

GLOBALWA



ANNUAL CONFERENCE

ALLIES FOR ACTION

December 8, 2016

Advancing global development partnerships at the intersection of issues and sectors



“FINDING A COMMUNITY LIKE THIS—WHERE WE CAN BUILD THE KIND OF LINKAGES THAT WE NEED TO ADDRESS MORE PARTS OF A PICTURE—IS REALLY CRITICAL.”

Chris Jochnick, President & CEO, Landesa

Global challenges are inextricably linked: food security and climate change, water access and health, education and gender equity. As the global development community moves forward to solve some of the world’s most complex challenges, these linkages deliver a clear message. We cannot go at it alone.

Partnership across sectors is essential. Non-profits and for-profits, capitalizing on and marrying their individual strengths can exponentially expand our outcomes and through a multi-stakeholder approach, we go further together. However, realizing the full potential of partnerships between non-governmental organizations (NGOs) and businesses can at times feel both within our grasp, yet just beyond our reach.

How can we truly tackle the myriad of global issues that demand cross-cutting solutions? We must create a stronger global development community through smarter partnerships and networks. This drove the conversation at *Allies for Action*, our 8th annual conference. The event brought together nearly 400 professionals across sectors for an insightful exchange

of equal footing, to solve some of the world’s most pressing problems.

“Given the range of needs, no one single organization can take on all the issues alone,” said **Adeeb Mahmud, Director of FSG**, urging attendees to explore and discover the value—the transformational possibility—to be found at the unexpected intersection of issues and sectors.

As partnerships between NGOs and businesses gain traction, evolve and mature, and inspire new models, Mahmud urged for-profit and non-profit organizations to ask themselves a critical question: “What is your role within that ecosystem?”

Mahmud’s comments underscored the opportunity the conference offered: a platform—based on panel discussions and breakout sessions—for an honest discussion of how we can align our objectives, overcome challenges and marry the expertise that comes from both non-profits and corporations.

“Our region is known for its cutting-edge entrepreneurialism and we are uniquely positioned to tap into leading non-profits and corporations,” said **Kristen Dailey, Executive Director of Global Washington**. “The power of Global Washington is to connect them to advance solutions for a better world.”

Global Washington gathered leaders across sectors,

who provided valuable insight and perspective from diverse areas of expertise to explore how we might foster more effective alliances.

Building on the momentum of last year’s conference theme, **Disruptive Development**, returning and first-time attendees took the conversation forward to discover innovative ways to create real outcomes.

Catalytic partnerships: Allies look to the next generation of solutions for transformational change



“LET’S REMEMBER TECHNOLOGY CAN’T SOLVE ALL THE PROBLEMS, THERE ARE PROBLEMS THAT ONLY PEOPLE CAN SOLVE.”

Mary Snapp, Corporate Vice President and President, Microsoft

“FLASH THINKING” DELIVERS FAST, NIMBLE AND RESPONSIVE SOLUTIONS

Igniting a day that featured a compelling exchange of ideas, **Lauren Woodman, CEO of NetHope**, highlighted an exemplary partnership: the decades-long collaboration between Microsoft and Mercy Corps. Years of experience has permitted the relationship to evolve, grow and offer lessons learned.

Moving beyond the traditional, bilateral transaction of a grant, even greater gains can be won. This opens a direct path to innovate within the partnership. It also fostered an increasingly nimble and effective humanitarian response stated **Michael Bowers, Vice President of Humanitarian Leadership and Response at Mercy Corps**.

To readily address rapidly changing crises requires “flash thinking”—a fast, nimble and responsive approach—and a clear understanding that innovation cannot be static, that there must be “iteration in innovation.”

Bowers called attention to the two storms converging on the humanitarian horizon: conflict and displacement. With more than 65 million people displaced in the world today, a population close to that of France, and 1 million more awaiting resettlement globally, the characteristics of the crises have morphed. And the humanitarian response must adapt.

“What we came to realize was that we had more to offer than Office software and laptops,” remarked **Mary Snapp, Corporate Vice President and President at Microsoft**.

With a focus on natural disasters in the early years of its philanthropy effort, the company has now come to understand how it can deliver real impact amid a complexity of needs. “We want to bring the best assets we have to the table and technology is our differentiator,” Snapp said. Microsoft, she continued, can serve as a force of empowerment and inclusion through its technology and cloud computing, community grants, its employees and advocacy.

Bowers underscored urgent and complex issues. Most are borne of poverty, poor governance and conflict. “I look to where there are opportunities for transformational changes,” said Bowers pointing to today’s youth. “They offer opportunities and strength. They are the agents of change,” he said adding “this might be where we have the best chances with our investments.”

Snapp reaffirmed the importance of connecting the benefits of technology to the people who need them most. “Let’s remember,” she cautioned, “technology can’t solve all the problems, there are problems that only people can solve.”



DOING GOOD IS A GREAT VALUE

Innovation arcs across the spectrum of global development, driving smarter solutions. New financial models are moving to the frontline and impact investing has risen in tandem with social enterprise.

Emer Dooley, Executive Director of Alliance of Angels Seed Fund, alongside investment professionals from the for-profit and non-profit world, mapped this new frontier in a discussion focused on ***Beyond Philanthropy: Voices from the Impact Investing Ecosystem.***

How do we define impact investing? A fixed definition might be hard to pinpoint, as impact investment moves across an axis of financial- and mission-focused models. However, Dooley pointed to a unifying characteristic among the investors who are involved: They all want their money back. Panelists representing differing points across the axis shared insights on the nuances of risk and return, how impact is measured and the ways in which this investment space is evolving.

“We are looking for a pipeline of opportunity. We have a for-profit approach, with impact in our DNA,” explained **Jack Knellinger, Principal and Co-Founder of Capria Accelerator**. He added that Capria Accelerator draws from the tech accelerator model and applies it to investment funds, working in global emerging markets and investing in impact investors who are in-country. It offers great opportunity and yet also presents inherent challenges, Knellinger said. “There are not a lot of local investment managers on the ground, which is needed for the development of the ecosystem as a whole.”

Impact investing, like many initiatives in global development, sparks vigorous debate about metrics and measuring impact. “What is the measurement of lives touched?” asked **Gail DeGiulio, Chief Capital Resource Officer of Global Partnerships**. She pointed to her organization’s guidelines, which are simple and direct. “We start at the household and we end at the household,” she stated. This approach, DeGiulio added, also resonates with diverse investors, from high-net worth individuals and corporations to foundations. It has also yielded positive returns of 1-5 percent for 50 consecutive quarters.

Impact investing offers many niches to explore, DeGiulio continued. Global Partnerships forged a bold new collaboration with Eleos Foundation to tap an unexplored area she described as the “pioneer gap.” This social venture fund will support early-stage organizations in East Africa that aren’t ready to go into debt financing. DeGiulio hailed the Eleos Foundation’s courageous move into uncharted territory. “They are hoping to get their capital back, and some interest, yet they are going in with eyes wide open because they want to be catalytic.”

The panel agreed that impact measurement still can resemble the wild west, which can lead to “impact washing”—outcomes that are inflated or have little significant value. New metrics however are starting to transform the industry, providing more reporting standards to outline benchmarks such as water usage, carbon footprint and growth of affordable housing.

The ongoing transition in metrics, financial returns and impact results give **Benjamin Kalman, Senior Investment Analyst at Threshold Group**, cause for optimism.

“We’ve evolved over time,” he said, “it now looks like a tug-of-war where both sides win.” The heavy lifting, he said, lies in “unlocking the portfolio” and exploring the

aspirational piece, higher risk and low return. In turn, Kalman continued, this mechanism can be more catalytic, and has the potential to incubate to the institutional level. “Now we have a track record to show that there isn’t a financial trade off to invest in impact. There’s no sacrifice, you can have your cake and eat it too.”



FAST PITCH PRESENTATIONS

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 Global Washington members to introduce themselves and their organizations to a broad, supportive and engaged audience.

Sharon Barto Gouran, Development & Major Gifts Officer, Thrive
Tim Hickory, Director of Operations, Construction for Change
Willa Marth, Vice President of Education & Global Programs, Planned Parenthood of the Great Northwest and the Hawaiian Islands
Charlie Matlack, Co-founder & CEO, PotaVida
Dave Neiswander, President, World Bicycle Relief
Leah Spelman, Chief Operating Officer, Days for Girls International

THREE “As” TO DRIVE TRANSFORMATIONAL TECHNOLOGY

From partnerships to funding models to new technologies, innovation continues to push us forward. To accelerate global development, we need novel solutions that improve lives across the globe, and at the same time, are suitable and designed for the constraints of low-resource settings. Technology is transformative, but it has yet to reach its full potential in the development sector, said **Maurizio Vecchione, Senior Vice President of Global Good and Research of Intellectual Ventures**. The bottleneck, he continued, is shaped by “the three ‘As’: appropriate, affordable and accessible.”

There are many examples of technology successes and failures. There is also rigorous debate around emerging trends and the merits of information, computer and ICT (Information and Communications Technology)-based vs non-ICT based solutions. Tech for Good: Inspiring Purpose-driven Technologies and the Collaborative Process Behind Harnessing Inspiring Innovations—brought together global development

practitioners engaged in tech for good to glean fresh insights.

James Bernard, Director of Strategic Partnerships at SSG Advisors, noted that when we think of purpose-driven technology, we tend to think about apps, mobile devices, computers, etc. He expanded the conversation to include other innovations—cook stoves, milk distribution and business models. As we seek to tackle complex challenges, such as eradicating HIV, malaria and TB, Bernard pointed to the interconnectivity of sectors. “How do you bring in a multidisciplinary approach as we innovate and connect to systems out there?”

Global development gains ground as new technology matures. Consider the innovations that allow us to digitally transfer money by mobile phone or online, said **Anay Shah, Head of International Partnerships at Remitly**, a company that allows clients to transfer money to ten countries, including the Philippines, India and Mexico. Mature technologies create “a leapfrog effect that allows us to use it to solve a core problem, and create a better solution for the end user.”

Powerful currents: Skillfully navigating toward the promise of partnerships



“PRODUCT DEVELOPMENT IS EXPENSIVE, AND TO DO IT RIGHT, WE NEED TO MAKE MONEY AND IMPACT THE BOTTOM LINE WHILE FOCUSING ON THE PHILANTHROPIC EFFORT.”

Patrick Diller, Business Development Manager, MSR

SEEKING UNLIKELY ALLIES

“We are clearly a very large organization, yet we recognize that given the type of challenges we are trying to address, we can’t achieve this alone,” said **Carol Welch, Deputy Director, Africa at the Bill & Melinda Gates Foundation**. Her statement captured the essence and the spirit of the Sustainable Development Goal (SDG) 17.

For-profits and non-profits must come together on equal footing, a fundamental point for a discussion focused on **SDG 17: Leveraging this Sustainable Development Goal to Create Powerful Cross-Sector Partnerships**.

Given the panoply of challenges worldwide, how can we better join forces across sectors and access greater resources of expertise and knowledge? **Clinton Moloney, Managing Director for Sustainable Business Solutions at PwC**, led the discussion to explore a central question: As for-profits and non-profits cultivate mutual wins, how do we make good on our commitment to SDG 17 and continue to push for greater innovation among partnerships?

When it comes to food security, you can turn the problem around and discover a shared starting point among unlikely allies said **Katharine Kreis, Director**,

Strategic Initiatives at PATH, which is collaborating with Nature Conservancy. “We have a huge problem, and we realize it all tracks from people using land in an unsustainable manner,” she said. “Ultimately, we discovered that with The Nature Conservancy, we are interested in the same thing.”

Addressing food security offers a choice of approaches and collaborations. But funders and partners often require great rigor in metrics and evaluations (M&E). While a critical component, M&E can cost as much as programmatic work, according to Kreis. How do we measure success when metrics don’t fit specific areas of work or are resource intensive to do so, such as land rights?

“It is hard to document or quantify land security,” said **David Bledsoe, Senior Director, Corporate Partnerships at Landesa**. As a result, Landesa, which works on securing land rights to help people escape poverty, implements capacity building activities, which can be measured.

The discussion touched on the benefits of implementing a Memorandum of Understanding (MOU), policy and advocacy, the need to provide policy makers with evidence and the importance of being more systematic in our work.

Welch asserted that technical skills are less relevant today to strengthen partnerships, and that the focus is on soft skills—the ability to collaborate and communicate. There is much at stake as we advance the global development agenda. And it requires considerable humility.

“Let’s try to move to the same side of the table, against the problem, not against each other,” Kreis said. “We need to build trust and to be honest. Sometimes it’s a lot harder to say, ‘I don’t know.’”

WHAT’S YOUR SUPERPOWER?

A 360-look at partnerships from the executive level

The hub of global development, this region is also home to some of the world’s largest international corporations. This provides fertile ground for exceptional and cutting-edge partnerships across sectors. Executive Directors and CEOs heard from a panel of their peers, each representing a different area of expertise, to discuss the challenges in aligning a non-profit mission with the corporate bottom line. We know that smarter collaboration between NGOs and businesses creates greater value for both parties, so how do we move past obstacles and clear a direct path toward alignment?

“NGO-corporate partnerships can be an unnatural match,” said **Akhtar Badshah, Chief Catalyst at Catalytic Innovators Group**, who moderated the panel *Easier Said than Done: Overcoming the Challenges of Partnerships*. He launched an intimate and insightful conversation with a question that proved to be an effective icebreaker: What is your superpower?

Few would describe impatience as a superpower, but in the development field, it gives you drive to solve issues, said **Chris Jochnick, President & CEO of Landesa**. Recounting his field experience, he admitted to his early disillusionment with the development sector. Then, after earning a degree in human rights, he became troubled by the private sector. This ultimately shaped his career, taking him from Oxfam and onto Landesa. Impatience, Jochnick added, also influences perspective hires. “I ask job candidates to tell me about a time when they went around the rules to fix a problem.”

Partnership experience with non-profits and adapting to a job that changes every 12-16 months demands that you orient yourself quickly, said **Jane Meseck, Senior Director, Jane Meseck, Senior Director, Global Programs for Microsoft Philanthropies**. “I can take both visions, bring them together and execute.”

She outlined Microsoft’s focus on breadth and scale in philanthropy, moving from less than \$10 million when she first joined the company to over \$1 billion today. “We have a long end-game, we can look 10 years out and plan. We can take big ideas and we have resources to scale programs in interesting ways.”

To scale up impact and support a funding stream **Dave Neiswander, President of World Bicycle Relief**, pointed to his organization’s successful social enterprise. In sub-Saharan Africa, where half the population lives in rural areas, there was no voice in the marketplace for the critical need for transport, Neiswander explained. Worse still, bicycles were poor quality. The market demanded heavy-duty utility bikes.

“We saw the obvious need and met it with vision and ability,” he said. “We are taking best practices for business and applying it to development. There is market pull and we are looking to become profitable in the markets we operate in.”

BREAKING THROUGH THE TANGLE OF GOOD INTENTIONS

Imagine saving one life every hour. With the capacity to deliver 1 billion liters of water every year, this aspiration becomes reality. And this inspired **Greg Allgood, Vice President of Water at World Vision**, and a partnership with Grundfos, a leading manufacturer of advanced pump solutions. The goal was to provide millions of people access to water by 2020.

Fast forward six months into a 24-month program agreement, Allgood said, “We had no movement, we worried this plan was not working.” With the help of a video, detailing the daily struggle of a mother carrying 40 pounds of water with her baby on her back, the partnership regained momentum.

While a compelling example of the power of storytelling, Allgood’s account also provided an exceptional case study for the related panel discussion: ***Tough Questions, Hard Choices: Navigating the Path to Successful NGO-Business Partnerships.***

in global health. Inexperienced in launching products for a global health line, MSR turned to PATH.

“It was really organic as we moved through the many phases of development,” said **Patrick Diller, Business Development Manager at MSR**, adding there were tough struggles to overcome. “Product development is expensive, and to do it right, we need to make money and impact the bottom line while focusing on the philanthropic effort.”

Starbucks Coffee and Farmer Equity, or C.A.F.E., an example of allies in action in the coffee industry, is sourcing product from farmers across multiple continents. Joining forces with Conservation International in 1998, Starbucks committed to delivering 100 percent of its coffee sustainably by 2008.

With company-wide buy in, the alliance with Conservation International has yielded real results. Starbucks’ coffee supply currently stands at 99 percent sustainable.



Collaboration is a great idea. Yet partnerships can be tricky. This is especially true when marrying for-profit with non-profit organizations amid a tangle of intentions, leadership styles, power dynamics, assets and strategic approaches.

Probing panelists’ experiences on the front line of cross-sector collaboration, **Patty Russell, Managing Director of FSG** provided insight on how we can secure buy-in, achieve scale and map out potential risks.

When the 2004 Asian tsunami struck, Mountain Safety Research, (MSR), a longtime leader in the outdoor gear industry, discovered a compelling new direction

“We looked at Conservation International as an internal business unit,” with dedicated teams with deliverables, timelines and budgets, said **Kelly Goodejohn, Director of Ethical Sourcing for Starbucks Coffee Company**. “We take the same approach to how we run our business,” with a shared vision of what success looks like and metrics to back it up.

The discussion turned to the bottom line and the reduction of risks. MSR’s Diller experimented outside the traditional models of marketing and fundraising. “We leveraged crowdsourcing, we looked at innovative ways to tell our story.”

BRAND POWER: WHAT ARE WE FOR? WHAT ARE WE AGAINST?

In an increasingly globalized world, markets should work for everyone. Campaigns to drive ethical corporate practices have evolved considerably and offer important lessons along the way.

The Power of a Brand: Advancing Corporate Accountability drew from first-hand experiences in the drive for greater corporate accountability. **Belinda Griswold, Senior Program Director for Resource Media**, led a conversation exploring how advocates can push for more responsible corporate supply chains and how companies are responding.

The panel agreed that there are easy places to find commonality. But to affect real change prompts tougher questions. Does a company truly understand its supply chain? How accountable is the company willing to be and to whom? Is a company willing to move beyond the “looks good, feels good” of corporate social responsibility (CSR)?

toe with some of the biggest brands.

Macray drilled down into the session theme: mobilizing a company to improve its practices. It starts with what not to do. Don’t tell the company how to do their business better, he said. “NGOs have under-utilized resources that can be brought to the company, such as education, educate them about the problem and help the company understand who the other actors are.” Moving away from an adversarial relationship he added, can bring about long-term change.

“Campaigns are about a change process within the company,” said **Judy Beals, Director, Private Sector Department for Oxfam America**, detailing campaign strategies that lead to more effective collaboration.

“Bolstering internal champions” and coming to the table with an unimpeachable level of credibility—backed by research, data and evidence—are critical. However, what is most important, is to provide a company with clear solutions based on a deep understanding of their supply chain.



“It’s interesting to be an upstart in a traditional market that’s been on the wrong side of history,” said **Dennis Macray, Chief Operating Officer of Theo Chocolate**. Ten years ago, Theo Chocolate set out to establish and prove a new model.

It would provide transparency in the supply chain and improve quality and yield, which would lead to market stability and increase income for farmers. Now, Macray stated, the company is starting to go toe-to-

Beal also made the argument for positive campaigning—“What are we for instead of what we are against?”—and noted that companies both need and can handle pressure when it’s done in a responsible way. “When companies do the right thing, we have to be prepared to celebrate with them.” This is just a starting point however, she cautioned. The long-term, difficult work of holding them accountable comes next.

REAL PARTNERSHIP BRINGS THE EXPERTISE FORWARD

Through partnerships we can create a more vibrant global development ecosystem that can deliver vital new vaccines or improve global supply chains. An alliance between a national consumer wholesale company and a lesser-known NGO puts this vision in bold relief. **Adeeb Mahmud, Director of FSG** led the discussion with valuable perspectives from the partnership between Costco and TechnoServe.

“There’s no check writing, it’s not philanthropy,” asserted **Sheri Flies, Assistant General Merchandise Manager, Global Sourcing for Costco Wholesale Corporation**. Together with TechnoServe, Costco is sourcing cashew nuts from small farmers in Mozambique and other African countries.

Flies stated the company focus remains on supply and quality and at the same time, like all corporations, is facing a fundamental shift: “Unilateral extraction is

gone.” It is here, she added, where an NGO partnership can be a win-win, offering cultural sensitivity, a collective coming together, identifying where there are gaps and where we can be stronger. “Let’s let the expertise come forward,” she said.

Simon Winter, Senior Vice President of Development for TechnoServe, described the partnership with Costco as a transformational journey. “We needed the market and Costco was there,” he said listing the building blocks that strengthened the collaboration. “They have people on the ground, they share technical expertise, they pay for quality, they pay on time and they are consistent.”

This leads to predictable trade, Winter continued, which is critical to local farmers, who are also incentivized to produce a superior product. Food safety, social standards, compliance and reliability are additional benefits that are readily baked in with a strong and steadfast partner.

Cultivate. Enrich. Expand: Strengthening the ecosystem of development



“WHO IS THE BIGGER BARRIER IN IMPLEMENTING CHANGES: MEN OR WOMEN?”

Tara Cookson, Founder, Ladysmith

EQUAL OPPORTUNITY TAKES CENTER STAGE

In the last 15 years, more people in more countries have been lifted out of poverty than at any time in history. Despite this achievement, our societies don’t yet reflect equal opportunity and prosperity for all.

Nor, in most cases, do the organizations where we work. Issues around gender, diversity and inclusion have moved out of the shadows of global development, standing today in the spotlight, revealing we are still grappling with tough conversations and there is much work to be done.

Statistics demonstrate that the effort to empower girls and women isn't just a global development issue. It's a global issue. Nonetheless, as we strive to level the gender playing field here at home, the numbers abroad prompt a great sense of urgency.

More than 130 million girls worldwide are not enrolled in school, women account for 70 percent of people going to bed hungry, and women are still greatly under-represented in government, business and civil society leadership.

Win-Wins for Women and Girls: NGO and Corporate Allies provided a forum to evaluate how we create room for women and girls to lead and ensure they have a seat at the table.

"I am not a gender expert but I am a gender champion," said **Judy Beals, Director, Private Sector Department for Oxfam America**. Gender equity requires engagement across all areas of the organization, she added and equity must be taken to the institutional level. "To take gender equity seriously it cannot be left just to the experts."

Issue expertise, access, local knowledge and insights and commitment: These are just a sampling of mutual benefits that exist within NGO-business partnerships. "Being able to work with corporations is important and helps provide some legitimacy," observed **Teresia Otieno, Community Engagement and Outreach Lead at ATHENA Network**.

However most important and fundamental to addressing the gender question is to truly understand the problems women face, stated **Radha Friedman, Director of Programs at World Justice Project**. Access to micro-credit might be a welcome opportunity, but not a panacea when women don't have secure land rights. "The men are the leaders, the women are asked to follow the customs over the laws on the books," she explained.

The discussion, led by **Tara Cookson, Founder of Ladysmith** did not shy away from tough questions. "Who is the bigger barrier in implementing changes: men or women?" she asked.

Emily Benson, Supply Chain Impact Manager for Theo Chocolate offered a poignant anecdote to illustrate what we all stand to gain in empowering women and girls: an undeniable force in the home and the family. "If I give a male farmer one sample of our chocolate bar he eats it and says it is tasty," Benson said. "If I give a bar to a female chocolate worker, she nibbles the corner,

declares it is good and then takes it home to share with her kids. With a woman, one bar touches seven family members!"

DIVERSITY AND INCLUSION: THE LITTLE "D" AND THE BIG "I"

"When you bring people from diverse backgrounds into your organization, are you expecting them to adapt to the organization or are you expecting your organization to change?" asked **Kassie McIlvaine, Global Gender Network Manager at CARE**.

McIlvaine's question was part of a broader line of inquiry. Does our workplace reflect the range of perspectives, cultures, race and backgrounds of the communities in which we live? Do we actively practice the values of equity and inclusion that are included in our mission statements? As we look inside our organizations, do we reflect the values that we espouse globally?

Glass Houses: Diversity and Inclusion within Global Organizations brought together leaders, employees and board members of global organizations for an honest discussion around difficult questions.

"We often think of it as the 'little d and the big i,'" acknowledged **Cindy Ogasawara, Project Coordinator, Diversity & Inclusion at the Bill & Melinda Gates Foundation**. Diversity is a starting point, but "if your environment isn't inclusive, how long are people going to stay? They need to be included, heard and valued."

Chitra Hanstad, Senior Consultant to Justice Ventures International, moderated a candid exploration of the benefits of diversity, the need for resources to support training and the essential role of senior leadership, to show up, to share and to participate. An audience Q&A opened up a frank discussion on tackling hiring biases and practices that keep many organizations from achieving greater diversity. How should the majority participate in the diversity conversation?

The conversation also touched on inconvenient truths. While organizations are striving toward greater diversity and being more inclusive, they are also working across cultures that have severe biases against women, are entrenched in a caste system or are hostile to the LGBTQ community. "Our partners might not reflect the values that we'd like them to," said Ogasawara, pointing to countries with anti-homosexuality laws. And there are few easy answers she conceded. "We look to influence in a soft way, while we uphold the values of our own organization. It's a struggle."



CONGRATULATIONS TO GLOBAL WASHINGTON'S 2016 GLOBAL HERO

William H. Neukom, Founder & CEO, World Justice Project

"We live in interesting times," said Bill Neukom, **Founder and CEO of the World Justice Project**, referring to dramatic changes in the U.S. political landscape. This topic was a current running through many of the day's conversations.

"This country is a beacon for the marginalized, electrified by government and private sector," he remarked, adding that global development priorities will likely shift with an incoming administration. Neukom focused on the potential for change agents to do even more.

"The checks and balances must come from us, civil society must be a bulwark, and in some ways, this might be the best of times for us."

PRODUCTIVE VOLUNTEER ENGAGEMENT, DELIVERING THE PASSION

Amid the ongoing endeavor to diversify their workforce, companies are discovering an increasing demand among existing and prospective employees: They want to work for a company with a social conscience.

"Fifty-five percent of millennials, when making job decisions, prefer a company that is doing social impact work over a company that is not," said **Neal Myrick, Director of Social Impact at Tableau**.

"Volunteer experience helps people do work they don't do in their day job, provides professional development opportunity, and allows them to see the product in another light. Therefore, they have more job satisfaction."

Corporate volunteer programs are increasingly vital to recruiting. They are also evolving in bold new directions. Today, volunteer opportunities range from three-month, skills-based deployments to hour-long micro-volunteering events.

George Durham, Principal at Linksbridge, led a panel discussion—**Corporate Do-Gooders: Getting the Most out of Employee Volunteer Programs**—to reveal challenges and opportunities. How do companies identify potential agency partners? What resources are required for the management and upkeep of a volunteer program? What are the different models and which volunteer opportunities have proven to be the most valuable? Is there a risk that employees,

rejuvenated and fulfilled from their volunteer work, will be lost to the NGO sector?

Karen Bergin, Director of Employee Engagement at Microsoft, identified strategies to optimize volunteer programs, which included clear policies and diverse opportunities. "You'll get greater uptake if you're enabling people to support events and causes they would do anyway," she said. She also stressed there must be "zero pressure" on employees to volunteer or give.

The discussion also touched on unexpected challenges of volunteer programs. **Cindy Breilh, Director of Advancement for Medical Teams International**, highlighted good intentions that can go awry.

Managing skilled, project-focused volunteers can present added cost pressure on an under-resourced NGO, sometimes as high as one staff member for every volunteer. "NGOs need to look into the sustainability of these volunteer programs to avoid mission creep.

Seattle is home to a tremendous tech boom, steady job growth and a young workforce, proving to be the appropriate setting for the panel discussion. Not surprisingly, the conversation returned to millennials and corporate volunteer programs as a recruiting tool.

"Millennials have that itch to go travel...but instead they can engage in a leadership opportunity managing a project abroad," explained **Tim Hickory, Director of Operations at Construction for Change**. "Companies are looking for a way to deliver the passion that fuel millennials."

CROSSOVER OR CROSS-SECTOR CONVERGENCE?

The lines between for-profit and non-profit are blurring. Companies seek to be better corporate citizens and mission-driven organizations are urged to operate as a business. At the same time, how we define our careers is increasingly fluid and there is a growing prevalence of professionals migrating from for-profit to non-profit, and vice-versa.

What is needed to make the leap from one sector to another successful? What are the skill sets needed and what are the common myths we need to debunk before considering a transition? **Melissa Merritt, Vice President and Managing Director, Executive Search at Waldron** explored these questions in *Risky Business: Mid-Career Business-Non-Profit Crossover*.

“Donors want to think that their money goes to the cause they care about,” he said, adding that if individual donors better understood the value of staff training for effective program delivery, they might be more open to funding it. “It’s empowering and we need to have a longer conversation about it.”

Yet is the leap from one sector to the other truly necessary? “Technology and connectivity have brought sectors together,” explained **Pwint Htun, Board Member of Partners Asia**.

There are many ways that working in the private sector can also touch on social justice and environmental issues and greater focus on the “triple bottom line” has led to increasing convergence. “You don’t have to leave the private sector to make a big impact in the public sector,” she said.



Many suggest that DNA from a corporate setting can surely energize a non-profit. **Sandra Winters, Director of Product Strategy for Microsoft Research** reflected on her own experience straddling both sectors. “Raising funds in the startup space was useful in the non-profit world,” she said. But specific skill sets and resume building were also necessary and the decision to swap a corporate career for one in non-profit shouldn’t be taken lightly.

The amount of training that Microsoft offered its employees impressed **Cliff Schmidt, Executive Director at Literacy Bridge**, and is example of professional development his non-profit organization would like to explore. Yet a budget that depends on philanthropy rarely can afford this kind of overhead.

Key takeaways from the conversation were useful in debunking myths that envelope both sectors. Non-profits, often portrayed as naïve, but they are doing the hard work that governments often can’t and face exceptional challenges. As a result, they are required to be more resourceful.

The corporate sector has valuable skill sets to offer; they are different but not superior to those developed in NGOs. Most important, work is work. And work is hard, regardless of the sector. In weighing decisions for a career crossover, a work environment, organizational culture, leadership style and life balance must also come into play.

DEFINING YOUR PERSONAL MEANING OF SUCCESS

Whether in the non-profit or for-profit sector, we are engaged in addressing global challenges amid increasing complexity and competing priorities. In that effort, we also strive to bring the best version of ourselves to the endeavor and to every situation. It requires great focus on the task ahead and purposeful engagement, said **Shelmina Abji, Advisory Board for United Nations Foundation Girl Up and Former IBM Vice President**. “You can have the greatest impact when you are shining in your brightest brilliance.”

Abji, a self-made success, who was born in Tanzania with modest means, became one of the highest paid women of color at IBM. Drawing from the personal and professional lessons she learned along the way, as a single parent and among her colleagues, she shared hard-won insights to find true happiness, gain confidence and clarity and work with full intensity and engagement.

Making the best use of our time is a universal challenge. And we confront many demands on our attention on a daily basis, Abji remarked. “I learned about being present,” she said. This was among the three guiding stars she offered to inspire attendees to reach their true ambitions.

- Define your own personal meaning of success: It’s your definition, what does success look like to you? Be creative in defining it and start with the end goal in mind.
- Prioritize: Take the time to prioritize what will help you along your path closer to your definition of success. What are your personal key performance metrics?
- Be present: Are you truly focused on the task at hand, both physically and emotionally?

True North is whatever drives you closer to what you define as success. And by bringing these three fundamental principles together, Abji optimized her own performance, at home and at work. She urged conference attendees to document key takeaways from the day’s discussions, then review them in six months. Was there an actionable shift based on what was learned?

“Make decisions based on a love for something rather than fear of something,” Abji advised. “Those are the most powerful decisions you can make.”



THE NEW DISRUPTION: AGENTS OF CHANGE IN EXTRAORDINARY TIMES

We are living in extraordinary times. The political shifts resulting from the 2016 U.S. presidential election have yet to be fully understood. What will government funding for global health and development look like? How will the next administration shape progress on key issues such as humanitarian aid and mass migration, the environment and climate change initiatives?

The development community is grappling with uncertainty, prompting a lunch conversation focused

on **Global Development Post-Election**. **Tamara Power-Drutis, Executive Director of Crosscut**, led a spirited conversation among peers to map a way forward to meet global development objectives.

“We must find opportunities wherever they exist,” urged **Martin Edlund, CEO of Malaria No More**. “However you feel about the election,” he advised, “we now need to determine what we want to accomplish and how to position ourselves for success.” Looking back on the early days of the George W. Bush administration, he reminded the audience that few anticipated such an aggressive policy on global health, effectively turning the tide on HIV/AIDS, malaria and tuberculosis.

Jolyne Sanjak, Chief Program Officer at Landesa weighed in, citing palpable traction in partnerships between civil society and business for global development and looked back on the gains of the last eight years. “We are at a sweet spot where we embrace the philosophy that economic growth reaches and connects with the poor,” she said.

But, Sanjak warned that a pendulum shift to further support a market-based approach must also include a shared value, pro-poor understanding. In strategizing next steps, she observed, “the U.S. government is like any government. Change takes time.” And we have some time to advocate for a balance between private sector, market growth in developing countries and policies and programs that benefit the poor in these countries.

The incoming administration has also prompted concerns for climate change policy. Maintaining momentum in conservation and environmental initiatives will require rethinking how issues are presented to the public, remarked **Michael Stevens, Washington State Director of The Nature Conservancy.** He described working across communities, in urban areas with great cultural diversity and in rural areas, where residents care about the environment and voted for Trump.

at World Vision. He highlighted a small Honduran community facing water shortages.

Local youth who had no livelihood prospects, deserting their community to find work. Through a program that provided access to water, newly developed communal gardens and financial services, people leaving that community dropped—from 82 to two in one year. “If you want to address immigration, address it in the home country and create the economic opportunity there,” Allgood concluded.

Linh Thai, District Representative, Office of Congressman Adam Smith, addressed immigration here at home and acknowledged we must address security fears and continue to counter fanaticism. Yet we can find reassurance in the successes of government initiatives and our ability to integrate newcomers, which serve as an example to the world, he said. “We do resettlement in the U.S. better than many of our allies,” and he emphasized programs that restore self-sufficiency. Economic empowerment, he continued, defuses the tendency for radicalization.

The panel also tied the conversation to the overall theme of the conference by emphasizing the combined power of NGO and business partners to advocate for Development with Congress. It’s in the self-interest of a



“The core question is about the life-support systems that nature provides us,” Stevens continued, and when it comes to climate action, “we need to engage on the basic, core of shared values across the ideological divides—because that is a giant miss.”

As we aim to bridge the partisan divide, the 2016 elections revealed we can no longer underestimate it. Shifting our gaze to the national debate on immigration and refugee resettlement—a topic that sparks deep disagreements—how do we find common ground?

Start by going to the root of the problem, tackling the crises that are prompting people to immigrate to the U.S. suggested **Greg Allgood, Vice President of Water**

for-profit business working in developing countries to advocate side-by-side with an NGO providing basic needs in the same region, while simultaneously building relations with Congress on the economic and social benefits of foreign aid.

Countering the surge of concerns prompted by the outcome of the election, Thai recalled the 2015 Global Washington conference theme, **Disruptive Development.** Injecting humor and fresh optimism into the dialogue, he quipped, “Trump might be the biggest disruption!” And in this, he saw an immediate opportunity: “It will make us stronger and more resilient.”



MOBILIZING AS ALLIES WITH RENEWED DETERMINATION

Thai captured the shifting mood as the day's discussions progressed, moving from uncertainty and ambiguity to a clear sense of renewed determination and purpose. These sentiments were echoed by various speakers, reminding us that when the global development community is confronted with mounting challenges, we respond with greater motivation and creativity.

We are at a crossroad and great promise hails from all sectors. Companies seek to become better corporate citizens and non-profits strive for transformational

outcomes. As allies, we have more resources from which to draw. As allies, we are evermore innovative in harnessing these resources to address and allay global challenges. Software giants and research institutions. Venture capitalists and NGOs. Startups and universities. By bringing them together, the 2016 Global Washington conference sparked connections that will extend in the weeks, months and years to come. Seizing on the opportunity that new alliances offer, together we can make good on the maxim: The whole is greater than the sum of its parts.

Together we can be catalytic.

ACKNOWLEDGEMENTS

PLATINUM SPONSOR



GOLD SPONSORS



SILVER SPONSOR



BRONZE SPONSORS



SESSION SPONSORS



MEDIA PARTNERS



IN-KIND SPONSORS

Tagboard

Theo Chocolate

CONFERENCE HOST COMMITTEE

[Akhtar Badshah*](#)

Chief Catalyst

Catalytic Innovators Group

[Bill Clapp*](#)

Co-Founder & President

Seattle International Foundation

[Fay Hanleybrown](#)

Managing Director

FSG Social Impact Advisors

[Tim Hanstad*](#)

Co-Founder & Senior Advisor

Landesa

[Scott Jackson*](#)

CEO

Global Impact

[Susan Jeffords*](#)

Vice Chancellor, Academic Affairs

University of Washington Bothell

[Marty Kooistra*](#)

Executive Director

Housing Development Consortium of Seattle – King County

[Melissa Merritt*](#)

Vice President & Managing Director, Executive Search

Waldron

[Jane Meseck*](#)

Senior Director, Global Programs

Microsoft Philanthropies

** Global Washington Board Member*

[Jacqueline Miller](#)

President & CEO

World Affairs Council

[Dan O’Neill*](#)

Founder

Mercy Corps

[Will Poole*](#)

Managing Partner

Unitus Seed Fund

[Jennifer Potter](#)

Former CEO

Initiative for Global Development

[Jeffrey Riedinger*](#)

Vice Provost, Global Affairs

University of Washington

[Sara Rogge*](#)

Deputy Director, Global Policy & Advocacy

Bill & Melinda Gates Foundation

[Mauricio Vivero](#)

CEO

Seattle International Foundation

[David Wu*](#)

Chief Development Officer

PATH

[Katie Young*](#)

Vice President, Food Category

Starbucks Coffee Company

CONFERENCE PLANNING COMMITTEE

[Cameron Birge](#)

Humanitarian Response Manager

Microsoft Philanthropies

[Susi Collins](#)

Interim Project Manager, Agriculture & Nutrition

Global Policy & Advocacy

Bill & Melinda Gates Foundation

[Jennifer Crouch](#)

Director, Donor Relations

Global Partnerships

[George Durham](#)

Principal

Linksbridge, SPC

[Radha Friedman](#)

Director of Programs

World Justice Project

[Teresa Guillien](#)

Managing Program Director

Resource Media

[Derek Mathis](#)

Senior Partner

Bridge Partners

[Justine Miley](#)

Global Engagement

PATH

[Zahra Radjavi](#)

Strategic Market Developer

Global Good

[Patty Russell](#)

Managing Director

FSG

[Jonathan Scanlon](#)

Senior Advocacy Advisor

Oxfam America

[Mark West](#)

Attorney, Sr. Land Tenure Specialist

Landesa

[Chris Wolff](#)

Senior Director of Corporate Development:

Innovation & Technology

CARE