light the unfortunate reality for those working on the Syrian crisis—the nature of a disaster shapes the scale of donor funding and individual support. Papoulidis remarked that private

donations are high when a natural disaster such as the 2010 Haiti earthquake strikes, but donations wane significantly for a crisis such as that in Syria, an enduring civil conflict. "How do we change donor thinking and response?" Papoulidis asked.

GUARDING AGAINST **SILOS**

Diverse factors and nuanced insights emerged in a session that explored the *Implementation of the Sustainable Development Goals*. Moderator **Annabelle Burgett, Associate Program Officer, DPAF, Bill & Melinda Gates Foundation**, opened the discussion with a question of universal concern.

"What does an interlinked agenda look like on the ground, and how can we guard against the real risk of operating in silos when we deliver and implement the specifics of these agendas?"

Ensuring that women—who are often highly impacted—are included in the global conversation addressing food security, climate change and other issues is paramount stated **Rajasvini Bhansali, Executive Director, International Development Exchange (IDEX).** "Even if we do a better job including these voices, the question remains as to whether implementation will incorporate them."

Zeroing in on the eradication of a single disease—malaria, which kills more people than war or famine—offered a case study of how we might marry innovation with programming to succeed in the SDG framework. First, there is good news to consider, said **Martin Edlund, CEO, Malaria No More.** Malaria efforts have resulted in a 60 percent reduction since 2000, and the SDG framework has mapped the road ahead for strategic planning.

"We are making use of advances in data, new tools like genetically modified mosquitoes and new financing," he said. To meet ambitious goals, he added, would require over $110 billion over the next 20 years. "And, we expect a 10:1 return on that investment."

Where do other opportunities exist?

Gregory Adams, Director of Aid Effectiveness, Oxfam America cited "vanguard countries," where success is driven by the contract that exists between an effective government and active citizens. "Aid can backfill the gaps of governments and save lives in humanitarian emergencies, but we have to do more to challenge governments to step up and take ownership of SDGs in-country," Adams said.

> "WE HAVE TO DO MORE TO **CHALLENGE GOVERNMENTS** TO STEP UP AND TAKE OWNERSHIP OF SDGs **IN-COUNTRY**."

LOOKING BACK TO MOVE AHEAD

The sharpest spear, a new status quo and the secret sauce for systemic social change

The 2015 conference drew on numerous teaching moments identified in the 2014 meeting: system design mistakes and service delivery failure, the need to "pay attention" to the economic impacts of the Ebola outbreak, the intersection of climate and food security, and the critical importance of understanding communities

and their cultural realities. This year, we returned to previous conversations: lessons learned and failing forward, grantmaking as the fuel that propels our work, and the profound impact of social entrepreneurship.

Failure shows us the way toward success. Yet margins are thin in the nonprofit model, stunting risk-taking and the tremendous reward that it can bring. Today we are benefitting from a culture that leans toward acceptance of our mistakes noted **George Durham, Principal, Linksbridge, SPC**, who moderated *Failing forward: How emergency responders are learning from the past and preparing for the future.*

The last five years have ushered in a sea change in how we can assist those who are impacted by a disaster, to facilitate operations of first responders on the ground, to prepare for emergencies and to channel the goodwill that flows from people across the globe.

Disasters are impossible to script, so preparedness is essential. "In an emergency, we can't afford to fail," said **Frank Schott, Managing Director, Global Programs, NetHope**. "It is critical to test technology outside the spotlight of an emergency." Schott cited the implementation of newly developed informatics as an example. You can't have software without the expertise. You need both.

"Haiti made clear that there was a need to develop a robust discipline of listening around our mission," said **Wendy Harman, Director, Information Management and Situational Awareness, American Red Cross.** A disaster that hit so close to home impacting Haitians in Port-au-Prince and

sending shockwaves among their relatives abroad, led to an overwhelming tide of text messages and Tweets appealing for help.

"We realized that we could use technology and that listening could be the most disruptive thing you can do in a disaster response." Harmon pointed to social listening, drawing from the engagement of digital volunteers, as a solution to address the "crushing abundance"—donations and the desire to help—that comes from the general public in the immediate wake of a disaster. In short, it's about helping people and helping people who want to help, act.

> "**LISTENING** CAN BE THE MOST **DISRUPTIVE** THING YOU CAN DO IN A **DISASTER RESPONSE**."

Anne Peterson, Senior Vice President of Global Programs, AmeriCares touched on the role of emergency response to foundations for longer term development success, and the obstacles involved. "We all want to spend more time on preparedness, but donor funding is 60:1 for relief versus preparedness."

In addition, experience has shown us that to succeed in disaster risk reduction, donors must revisit funding cycles that last six months to a year. One solution Peterson proposed to show the impact of such projects: "Look to corporate partners who have more orientation for capacity building."

INNOVATIVE FUNDING

Where the rubber meets the road

It's a brave new grantmaking world that pits traditional grants against impact investing, established players against start-ups. The trend is moving away from requests for proposals (RFPs) and toward efforts to grow networks, discover synergies and access resources.

Venture philanthropy, incubators, social enterprise and metrics based on confidence rather than just outcomes are quickly becoming the new standard.

"I've seen that when brave innovation takes a leap, other investment activity follows," stated **Neal Myrick, CSR Director, Tableau Software/Tableau Foundation** in an exploration of *Disruptive grantmaking* moderated by **Jamie Van Horne, Consultant, Camber Collective**.

The conversation put a new lens on the grantmaking process, challenging traditional models and advancing truly innovative approaches for 2015 and beyond. The SDGs will reshape how programs are designed and integrated, and in turn, donors must reevaluate and re-engineer their processes suggested **Kenneth W. Turner, Program Officer, The Lemelson Foundation**.

"The real power is funding the ecosystem, to be the accelerator funder of hundreds of entrepreneurs. We see our funding as being catalytic in that way," said Turner.

Michele Frix, Director of Programs, Seattle International Foundation explained how a small foundation can maximize the impact of its grants. "The

sharpest spear is really about investing in individuals," she said. "By connecting and exposing individuals—to USAID, the State Department, etc.—we hope that we can make disruption a bit more status quo and not novel or risky."

For a large institution, while the amounts may differ, the destination is the same, explained **David Kim, Program Officer, Financial Services for the Poor, Bill & Melinda Gates Foundation**.

"That's why we look so excitedly at social entrepreneurs because they can rethink social systems and economics, and they don't report to a board and can take more risks. They can reimagine unmet needs."

> "THE **SHARPEST SPEAR** IS REALLY ABOUT **INVESTING** IN **INDIVIDUALS**."

THE **SECRET** SAUCE FOR **SYSTEMIC** SOCIAL **CHANGE**

Pushing forward a paradigm shift in global development raises a number of fundamental questions. How do we jumpstart important conversations addressing complex cultural traditions?

What are the mechanisms we can put in place that will drive systemic sustainable change?

For inspiring insights, **Sally Osberg, President and CEO, Skoll Foundation** led a thought-provoking keynote discussion centered on social entrepreneurship.

"As we face the dawn of the SDGs, many social entrepreneurs have been included in the creation of these goals," Osberg said, speaking with moderator **Maura O'Neill, Former Chief Innovation Officer at USAID, Entrepreneur and Instructor**. Social entrepreneurs are all but lionized, yet how do we define social entrepreneurship?

The concept remains a nascent one and it conjures a heady mix of irresistible characteristics. They are risk-takers, ambitious, working in solidarity with those they serve, and they are not content with incremental change. While there are hints at a "secret sauce," Osberg stated that, "the hallmark of effective social entrepreneurship is figuring out mechanisms that will create widespread systemic change."

"The opportunity is in looking at what social entrepreneurs have proven and how that can be utilized by the players who are going to make or break the SDGs." She warned the bar is high, there will be risks, and patience is essential to allow the long game to play out. The reward is a work in progress.

"Social entrepreneurs are uncommon heroes, working for the common good. We want to align social entrepreneurs with the world's most pressing problems."

TRULY **DISRUPTIVE** DEVELOPMENT

Ensuring the whole is greater than the sum of the parts

Disruptive innovation and new technology are heady buzzwords in development circles. But what does this truly mean in practice, especially when operating in a context without basic infrastructure? How

can we best utilize new technology? In *Disruptive technology: Advancing social change through technology*, moderator **Akhtar Badshah, Chief Catalyst, Catalytic Innovators Group** put a fine focus on how to harness the potential of technology and innovation.

> "**SOCIAL ENTREPRENEURS** ARE **UNCOMMON HEROES**, WORKING FOR THE COMMON GOOD."

Panelists **David Edelstein, Interim President and CEO, Grameen Foundation**; **Beth Kolko, CEO, Shift Labs**; **and Maurizio Vecchione, Senior Vice President, Global Good and Research, Intellectual Ventures** agreed that incorporating user input and localization factors into the innovation process is paramount. "To accomplish the SDGs, the private sector will need to be involved," said Vecchione.

The challenge is to converge social responsibility in the private sector with the hard core realities faced by people who are living in poverty but will be tomorrow's customers. "The key is to use philanthropic money to get to the next 2.5 billion customers, and to accomplish this, companies need to see this as a strategic need," he said.

Citing her own company's medical device as an example of disruptive technology that can be taken to scale, Kolko explained that a focus on lowering healthcare costs and making healthcare more affordable led to the development of a device that is

simple and easy to use by lower skilled healthcare workers in developing countries. "We discovered by accident that this is appealing across the board and we have had a lot of interest from the U.S. and Europe," she said. "That's how you hit scale."

Layering technology and human networks is essential when delivering health and information, stated Edelstein. "We developed a platform that connects 10 million community healthcare workers in India to help information flow and help them make better decisions."

"National boundaries are not interesting when you think about impact and scale," stated Kolko, effectively summing up the approach adopted by Global Good and Grameen Foundation in developing innovative technologies.

"We focus on people in rural settings who co-create with the local people, looking at health, agriculture and financial services and the intersection of the three," said Edelstein, noting the Chief Technology Officer based in Seattle works with coding teams in Uganda, Kenya and elsewhere.

"About half of the projects are delivered by startups in places like Nairobi," said Vecchione. "This is when you can be more catalytic because you are starting to create an entrepreneurship culture. If you do this right, these are all global products," he said.

PUSHING PAST THE PARADOX OF DATA

"There is a paradox in the health sector where decision-makers lack access to the data they need to make good decisions, while at the same time, health workers are drowning in data," commented **Emily Bancroft, Vice President, VillageReach** in *Do good data* moderated by **Neal Myrick, CSR Director, Tableau Software/Tableau Foundation.**

The panel explored how we can change lives, not just by crunching numbers, but by understanding impact potential if we mine the critical information they contain.

Panelists agreed that data brings key challenges and it is important to know when not to use data, and to resist the temptation to use it simply because it's available.

> "**NATIONAL BOUNDARIES** ARE NOT INTERESTING WHEN YOU THINK ABOUT **IMPACT AND SCALE**."

The conversation turned to the eradication of malaria, a global health challenge PATH has aggressively tackled in a number of countries. With the help of Tableau Software, PATH can now create charts and dashboards that simplify their reports significantly.

Jeff Bernson, Director, M&E, PATH suggested this was proof that data collection—even large quantities—can be carried out while managing quality and timeliness.

"To change the culture around data, you must create a learning environment where it's safe to look at dirty data in the spirit of improvement," explained Bernson. Even smaller nonprofit organizations, added

Matt Harman, Director of Communications, World Justice Project, can truly use data effectively, thereby breaking the myth that big data is only for big organizations. He agreed that data has many audiences, beyond the donor.

"Once we shifted our thinking about the multiple audiences who might use our data, we started to receive more interest from journalists around the world than ever before," explained Harman.

SYSTEMIC VS. **COSMETIC CHANGE**

The need for a wider view of equality

Recent events charged by racism and prejudice in the United States provided context for the discussion in *Inequity at home and abroad* led by moderator **Britt Yamamoto, Executive Director, iLEAP.** The session invited open and honest dialogue about how we hold an equity lens in this time of great struggle. **Peter Drury, Former Director of Strategy, Splash** joined **Vu Le, Executive Director, Rainier Valley Corps** and **Ada Williams Prince, Vice President of Trustees, iLEAP**.

The conversation highlighted the worldwide fight for equity and linkages in working for social justice both in the United States and abroad.

As leaders in international development, we need to hold equity issues front and center as we implement our work—including getting more women and people from developing countries into decision-making positions. This can be an uncomfortable topic, but more spaces should be created to have the conversation.

Participants made references to inflammatory remarks in the media that perpetuate xenophobia and fear. One potential counter to this narrative was to increase awareness of the interconnectedness of the world and more positive stories of immigrants in our own country.

DISRUPTIVE **LEADERSHIP**

A success story from India's infamous prison system

Strategic and successful leaders require a 30,000-foot view, clear vision and the willingness to take risks. "Disruptive leadership is very, very difficult," stated **Kiran Bedi, Social Activist**. "It places one in positions where no one wants to go."

Bedi, who started her career as a young policewoman who would go on to become the first female police chief in India, delivered a passionate, dynamic keynote lunch presentation illustrating her incredible journey as a woman working on one of the most demanding contexts in her home country—the prison system. Though a Herculean task, Bedi singlehandedly carried out the wholesale reform of the Tihar jail through the 3C model: collective, corrective and community-based.

"With nothing, I had everything," she said.

Bedi noted that her programs came at no cost to the taxpayer. Child care, education, yoga, social forestry, faith-based reintegration, weaving, arts, holiday celebrations and even a fashion show were integrated into prison life. While developed in India and from perhaps the most demanding of social contexts, "is this not a model that can be replicated worldwide?" she asked.

DECENTRALIZED **THINKING**

How to empower in-country staff

There is a paradigm shift currently underway as organizations look to move away from U.S. or European-based headquarters toward in-country, local leadership.

The first of two sessions addressing this important topic, *Closing the leadership gap,* was a closed session dedicated to Executive Directors and CEOs and moderated by **Melissa Merritt, Vice President and Managing Director, Executive Search, Waldron.** The panel included **Kathy O'Driscoll, Chief Human Resources Officer, PATH**; **Sachi Shenoy, Executive Director and Co-Founder, Upaya Social Ventures**; and **Eric Stowe, Founder and Director, Splash.**

The discussion delved into the trend of advancing capacity building and putting decision making and service delivery under the same roof—in the field. PATH, Splash and Upaya Social Ventures have all undertaken this, each with differing results. Challenges abound. Among them, donors intent on driving management decisions.

The discussion also highlighted donor education tools such as the Talent Philanthropy Project and the IDEX Institute. In the field, leadership development tends to operate "on fumes." Studies show that just 1 percent of philanthropic dollars are dedicated to this. How can we address additional gaps as hiring trends shift from global to local?

There is a growing emphasis on a clear-eyed exit strategy, with engagement of and handoff to local private and public sectors. This, panelists concurred, allows an

organization to co-create successful programming and strengthen the capacity of local staff. The economic health of the community is equally important, requiring purchase from local markets and a commitment to fair wages.

Strategically investing in leadership development of in-country staff with the goal of building capacity and closing the gap between decision making and service delivery was the focus of an open panel titled *Leading from the field*, moderated by **Shaban Farooqi, Director, Global Health, PricewaterhouseCoopers (PwC).**

> "IT'S **CHALLENGING** TO BUILD A CULTURE OF **LOCAL ENTREPRENEURSHIP.** THE KEY IS TO START WITH YOUR **OWN ORGANIZATION**."

Panelists **Kathleen Lendvay, Director of Operations, Splash**; **Marion McGowan, Former Executive Director, Mobility Outreach International**; and **Brad Rutherford, Executive Director, Snow Leopard Trust** rallied around the idea in a 2013 TED talk by Splash titled "How to kill your charity, yes that's a good thing."

The panelists agreed factors that limit decision making in the field are mostly cultural, like a deeply ingrained sense of hierarchy that exists in certain countries. This makes it challenging to build a culture of local entrepreneurship. The key is to start with your own organization.

Rutherford suggested that local capacity building required an understanding of the local leaders who are within each country. "We need to think of ourselves at headquarters as educators and to give

people in the field dignity and let them make decisions," he said. He added that balanced decision-making can avoid the need to reinvent the wheel and reduce inefficiency. A key part of that is hiring the right people.

GIVE ME A **STRONG CHARACTER**

Building alliances with media to tell the story

We look to journalists as our allies to report on crises across the globe, vulnerable populations caught in the grip of a humanitarian tragedy and the intractable and pressing challenges of development and public health.

However, engaging a local reporter to tell an international story is a daunting task given the seismic changes in the media landscape. **Joy Portella, President, Minerva Strategies**, led a panel discussion among leading journalists to sharpen media outreach skills titled *Cut through the noise: How to get the media's attention*.

Context can be overwhelming and pitches should get straight to the heart of the story, Portella advised, reminding the audience to be cognizant of the many competing priorities that journalists face each day.

"Give me a strong character who's going to help me tell that story, " said **Liz Jones, Reporter, KUOW**, adding that a successful pitch is comprised of three basic parts: a strong character who is engaging in an activity for a reason that matters.

Venice Buhain, News Editor, The Seattle Globalist added that pitches should be about people rather than broad ideas. Social justice or globalism in itself is not a story pitch she said, adding, "What's *not* exciting is getting a pitch that says, 'We solved the problem!'"

Tom Paulson, Founder & Lead Journalist, Humanosphere concurred, noting he sought elements of controversy when considering story ideas. Does the pitch give room to lean into the very real and difficult conversations around a given issue? If so, Paulson concluded, "I find these pitches will get more attention. They have an edge."

Tamara Power-Drutis, Executive Director, Crosscut outlined how to take the local role front and center, and then tie it to the global issue. Crosscut is invested in shining a light on how local companies are having global impact, she said, as well as experimenting with partnerships with organizations. "Events can bring readers into the conversation."

> "**PITCHES** SHOULD BE ABOUT **PEOPLE** RATHER THAN **BROAD IDEAS**."

Fluency in a powerful visual vocabulary

With the understanding that most organizations today run their own newsrooms, Global Washington turned to seasoned journalist and multimedia expert **Hanson Hosein, Director, Communication Leadership, University of Washington** to lead *Visual storytelling: Powerful communications in the digital age.*

More than just pictures, visuals are perhaps the most effective tools we can use to shape understanding, drive political will, change policy, and ultimately, change the world. Based on this premise, compelling content that delivers impact, engages the viewer and prompts action is invaluable. And perhaps overlooked. So how do we create the assets needed to be great storytellers *and* move toward our goals?

Our brains are wired to react to images stated **Liz Banse, Vice President, Resource Media.** "These emotional effects of imagery have a strategic value that can be employed to advocate for a cause and appeal to audiences on an emotional and personal level."

She echoed the sentiment of media reporters who are seeking a strong character to tell the story—zoom in and create an identifiable person for the viewer. Symbolism adds another layer that appeals to the viewer and moves them to react.

Gregory Adams, Director of Aid Effectiveness, Oxfam America carried the discussion forward with an emphasis on mobilizing decision makers. Focus on framing problems. Use carefully crafted rhetoric. Pair it with an established and proven visual vocabulary that will lead people to be invested in a given issue or campaign.

But how do we effectively explain our development work? How can we establish trust? How do we change dominant narratives?

"We can show stories, using imagery and by communicating the agency of people who are involved in development as active citizens," Adams added. "This helps an audience develop a personal connection and emotional resonance."

The discussion also touched on a flash point in development circles—preserving a subject's dignity and respect. Informed consent is non-negotiable. Adams advised that photos and stories must add value to and respect the subject.

SOCIAL BUSINESS FOR SOCIAL IMPACT

The argument for a for-profit model

Moderator **Kate Cochran, CEO, Skinny Rat Social Impact Solutions** kicked off *The rise of social businesses* by defining this genre of enterprise as organizations that seek to create social impact while producing a profit. **Iliana Montauk, Startup Accelerator Director, Gaza Sky Geeks, Mercy Corps** pointed out that social impact means different things in different places. "In Gaza, where the unemployment rate amongst university graduates is 70 percent, just creating jobs is having social impact," she said.

> "IT IS EASIER TO **CREATE JOBS** AND SOCIAL IMPACT THROUGH A **FOR-PROFIT MODEL**. IN GAZA, WHAT PEOPLE NEED MOST IS **JOBS**."

Next the panelists turned to scaling innovation and impact. **Tara Murphy Forde, Director of Impact and Social Initiatives, Global Partnerships** stated her philosophy as "Don't do for one client what you wouldn't do for 100,000 clients."

Montauk brought additional perspective to the idea of scale in developing countries. "It will take a year for an entrepreneur to go from an idea to 20 users and another year to get to 100,000 users," she said. Fast forward 10 years until the startup is acquired. It means that we need to take a longer term view on scale," she said.

Mark Horoszowski, Co-Founder, MovingWorlds, pointed out that most startup social organizations seeking funding are blocked by an investment community that demands lower operational costs or higher sales.

However, in many parts of the world, the expertise needed to accomplish this doesn't exist. According to Murphy Forde, closing the expertise gap is an important part of de-risking the investment. For social businesses, measuring impact is a critical part of operations. "It is important to get clear on the change you want to see and identify the impacts," said Murphy Forde, "Then focus on the impacts you can measure over the long term" and partner with local governments, a growing trend for successful social businesses going forward.

THE **TAKEAWAY**

"Disruptive innovation is in our DNA here in the Pacific Northwest, and it influences how we tackle the world's most complex challenges," said Kristen Dailey, Global Washington's Executive Director.

"Washington state has a rich history in disruptive businesses—Boeing, Microsoft, Amazon and Starbucks, to name a few. Nonprofit organizations such as Mercy Corps and PATH are discovering breakthrough technologies and approaches, and grantmakers such as Gates Foundation and Tableau Foundation are developing new models of philanthropy that aim to advance inventions," remarked Dailey.

Disruptive development requires us to blaze new trails as we move toward our goals, and to re-imagine leadership, learning, communication, listening and responding.

It is to reengineer how we'll support programs, build networks and seek out, discover and act on synergies. Disruptive development is many things. And it is the new status quo.

FAST PITCHES

Think fast and deliver quickly. Make it short, but compelling. That is the art of the fast pitch, today's essential tool to get your message out to potential partners, angel investors or untapped donors and supporters. The conference presented an opportune platform for the following GlobalWA members to introduce themselves and their organizations to a broad, engaged audience:

- Steven Atamian, CEO, Global Brigades
- Kim Rakow Bernier, Executive Director, Pangea Giving
- Susan Byrnes, Managing Director, Strategic Communications, Malaria No More
- Craig Chelius, Executive Director, The Mifos Initiative
- Mark Horoszowski, Co-Founder, MovingWorlds
- Rebecca Okelo, Executive Director, Med25 International
- Airokhsh Faiz Qaisary, Fellow Advisor, Sahar

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