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**Advisory Committee on Voluntary Foreign Aid (ACVFA)**

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**JACK LESLIE:** We're here. Welcome to the first -- there we -- there we are -- the first ACVFA meeting of 2014. I'm Jack Leslie. I'm Chairman of ACVFA. And I have the pleasure of, first of all, overviewing our agenda for today. I think we have an interesting two panels, and then to, which is always a pleasure, to introduce Raj Shah to all of you.

As all of you know and we were talking about this in our meeting of ACVFA earlier, since it's comprised mostly of CEOs of different organizations, we all go through from time to time a very fruitful and yet sometimes painful exercise of defining our mission and vision. While it can be painful, it's certainly a very healthy one. And that's, I think, what we have here. Any successful organization requires strong leadership, and a clear mission, and shared values, and then of course, the ability to execute.

The Millennium Development Goals, as all of you know, have really helped us coalesce around eight different targets for 2015. Everything from halving extreme poverty, to reducing child mortality, to halving the spread of HIV/AIDS. And of course, we've made great strides. But now we're in this period where we're really defining those things where we can get the same kind of unity behind goals that take us beyond 2015.

If you did not have a chance -- I was saying this earlier -- if you did not have a chance to listen to, or even better yet, to watch, go online and watch Raj Shah's speech to the National Prayer Breakfast last month. It was, for those of you who've seen it, I think you'll agree it was an incredibly powerful and emotional articulation of the mission and the vision that we're going to talk about. He made the case, I think, that it's not only the goal of ending extreme poverty, is not only possible, but it's a moral imperative.

And I thought I'd just, if you don't mind, Raj, this very small print that they gave me, just read two. This is by the way, I mentioned this to Raj, he's sitting there, imagine if you hadn't ready about the National Prayer Breakfast, you're sitting up there, you're introduced by the President of the United States who by the way always says and it's so true, whenever he sees Raj it makes him think he's an underachiever and once again he used the line at the National Prayer Breakfast.

But you're there with the president, you're there with the first lady, you're there with the vice-president, you're there with the Secretary of State Kerry and I would imagine at least half of Congress and you're expected to get up and give a very important, witty, and yet thoughtful speech, which he did, and I've been kidding him, the bar had been set by Bono. I said the word is, Raj, you were better than Bono.

Two lines in here that I think are so important he said one, "We have to put the power of business and science into the hands of those who live their faith and serve this common purpose. Those who lead our great nation will need to make tough decisions that keep us committed to this mission and continue our nation's proud history as the world's humanitarian leader."

We're going to hear from Raj in just a few moments and then we'll have some panel discussions on this mission and how best to execute against it. You'll remember when we met back in December we talked a lot about core values; we talked about those values and how they're shared among all of you, the various stakeholders. And we talked about those, especially, in challenging situations of fragile and conflict affected states.

Today we're going to take the first conversation, which will be led by Liz Schrayner who many of you know is the Executive Director of USGLC. She'll lead a conversation about, at a little higher level, perhaps, Liz, about the mission and the vision. And then we'll have a second panel led by Chuck Cooper where Chuck's the Assistant Administrator, as you all know, for Legislative and Public Affairs. He'll lead a second panel on how we're going to go about executing against that mission.

So with that it's my pleasure to introduce Rajiv Shah who continues to chart a bold course for USAID. Raj Shah.

[applause]

**RAJIV SHAH:** Thank you and good afternoon everyone. I hope you're well. Thank you, Jack, for taking on the time consuming commitment to chair this board and doing it so incredibly ably. Every organization needs a quality board to just help sort of force deadlines and keep you on your North Star and ensure that you're getting the best feedback from people from all sectors and walks of life. And we have an extraordinary group of leaders who come together out of their personal time to help us be better at achieving this mission. And I'm very grateful to you, Jack, and to the entire board, so thank you.

I just want to introduce today's topic by running through a few photos. Some will seem topical. This is a protest in the square in Ukraine. And it seems that nearly everywhere you look today the value of our investments in ending extreme poverty and promoting resilient democratic societies in supporting civil society and local organizations are becoming more and more clear,

and more and more topical.

This past week our thoughts have been 5,000 miles away in Kiev. In facing bitter cold and daily crackdowns from police, protestors, human rights leaders, civil society partners have stood up for freedom and democracy. And they've been led by teachers and doctors, engineers and mothers, and children, brothers and sisters. And they've also been led an extraordinary musician whom you see there and whom you see in that photo.

Ruslana helped lead these peaceful protests singing in the squares night after night and even helping to end a tense standoff with police. I wonder if she sung her way out of that. And Michelle Obama, Mrs. Obama, had the opportunity to honor Ruslana just, I believe, yesterday at the State Department, at the International Women of Courage Awards. And clutching a Ukrainian flag, Ruslana asked the United States to unite and be with them as her country fights for democracy and freedom.

Now she embodies the aspirations of so many of our partners around the world. Just this past week, I returned from Nepal and Burma, two nations that have had their own path to, and are still on their path, to political stability, democratic society, more open society, and ultimately efforts to reduce poverty and improve opportunity for all of their citizens.

In both of those contexts and particularly in Nepal, our team took pride and inspiration at being a part of this institution. This is a side shot of the team in Nepal. And they are holding up this card and I hope everyone here gets one or has one. But it's a simple statement of a straightforward mission that was the founding principle of this agency more than 50 years ago

and rings as true today as it did then. In fact, more so in many ways. And I'm pleased that we are able to have this ACVFA discussion of our mission and how we can do a better job of working to achieve it and also how we can encourage our partners to also adopt an aligned mission and hold all of us to account.

Our mission is that we partner to end extreme poverty and promote resilient democratic societies while advancing our own security and prosperity. And it's important to note, believe it or not, that it took us some time, it took us eight months, 2,700 comments and participatory sessions with members of our staff, to craft a mission statement that was both inclusive of the breadth of activity that ranges from supporting civil society in the Ukraine to providing food when it's needed in Somalia to refugees or IDPs. And when you have a mission that's that broad and an agency that's spread across the world, it's sometimes hard to come together and remind ourselves that we are all one team. We all share one mission. We're all united by one common purpose. And if we do that effectively, and if we really represent this mission on behalf of our country, that we can continue to build political support and continue to build the basic underlying structural organization that can carry out this mission on behalf of this country for many years to come.

So I look forward to today's conversation. I look forward to it because today, unlike when President Kennedy created this agency, today we have new partners, new technologies, new knowledge, and a path to success that has already allowed us to cut in half the prevalence of poverty. Dollar a day poverty used to be 44 percent in 1990, of the world's population, it's 22 percent today.

And the question is can we help take it to about three percent in approximately 20 years? And we believe we can. We believe we can because we represent this mission. We believe we can because we have expertise around the world that has delivered on it time and again. We believe we can because we understand that connecting to business and science, and opening up to the engines of innovation across this great country and around the world will enable a kind of success we haven't always seen in the past. And ultimately we believe we can because we have to. We know that we will be safer and more secure if, in fact, we achieve this mission.

So I appreciate the chance to be with you today. I'm eager to learn about how we can do more to move ourselves closer to representing and implementing our mission. And I'm eager to also learn what this will mean for generations of our teammates and staff at USAID and throughout the federal government that will evolve their own careers at a time when something previously unimaginable and very important is now possible.

So thank you for the opportunity to be with you, and I look forward to the rest of the session.

Thank you.

[applause]

**JACK LESLIE:** Liz do you want to take it away. We have a musical interlude.

[laughter]

Dance your way to the stage.

[video playing]

**LIZ SCHRAYER:** Great. Well thank you for the little dance music to come up.

[laughter]

We didn't coordinate our moves but we will hopefully coordinate our voices here. So use the hashtag to tweet, as you like. Welcome everybody. We hope to have an interactive conversation, about 30 minutes with you on the first part, which Jack has asked us to share some of our thoughts. I'm Liz Schrayer and I'm going to help moderate the conversation and let me say a little bit about what we're going to talk about on this panel.

Raj has just introduced what, hopefully, all of you have seen which is -- I'm not sure it's a new mission, but a new crafted mission that has been outlined since the ACVFA group has met last year. And I think this is a great opportunity for all of us to both hear from some ACVFA members and Alex will share with us from the USAID point of view, as well as to hear from you about what you think of it, as well as how we can work together to advance the mission.

And it's an interesting time that we meet. Just about a year away from the post-2015 framework where the world will coalesce around a new set of MDG goals. The World Bank is just crafting their own new mission. And I know a lot of you in the audience here have crafted your own mission statements. And there really is a lot of synergy around these same themes and I hear these themes talked about so often.

So I think there's kind of a couple questions I'd like us to address is how does this new mission statement contribute to the discussion around development? What does it mean to the development community? And I think there's a few things that I'd like us to think about in terms of not really a new mission, but I think a unique moment as you have talked about, as I've heard you speak both in your town hall meeting with your staff: that number one is the words that you use so often, Raj, about innovations in technology. It really creates and defines the possibilities. I think often of -- I remember when I took one of my kids in first grade and he was challenged in reading and I said well what do I do to teach her? And they said there's a lot to do. When you were challenged with reading possibly in first grade there weren't so many options but today there are options. And that's really the innovations in technologies today. There are so many options and the changes that USAID is making today that we couldn't always do years ago is exactly what this mission statement is driving to, of bringing those innovations into your work each and every day.

And the second big one is the word that you start in your mission statement, and Megan talked about this earlier, is the word partners. And that's really what I hope each of you will address. So what I would hope that we can get to is what we can learn in an era of leveraging, partnerships, and being that catalyst for impact.

I want to start with turning it to Alex. Alex, you were there at the front end, you have obviously been an important crafter of the mission statement. You were part of the town hall meeting with Rajiv to unveil the new mission statement. Can you share with us, from the USAID perspective, is, how do you see the broader community, the broader development community, fitting in so

that we can participate in advancing the new USAID mission? Help us understand, how do we all fit into the picture?

**ALEX THIER:** I'm actually just going to grab the clicker here, I think. Is this going to -- yeah. So thanks so much Liz and thanks Rajiv and for everybody coming today. It's always great to have this opportunity.

I wanted to start by answering your question by talking about Michael, who's the gentlemen in the striped shirt there. I was in Nigeria a few weeks ago and we went to see one of the most interesting, I think, and innovative projects that USAID has going on right now in Nigeria. Cassava, which is what you see cut up in the buckets there, is a staple in Nigeria. And it's something that I learned, which is interesting but also challenging, is that it takes about 12 to 24 months for the root to mature underground. And it takes about 48 hours for it to start rotting. So if they are ever going to scale up their use of a critical staple crop both for local consumption purposes but also to build into the value chain in Nigeria, they have to figure out new ways of doing processing. And one of the most important things, it turns out, about cassava is its starch content.

So this thing that you're looking at is kind of an ingenious machine that basically weighs the cassava and then dumps it under water, by testing its buoyant weight tells you what the starch content is. And this factory that USAID has co-invested in as a public-private partnership, we're standing at the gates. These farmers come as their crop is growing and they test it for starch content and that tells them a couple of things. It tells them whether they're going to be able to sell their cassava at all for processing which brings a lot more money than they would get

otherwise, but it's also hooked up to a program so that as their farmers learn about what they're getting and why they're getting the price that they get, that they're immediately put on a cycle of improvement so that they improve the seed and improve their use of fertilizer. And what it is doing is taking farmers like Michael who are usually just small plot holders, and dramatically increasing their income but also bringing them into the value chain.

And I think that this project in some ways really embodies a lot of the things that are on that card that Raj showed and the core values of how we're approaching this mission. Because we are in what you noted correctly as an incredibly dynamic moment right now within the world of international development. Because of the focus on ending extreme poverty that is happening, not only, within USAID and within the World Bank now, but it is also happening around the world. The post-2015 conversation as it moves forward is going to have the whole world embracing this idea.

But there's two really important things that we know that are fundamentally embodied in USAID's new mission statement. The first is that ending extreme poverty is a critical priority for the international community and increasingly, after you get over India and China, it's going to be hard. And the reason it's going to be hard, and this is this list of countries up here, both by numbers of people living in extreme poverty and by the percentage of people living in extreme poverty per country. And what you see up there is a lot of USAID's core priorities in some of the most challenging environments.

And so it's not just about finding where the people are but it's also about the second half of our mission statement. The reason that extreme poverty exists increasingly in these countries is

something illustrated in this chart.

The size of the bubble represents the percentage of the population in extreme poverty. And these two axes are about legitimacy and effectiveness. And it's not surprising, but I still find the outcome startling every time I look at this slide, is that all of the countries with high percentages of extreme poverty are clustered towards the bottom of legitimacy and effectiveness. And what that tells us is that resilient democratic systems where people can participate in their governments, where they are empowered by good governance, where they're empowered by a lack of corruption, by their ability to participate in society and in the economy. That is ultimately what makes the difference between success and failure in these contexts. And so when you look at the approach and values that we have -- let me just take you back for one second to Nigeria on this last slide before I end.

The one thing that defines -- I know everybody in this room or you wouldn't be here otherwise, but the people who are working for USAID around the world every day is passion for mission. People are working in these challenging environments against such an important goal because they so fundamentally and deeply believe in what we are doing.

And this not only applies to just the USAID folks, it applies to our partners; it applies to the people that we are working with in the field like Michael. It applies to the Nigerian businessmen who helped us build that factory; it applies to people in the Nigerian government, God love them, who are struggling to do the right thing in a challenging environment.

It's true, those are our partners as well as many of the people in this room, and it is having these

two goals of embracing the possibility and the promise of ending extreme poverty together with that fundamental recognition that empowering people to be part of their own governments and empowering governments to appropriately engage their own people is ultimately where we are -- we know we will find success, and I think that USAID's core values speak so strongly to that combined mission. So I'll leave it there for now.

**LIZ SCHRAYER:** It's a great way to set the scene for the conversation of Megan and David. Every semester I get asked to come over to Georgetown to help lecture on one class of a longer class about how aid fits into the national security toolkit, and so I think "Oh, I don't have to update my notes because it's got to be the same from last semester"; and I'm amazed at over the course about five years of teaching this class at how much has changed. And I almost feel like what you just described is just -- you just caught up with the words that you have already been doing because so much of what USAID has said in your mission statement is exactly what you have been doing, which is this partnership track and this change over the years that you are now just stating of exactly these core values of your people of working in partnership with people all over the world to deliver real results.

What I want to turn to is hearing from two incredible people, David Beck and Megan Smith, to hear from both the NGO faith-based community and then from the business side, your perspectives of how this mission resonates both with your two communities of which you live in and also from the same question of how do you see the communities being able -- reacting and being able to partner given this new mission words. Again, is it a -- do you see it as different? Is it saying something different to the community, and is it something you can relate to?

So start with David. If you can share when you look at this little card, does it speak to you? Do you like it?

**DAVID BECKMANN:** Yes.

**LIZ SCHRAYER:** Do you respond to it?

**DAVID BECKMANN:** I do. I do.

**LIZ SCHRAYER:** Do you want to dance to it?

**DAVID BECKMANN:** [laughs] I do. I think it's -- you know it's simple elegant, true, it's true. The AID people I have met over the years it really reflects who they are but then it says it in a powerful, fresh way.

The part that I -- in a way is newest that I love is the ending extreme poverty. So the rest of this John Kennedy could have said, but he might not have been as bold about saying that we can end extreme poverty. He might not have put that in the mission statement, but because of the tremendous progress that we've -- that the world has made against poverty, hunger, and disease over the last generation we, in this room, we all know that it is possible to, indeed, end extreme poverty in our lifetimes. And it is -- once you recognize that, it is a very, very powerful mission for AID and for all of us.

And I -- and as you said a lot of people and organizations are being grabbed by this. A lot of our

organizations are committing, already committing to the goal of ending extreme poverty by 2030, which is likely to be the target date that the nations of the world agree on. And I think we are starting to think about how to align our activities so that we do our part to get there.

For the faith community and the NGO community, I guess I want to just stress a couple things on which, I think, we need to provide leadership that AID can't provide.

So one is we need to get the United States government to be more committed to helping to end extreme poverty. Right now we have to struggle just to maintain funding for development assistance. Thank God we've been able to do that but that's not -- I mean that's an indicator that we're -- that our country is not that committed and on issues like international trade and global warming the United States is not providing the leadership that is going to be needed by people in low income countries to be able to end extreme poverty.

So we -- I think another date in addition to 2030 that's important as a kind of a goal setting date is 2017, not that we can relax until we get there, but in 2017, in the years -- in 2016, 2015 we're going to have open presidential primaries on both sides.

And so this is an unusual time in American life when, in fact, we are going to be resetting national priorities. Somebody new will be in the White House, we'll have a new Congress in 2017, a new set of priorities; we don't know what they're going to be but I think it's up to us starting this year, with advocacy this year, election work this year, we need to get a crescendo of "oomph" so that by 2017 our country is more serious about this goal. It's wonderful that an agency of the U.S. government is committed to this goal, but that our country really is committed

to this in a serious way I think we've got some work to do.

The other point I want to make is that the goals that the U.N. adopts are likely to be universal, so this time not just for low-income countries but also for Brazil and for the USA. In this country there are 50 million people who live in households who run out of food, and since the economy tanked just a lot of Americans feel that they've got, you know -- they've got no opportunity. There's no development for them. They're just sweating it out and trying to cope and running in place.

So when they hear about developing countries making great progress, that doesn't necessarily come across as a message of joy and excitement for them, that may also come across as a message of competition -- I don't think it's necessary -- but I think if we're going to get our country to get serious about ending poverty in the world we also need to get our country to get serious about hunger and poverty in our own country. And if by 2017 this nation is serious about ending hunger and poverty in our own borders then I think we'll see development in assistance in the rest to support an opportunity agenda around the world.

So that's going to require some real change in how our organizations think and act, and even for AID there may be some ways that AID can make it clearer to Americans, especially the bottom 50 percent of Americans this part about prosperity.

You know, I come from a religious organization so I might have poo-pooed that, you know, we just got to do this because it's the right thing to do. But in today's political environment we need to make it clear to the bottom 50 percent of Americans that what -- the progress that's being

made around the world can also be progress for them and that the expansion of economies in Africa and other developing countries that that is good news for them. If we're going to get to the goal.

**LIZ SCHRAYER:** Great thank you. Megan there is no one that is better at innovation technology and partnership than Google, and I think we would all welcome your comment on how you see the new mission statement and your thoughts about how the world of technology innovation and the business community could react and can partner with USAID and their new vision.

**MEGAN SMITH:** It's interesting -- a couple different thoughts but first just around business, that it's much easier to do business and to collaborate with people who are standing as your equals, you know, standing on their own two feet whether they're in your neighborhood and they're well fed and you can team up and you can work together whether they're halfway around the world. And so from a business opportunity perspective, this makes total sense to do the kind of aid and development work we're doing.

The thing I wanted to focus on is I love that the mission statement starts with "We partner." And I wanted to just show a couple images because this is the -- this particular image is, to me, it represents how networked we are as a planet. It happens to be -- one of our engineers hooked it up to Google's traffic and you could see each dot represents a certain amount of searching. So red is English; you see some lighter green for Spanish and Portuguese on the side.

But we just had a visit from the Dalai Lama to Silicon Valley and a bunch of us ended up, as a

bunch of techies, meeting him and Biz Stone, who's one of the Twitter founders, was saying that one of the findings of Twitter is people really actively want to help each other. It's what's happening; it's what people do; we just naturally do it as people. And so I guess I'm excited not only about "we partner," as partnering with organizations, but partnering with the people in extreme poverty and not thinking of them, those people, as passive victims but as collaborators.

One time we got to go to Afghanistan and just an image that stays with me was one of the folks who were helping with some security said every time they landed into Kandahar he would look down and he would see this little boy run out of his hut and lie on the top of the roof, and he thought the kid loves aviation or something. And he went later and went by this small house and found out that the kid was lying on top of his solar collector so that it didn't break when the airplanes went by. So think about him. You know, think about these people.

And one of my favorite things to do we've started this Google Science Fair. I was a science fair kid. I went into science and technology because we got to actually do it, not just sort of study it in a boring way, but we got to do the science. And what's so interesting now to watch the level of science and innovation that these 13, 14, 15, 16, 17 year olds can achieve. It's astonishing. And it's astonishing because they collaborate with each other. They can actually know, as opposed to me in the library with a set of books about solar power, they can actually know the state of the art and start teaming up with scientists as they advance the field.

You think about Afghanistan, really, you know, we have more than half the country is under 20. And these are young people starting startups in Herat, Afghanistan, they're our global computer science colleagues. Super wired. There's nobody more wired than the 16 million computer

scientists in the world who are all doing open source and working with each other. Think of them as our partners.

This is an example of what we know. So you know Wikipedia. This is a mapping example. The things that we know, we can share. So, often, there's only metadata for certain amounts of the world but this was the people of Lahore, Pakistan, drawing themselves onto the map just using satellite imagery, and this is the activity on that tool: people sharing with each other.

Sal Khan, Khan Academy, we don't know exactly how education and learning is going to transform but we do know it's starting. These are hopeful images to me. This is one person -- just starts teaching all these classes. Doesn't mean one person should teach all the classes, but it shows you like this whole, you know, it's almost to me like activation energy in chemistry: you're rolling a rock up the hill trying to solve education and Sal, just, you know, a little energy, he starts teaching and the world changes.

These are computer science teachers now collaborating. Think about the students and the teachers now collaborating. Master teachers who can work with us. First robotics. One of the things that's very odd when we teach science and math, we teach people to read and to write when we do language arts, but whenever we do science and math we teach them kind of reading or consume the history of it, but we don't really teach them to make, to program computers, to do that. So this is a national first robotics way -- education is changing this direction.

I love this. This is a project in Ethiopia where no one within 10 miles of this village can read and people have taken tablets with all the apps we hand our kids to see if these kids could teach

themselves to read and if they could and we could bring the network could they start cross collaborating with those master teachers and others. And it's starting, and they're doing it so that's an exciting technical innovation.

I work with Malala Yousafzai, you know, 50, 60 million kids have no access to education, rather than waiting to build schools, let's do interventions like this.

So on the bottom there I have the science fair winners from last year. Two of them are from Swaziland. So I think very quickly the kids with the tablets will be those kids if we get this done.

Data adjacency, climate change, things we can do with technology, I love the mission's addition of innovation and emphasis on science and technology. We have a thing at Google X we call moon shots based on Kennedy and our own American work and people's work there about huge problems where there's some science or tech, that sounds like science fiction, but it actually could let you solve a problem.

We launched a platform for just wild people doing these things to celebrate them, a process called Solve for X. And we are finding that people all over the world have this, and I love that USAID is kind of open for business now to collaborate with these amazing people who have innovations in energy and agriculture and all these different areas, and teaching children that in effort there's joy.

So I'll just wrap up with a last point about where the network's not. So when the globe spins

around, sadly, there's places that are not yet networked. So look at Africa. For a long time as of 2005 no cables next to the whole continent. Finally we as a world are getting this done: 900 million incredibly talented people are joining us. You can see the colors are where there's network the gray is where there's not. We got to get this done as a world so we can really quote "partner" at the level we want to.

And I'll end with this image, which is just -- I have Nairobi and some of our colleagues from Africa David Sengeh, a Ph.D. student at MIT, says, "Aid to Africa" becomes "Made in Africa." So I think this kind of mission that we're on in the collaborative 21st century approach that Raj and the team are doing is critical, and I really do believe we can end extreme poverty in our lifetime. So thanks.

**LIZ SCHRAYER:** Fabulous, fabulous. Well, all of you thank you. I think we have time -- do we have time for five minutes from the folks? So we're going to take your comments. And as you're -- I think there are microphones. And let me say this as you get up to make some comments. Yesterday the administration announced their budget request and at the U.S. Global Leadership Coalition we put out our analysis of the budget and then I was quite pleased with the overall numbers, and I put a blog out today. And one of the comments I made about the president's request is when you look at the investments and where they're invested one of the things they invested in is those agencies, including USAID where they're partnering, and where they're partnering particularly with the private sector, both the business community and the nonprofit community, in innovations technology in programs like Feed the Future and Power Africa. And it's exactly where your mission statement is going, and I think it's exactly where development is going. And if we can figure out, as a community, for those of us who aren't with

government to figure out how we can partner and you can figure out how to work with us effectively we can bring the kind of scale so that when you turn that globe around that today is all dark, it can be bright as the other side.

So I think we all have a vision of where we're going that you've laid out and now we have to figure out how we can partner and that, Chuck, that's your panel. So comments and questions on the vision and reactions to the vision we'd like to hear from you. Please. No comments?

**JACK LESLIE:** Right there.

**LIZ SCHRAYER:** Yeah please. And introduce yourself if you would.

**MOSES BOMBO TAMBASON:** I am Moses Bombo Tambason from Tambason's Global Human Services. And I just want to thank you for the visitation. I love the fact that -- the way it was said -- not only is it good for USAID to partner with organizations, but it is even better for USAID to partner with individuals. The difference in that is you can reach everywhere and the [unintelligible] of people.

And so one of the things that I also want to speak for regarding aid to Africa is the empowerment of the people to provide support for the less [unintelligible] communities. We have never heard [spelled phonetically] about supporting people with disability in Africa. So my charity has become a system where we reach the communities. You have something, there's potential in you to do something: help your sister, help your brother. So before you get to realize that, "Oh, I can do something. Oh, okay, I can [unintelligible], I can shower, I can cook."

So I would also want to use it to recruit, the empowerment, the support for people of disability in Africa. It would not only help those with a disability but it would see the individuals as being powerful, that it's something they can see they can do. And each one sewing [spelled phonetically] can comb hair, can cut hair, can wash somebody up. Thank you very much.

**LIZ SCHRAYER:** Thank you, thank you. Other comments? Anyone else want to add a thought about the comment right here? We'll take a couple more comments on, feedback on the mission and partnership. There's one right here. Please.

**KARRYE BRAXTON:** I'm Karrye Braxton, Global Business Solutions, Inc. We're a corporation but we run the companies that does, actually, international development, and to be sustainable we're a for-profit company. So I want to welcome the amalgamation of all the different worlds in development. My gosh, I mean this is amazing. I'm very glad to see this; happy with the mission and the vision of moving forward in a way that we all could work together as opposed to against each other. So I just wanted to welcome that and applaud the groups that are coming together to do this.

And we are forgetting the people in the U.S. who have difficulty understanding why they should care about people overseas. My friends and associates know that I was a Foreign Service officer in Ukraine, so they're always calling me, "Are you okay? What's going on with your friends over there?" And this is a wonderful way that people in Kansas City and Michigan can know where I've -- can know that those people in those countries want to be as free and democratic as we purport to be, and that we want to underpin that in our work and in our budget. So thank you

for doing that.

**LIZ SCHRAYER:** And why it's important for those in Michigan and Kansas City that we help those in Ukraine. Great. Thank you for your great comments. Yeah, please.

**AUDIENCE MEMBER:** Thank you very much. I have a comment for Megan, especially with regard to Google. When I looked at the graph I saw that Africa was dark. We [unintelligible] the role that education plays in innovation. And, unfortunately, as we know in most learning environments there's usually a comfort zone. And the teachers in Africa are in a comfort zone. Technology has a difficult road if the teachers are not brought into the game.

I want to find out what is the strategy that Google has to break through because children like the technology. If the teachers don't like it, if the teachers are intimidated, as usually is, then the education system will remain stagnant. How does Google plan to help the African teacher to overcome the technology intimidation so they can influence policy to embrace the technology that is the promise for the future? Thank you.

**MEGAN SMITH:** I think in the same way, you know, talking about the peoples, the partners, you know, people change things; things don't change; people change them. And your point is that the teachers are central to changing this. And, I think that you are right. We have many, many different things we are doing but the one that I think is most promising is we call them Google educator groups. So getting the teachers talking to each other because there's a great expression: the future's here it's just not evenly distributed.

And so, the truth is there are several, there are hundreds of classrooms that are in the future already that are led by master teachers who completely get this. An example, Esther Wajewski [spelled phonetically] at Peli [spelled phonetically] High School who has taught her classroom for 20 years, they publish amazing journalistic documents, 500 students in there.

How do you get Esther to talk to those teachers and show and lead that? And so that's what these groups are about is using the master teachers to mentor each other so the teacher training is happening from within that community led by that community.

In the same way we just really believe in angel investing and that whole venture model: find the entrepreneur who has the brilliant idea -- that's how our industry works and, in fact, all change in most of history has happened that way where there's political entrepreneurs, social entrepreneurs, economic entrepreneurs. Somebody or some small team has extraordinary solutions, you know, like Sal Khan is not exactly right, but beginning to push with them. And so I think that that's the trick is show leadership from within and let those people lead each other.

**LIZ SCHRAYER:** Can I just see a show of hands of how many people when you read the new USAID mission statement it resonated in a positive way for you? Great. How many of you felt like it said something new? That you heard something new in it? To some degree. Okay, great. Any other comments? Anybody else want to comment on it? Yeah. Mark.

**MARK LOTWIS:** So it's Mark Lotwis from InterAction. I just wanted to acknowledge one of the statements in your section in understanding the mission about fostering sustainable development. And, you know, when we seek to empower support and collaboration as it is

outlined here, we were talking earlier today about team and how do you define the team? And I think one of the most important elements we've produced in here is that rather than looking at people who are in extreme poverty as just beneficiaries, we want to look at them as our partners and as part of the team, and [inaudible] I applaud that, and thank you.

**LIZ SCHRAYER:** Anybody else? So maybe Alex I can just end with one question that you raised in your opening but if you could just underscore it. One of the things that really struck me is I really appreciated it, and David said this is as well, that you resonated with the ending extreme poverty and I really appreciated that you underscored the ending extreme poverty and the resilience of the -- side of it.

And if you can just comment on, internally, as you battled all the different pulls and tugs of how to talk about -- I didn't count all the words -- but I think you got about 10 words in there -- maybe you had eight, you probably know exactly how many words you have -- of how you came to those two sides of the coin and brought those two together in this powerful mission statement. Because I think it's important that we all walk away with a real understanding of those pulls and tugs and what drove you to that.

**ALEX THEIR:** I don't think that it starts with him but I think we can look a little bit to President Obama here. You know President Obama did something extraordinary, which is worth going back to. In 2010 he signed the first-ever presidential directive on development. And when you read that document and what's in it, two things really leap out at you. The first --

**LIZ SCHRAYER:** And now we can all read it.

**ALEX THEIR:** Yes. Is it out now?

**LIZ SCHRAYER:** It is out. Go to the CDG website.

**ALEX THEIR:** Yeah. The first is, I think, a belief that comes through very strongly by the president, and this really resonates with what several people have said. That individual empowerment, that creating societies that allow the individual to live a life of dignity and to pursue their own objectives and dreams is the ultimate path to sustainable development. And putting that in people's hands requires essentially two things: it requires the ability for people to live a basic life of dignity, to have access to the most basic forms of health care or education, not to worry about whether their child is going to live to his fifth birthday, or if your wife is going to die in child birth, or if you have a school or if it's going to get blown up.

Those basic things that allow -- are half of what really speaks fundamentally to human empowerment and people's ability to participate in the economy; and the other is having government that is truly an enabler of the human spirit as opposed to one that suppresses it. And, I think, that that is really -- when we had all of these conversations and inputs from our staff around the world, people that we talked to outside, those two themes resonated over and over.

And what -- to us ending extreme poverty doesn't just represent \$1.25 a day -- that's a critical benchmark -- but it really represents the basic minimum that someone needs to have to live a life of dignity. And we also know -- and that picture that I put up illustrates so strongly that the difference between those who succeed, generally, and those who fail is this basic minimum

standard of governance and the ability for citizens to participate in their society.

And so those two things together -- and when you look at the document that Mark was citing that many of you have on your seats hopefully, or that you pick up on the way out, really lays out what USAID does and how it connects fundamentally to those two things.

And if I can say one last thing that I think is so important because it has also come up a lot in these discussions and that is that 30 years ago 80 percent of the resources that were going into the developing world were from overseas development assistance, taxpayer dollars from the United States and other countries, and today that is 10 percent.

What is funding development today is domestic resource mobilization; countries around the world are doing more to pay for their own development, which is the ultimate path to sustainability. It's coming from the private sector in investment; it's coming from the incredible wave of remittances around the world; it's coming from private philanthropy.

So what we at USAID believe is that we are responsible for figuring out how to leverage those resources because the pie has gotten a lot bigger, and we have gotten a lot smaller as a part of that. And our ability to work with others effectively to leverage that incredible resource that is out there is really what's going to define our success against this mission.

**LIZ SCHRAYER:** Well on behalf of all of us, I think we are congratulating you at USAID for articulating a mission that, as you saw from the hands, is appreciated and welcome by us all. I don't think there were a lot of surprises in it but it was welcome as something that, as you said,

really captured the moment, the time, and vision of where we need to go forward. And I thank the panelists here today. So please join me in thanking all of the three of them.

[applause]

And we pass off the vision to now translating to how to make it work, and to Chuck and the next group who are going to come forward.

[music playing]

**CHUCK COOPER:** For the second panel we wanted to continue the conversation and focus on how are we executing on the mission and reflecting back over the last eight or 10 months. I think what we were trying to accomplish in developing the mission's statement and the core values was to look at the heritage of USAID and really try to capture both our history and our culture and our work right now, but also at the same time think about how can we set, sort of, the future direction. So it was very purposeful that we wanted to have sort of -- it have a focus so that it was directional, so that there was sort of a focus of all the many things we could be working on, we wanted to focus it really to two from a program standpoint. And that was really important to what we're trying to accomplish.

We also wanted it to be aspirational. So it was something that we and our staff could feel good about and sort of captured who we are and why we come to work every day. But importantly, we also wanted it to be something that was a working -- a working statement so that every day when we came to work it would provide sort of a guidepost for how we can actually execute. So

that was really very purposeful on our part that we wanted not only the mission statement, but the core values to be able to be actionable. And so we worked very hard at that through the process and got a lot of feedback from staff. It was an inclusive process to try to make that happen.

And so the second panel, we're really going to be focusing on how can we all be working together. How can we work together? And then how can we work differently. We've said that the mission statement captures a lot of what we've been doing, but we're going to try to, sort of, parse out what are some of the new things and what's going to be different about the approach moving forward. And so with that I wanted to start with Susan.

And there was a focus in the first panel about the first two words of the mission statement, which is "we partner." And that was something that we were very focused on. We thought that the "we partner" had to start things off. And to answer a question that was asked in the first panel, there are 17 words in the mission statement, and we want to talk about the first two, and that is "we partner."

And so, Susan, what does it mean? Is this a new direction or a recommitment to partnership for USAID? But what do you see the "we partner" aspect of the mission statement meaning in practice?

**SUSAN REICHLE:** I'm glad we're spending really some substantive time talking about partnering, particularly in this forum because somebody grabbed me, or one of our USAID alumni as I was coming up and said, "Is this something new, Susan? Because when you came to

the alumni, the USAID alumni, and you briefed a draft statement, you know, was it in there?”

And I said, “Yes it was in there, but it was actually at the tail end.” And this gets into how much time and debate went into the placement of every word and where it went. And honestly I think one of the reasons why we moved it up front to partnering the first two words of our mission statement was we pulled in really the backbone of our agency, the Foreign Service Nationals in November. And when we rolled out sort of the draft mission statement to them, and these were the leaders of all the missions, the thing they said first to us is, “We have to partner if we’re going to really lead the change in these countries.”

And as you heard on this first panel, it’s not just about partnering with organizations, it’s partnering with people. And so, you know, my last post, for example in Columbia, it was all about partnership at a lot of different levels. Whether it was with the government or as you’re going out to communities and looking for those change agents who are really going to create that change.

So is it something new? No, I think we’ve always partnered, but as Alex, you know, really eloquently defined at the end of the last panel that we’ve had to change the way we work because of just the way the world has changed. And so we’re putting that up front and at the center and there’s real ownership in the agency for that moving forward.

**CHUCK COOPER:** So I really -- I think we all believe that eliminating extreme poverty by 2030 is possible and that we are capable of promoting resilient, democratic societies, but when you take a step back, these are very ambitious goals. And I think the other thing that we often talked about was the fact that this is not about USAID. This is not about USG. This is about all

of us. Partnership becomes essential if we're going to be accomplishing these really bold goals that we've set out for each other.

So let's talk a little bit about eliminating extreme poverty and about promoting resilient, democratic societies. How do we make that happen at USAID? Like how from a programming standpoint. Are there things that we're going to be doing differently and how will we be doing it? How will we accomplish those two key goals?

**SUSAN REICHLER:** So I think we're already doing it. And Liz really captured it by saying finally our mission statement is catching up with what we're doing. One of our goals really several years ago was to open up USAID. And the administrator when he came in made it really clear that our job was to be out and to be engaging. Whether, again, that's with entrepreneurs and people who had never worked with USAID before.

So, for example, our grand challenges of development, which now we've lost -- we've launched several in several sectors. These are people who have never worked with USAID before. They maybe never even worked with an official organization before. We're crowdsourcing their ideas to deal with things such as saving lives at birth and to really work on some of the intractable challenges. So we're doing it now, but I think with our mission statement, we're putting it front and center that it's not business as usual. It's not the traditional way that we worked in the past. And we all, all of us collectively have to open up.

And it's great to also see in our partners how they've done that. I think the International NGO community, how they've opened up as well, and really again sort of crowd sourced a lot of

problems so that we can collectively really move on these issues. Because ending extreme poverty within our lifetime is not a USAID goal, it's not even a U.S. government goal; it is a global goal as we were talking about and it's something that is achievable if we all really conscientiously work towards it.

**CHUCK COOPER:** There's a commitment in this document, which is that we are -- we commit to model our values. And that is something that we take very seriously. It's about modeling our values to each other at USAID. It's about modeling our values to our partners. And, Susan, I'd be interested for you to talk a little bit about that. What does that mean when we say we're going to be modeling our values and living our values? How does that happen in practice, particularly when you're talking about an organization of 10,000 people?

**SUSAN REICHLER:** Right. Right. And there are certain values that you see on the cards that you receive that are truly in our blood. I think all of us who come into development, the passion and mission as we were talking about. I mean this is something that we always do extremely well, and the federal employee viewpoints story because that's why we came in.

There are others that are more aspirational. And that's something we talked about during the whole process of developing our core values. Our commitment to learning -- we are committed to being a learning organization. We've learned this is really hard to do as well, to every single day wake up and say how are we going to take what we did in blank country and we are going to learn from that not to just take it and move it to the next level, but really to learn on a daily basis and not just what works well, but what doesn't work. And in a sense, celebrate those failures so that we can move forward as an organization.

**CHUCK COOPER:** Yeah that's great. We wanted this conversation not just to be about USAID, but also to be able our partners and so we've asked Anne to talk a little bit about -- at Child Fund International, Anne has gone through a process of redefining their mission a few years ago. And we thought it would be very interesting to hear from her what lessons we might learn from that redefined mission, and particularly did it have an impact from an operational standpoint once the mission was sort of launched and socialized and internalized. Did it make a difference?

**ANNE GODDARD:** Thanks, Chuck. Very good question. Happy to be here today and share some of Child Fund's experience. First, I would say that I appreciate and I applaud you all for doing the work you've done to date because it is an extraordinary amount of participatory approach that you used and I think you're going to get a lot of buy in from the staff.

We found that, obviously, at this point our work was only half done. And I know you know that. And how do you then make it something real that does, to your point Chuck, make a difference in what you do. We work through local partners. We have 450 local partners around the world. And I'm proud now when I go out to visit our projects and talk about local partners, they're telling me what our -- we call it our core outcomes for children are, our mission. They tell -- they're telling me what it is. So how did we get to that point? It took off in ways that surprised me, but I -- when I think back I think three things. And I think AID has -- I've heard about two, I'm not sure about the third, so I'll talk about that.

One is the final -- when we did the whole process and it was a participatory process in our own

way, the final result resonated with people. It just made intuitive sense. So there wasn't an argument in that way. So, check. When I read the document, as I said earlier, it holds together. It makes sense.

Second, we gave them then, our partners -- our staff obviously had been involved quite a lot but then bring it out to our partners. And I think that's what you want to talk about. We gave them a lot of opportunity to discuss going forward. And I know when we talked earlier, they have -- AID has a lot of plans and this being one to launch that and kind of give opportunities for us as partners NGOs, or as partners with government, or partners of private tech [spelled phonetically] to discuss it. So it gave people a chance to kind of wrestle with it themselves and to understand.

The third one was the most important that made the difference. And I see the beginning of that. It wasn't just putting out the -- our mission. It was then taking it to the next step as you did when you have AID's objectives into crosscutting principles I think. So we'd kind of operationalized it then, and we did the same. But then we had to take that framework and use it as our organizing framework for how we work with our partners.

So all our -- all the frameworks and the plans and the budgets and everything that how we dealt with our partners were guided by that. So everything ended up aligned around it. Is it perfect? No. Do we still have a ways to go? Yes. But it was an alignment and because all organizations like AID are a big ship and not a small speedboat, you know, you don't turn on a dime. But there was definitely a process as I think with the MDGs when you put out goals there and you do the hard work of working behind the goals to come up with measurement tools et cetera for your framework then everything starts shifting over there.

And I think the last point related to this, we've just done now, is go back then and issue -- it took four years for us to issue our first impact report at the goal level, at the mission level. Kind of rolling everything up to say it's not just -- you know your -- I'm assuming your objectives are kind of your theory of change. If you put all -- if you do all those things, they'll collectively add up to achieving your mission, right? So we went back and tried to, then, put our data system over the last couple of years so that we could start measuring at that -- almost at the mission level.

And so I'm really proud, I'm very excited the first report got out. Again, is it perfect? No. But is it a step in the right direction? Without a doubt. And part of that was obviously -- not obviously, but we also have a value about learning. And that had to be represented in that report. That everything wasn't good. That we tried this and it didn't work as well. And this is what we learned from it.

For us in the NGO world, it's part of now what these Charity Navigator and other watchdog agencies are asking for us. First that you put out your theory of change; how do you expect to change whatever -- accomplish your goal? And then second, what have you learned from that process? So it might be easier for us to do that, though that's difficult for an organization that mostly gets the money from the public to put on our website now something that we didn't do so well at. And I know you have your own problems politically in doing that. But it is so much more important to really embrace that value of learning.

The last thing I'll share because I see my time is short is on the values themselves. And I

appreciate your comment that all values are -- some are core to what AID has been and my experience of AID over my career. And some are more aspirational. And having that be -- up front about that and putting that as part of your dialogue. It'll -- you'll be able to get feedback from your partners as to where they see them as which ones are core and which ones they see as aspirational. It might be the same as you see it; it might be slightly different. I think it's valuable input for you if you're really trying to make those values come alive.

**CHUCK COOPER:** I had a follow up question for you, Anne.

**ANNE GODDARD:** Okay.

**CHUCK COOPER:** Which is that about a month ago you wrote a really interesting piece in Huffington Post. And what you did was you compared the domestic war on poverty with the millennium development goals.

**ANNE GODDARD:** You should read this, David.

[laughter]

**CHUCK COOPER:** And I'd like you to talk briefly about it. Specifically, why is it so important to have a common mission with specific targets to try to reach?

**ANNE GODDARD:** I remember sitting in a meeting when I finally understood what the MDGs were about. And where I was working at was trying to align its work behind them. And there

was a date of 2015 and I was so excited. First of all that that date was going to come within my working career time.

[laughter]

But that -- we were finally putting out a goal out there, and that we could start the messy but needed process of aligning behind that. And I think domestically -- and when I tried to share the story with my supporters that we have made progress in our work because that is so important. But I say we've made progress, but we're starting at a lower base, but we've moved up. And when I look when I see what's happening in the U.S. there's not that clear goals out there. And I think that's important to do that domestically as well.

But I do think that you notice and you move to what you notice. You notice and you move to what you measure. And what you measure is when you put out a goal. So -- and I fully embrace that even though sometimes the results aren't all what I want, but I've learned and then we'll move it forward again. And thank you for reading my Huffington Post blog.

[laughter]

**CHUCK COOPER:** You're welcome. Nancy, I wanted to talk to you about values as well. And one of the core values for USAID in our new core values is integrity. And we talk about integrity in terms of transparency and accountability, and that- essentially has been your life's work. Now at American University and previously when you were at Transparency International. Talk a little bit about how both USAID but more broadly civil society, are we

embodying those values of transparency, of integrity, of accountability?

**NANCY BOSWELL:** Well first of all, thank you for including me and I would share with my colleagues what an exciting time I find this is. I mean, I think everybody recognizes putting out a big goal like ending poverty is -- or extreme poverty is just a very bold and ambitious goal, but as someone having worked on an issue where civil society participation and inclusion is so terribly important, to put that up there with ending extreme poverty to me is very reassuring, it's very inspirational. There are not too many governments that I know -- I don't know of any that would put all of us up there. That whole partnering notion, so I just wanted to -- in case I forget that point I want to put that up front.

I think when it comes to integrity and transparency there's probably no one in this room and there's not one that we would speak to among our partners who would say, "I am not for integrity and transparency." You know, we all know the -- we all, I think, believe that we're ethical people.

But I think when we get out into the real world and this gets to your difference between your core values and aspirational values, I believe integrity is one of those core values, but also aspirational values because it's not an easy environment. And AID people I'm sure recognize that as well as anybody that when you're operating in difficult environments, maintaining your integrity is a challenge.

So there's a demand for bribes in many instances whether you're an NGO, whether you're a private sector, or whether you are a donor or a government official. This can be a problem. I

think weak legal structure, capacity issues. These are not easy issues. It's not just a question of knowing the right thing to do. It's knowing the right thing to do and how to do it in the moment in -- given the challenge. And particularly in development where it's so important to get the assistance to our partners in need in often conflict environments or urgent circumstances. These are situations where it's not always easy to just go the straight line in all environments.

And finally, I think especially on the transparency issue. I think AID has just done a tremendous job of putting information out there that is vitally important. Many other donors are following suit and have done a lot in that regard. But for civil society, transparency is not a straight issue. You're operating in an environment where there is in many cases pushback. And being transparent about your sources, your donors for example can be dangerous. So I just want to say that these -- while these are I think on their face core values, they are also going to be inspiration and as we get to talk about how do we put this into operation, we need to be mindful that it's not always going to be straightforward.

**CHUCK COOPER:** I'm going to give you an opportunity to challenge us a little bit. And not just USAID but the civil society organizations broadly. How can we improve?

**NANCY BOSWELL:** Well I mean I think AID has been a leader on many of these issues for a long time, but I wouldn't be doing my job if I didn't say that I think there's broad recognition now that if we want to get to the ending extreme poverty, we have to recognize the link to corruption. Jim Wolfensohn '94 talked about corruption being the major impediment to poverty. President World Bank, President Jim Kim just said, "Corruption is public enemy number one in the developing world." Our administrator has said that there's -- I have it here, a quote here, "an

overlap of extreme poverty, extreme ideology, and extreme corruption.”

So if we don't put that out there front and center, that while we're addressing extreme poverty, we're also addressing corruption. We must address corruption. I don't think we're going to make our aspirational goal. And it seems simple, but I was struck by recent statement that the Gates Foundation put out. It was in the Wall Street Journal, it was in their foundation newsletter, and so forth. Where Bill Gates says something to the effect of the horror stories about corruption are a thing of the past. And it's exaggerated and we shouldn't, you know, he was sort of saying development is being very successful, very transformational so let's not get caught in this anticorruption stuff.

I think we need to be wary of putting it to rest. Corruption is still very much, very much with us. So I was particularly pleased to see in the strategic goals elevating civil society because clearly that's not only a goal, it's a tool; it's an approach to achieving the end of extreme poverty and to getting rid of corruption. We need all actors to be demanding accountability. So this is an important aspect of putting this into operation. And I don't think it's going to be straightforward again. Civil society can't succeed by itself. kleptocrats, oligarchs, vested interests are simply not going to give up on their illicit gains because civil society is monitoring or saying they have to be accountable. So I think this partnership idea will come back strongly in the future. I have lots more to say but I don't have any time. [laughs]

**CHUCK COOPER:** Thanks Nancy, and Anne, and Susan for all these great points. We've got about five minutes left, and so we would love to open it up to you if you have any questions, particularly thinking about the sort of how do we put the mission and the values into practice in

the way we conduct our business. If you had any questions, I think we have some.

**CAROL CHAN REGAN:** Carol Chan Regan [spelled phonetically], seven years with USAID and 10 years in the field with partners -- I'm from Boston. One thing in having written our piece and our phase [spelled phonetically] and then having been on the partners' side writing the proposals, what happens often is that the partners will try to mirror back exactly what you say it wants and it becomes, you know, what group has the best subs, who's the most dynamic, who's already in the field, but something that seems missing is the fact that you've got these incredible people in these organizations who have 20 and 30 years of skill, and talent, and experience. And so isn't there some way to sort of take advantage of that and say -- I don't know where -- PPL maybe, but where you say, "Okay, here's \$5 million and it's going to be awarded over the course of a year to innovative ideas and projects from implementers who, you know, maybe they've been 10 years in Somalia already, and say, "Yeah, you know, here's --" and have a panel, have it be contest, do something so that if you want to sort of push the envelope around creativity and partnership, let the partners bring some ideas forward instead of always just responding to USAID.

**CHUCK COOPER:** Susan?

**SUSAN REICHLE:** Yeah, no I'm happy to jump -- that's exactly the approach that we're trying to use. So whether it's through grand challenges for development or development innovation ventures. It's not about in the past where we were the center, right, and you partnered with us. No. We're part of the partnership and how do we facilitate that? And actually one of the things we'll be rolling out even for within our own missions because in having been a former

USAID, you know, employee, you know you have a lot of creative ideas. And often we don't even allow our own staff to unleash those ideas. So putting out essentially development funds even for them. So all of us together and not revolving around just the traditional approach that we talked about. So -- and any other ideas you have please send them our way.

**CHUCK COOPER:** Yes?

**AUDIENCE MEMBER:** [unintelligible] farmer, USAID, Peace Corps and [inaudible].

Culture of corruption is very well established in many, many countries, and so I admire the way that it's front and center. If we are going to really reduce corruption we also need to reduce poverty. We also need to reduce distribution of wealth. There's more corruption with lots of poor people, lots of them and then there are very few very, very rich people. I don't want to mention names because I have some interest in some countries. But recently I came to like three, four countries and corruption is very real and it's very subtle.

So the last thing I want to say is if you want to address corruption you need to make a plan like we do in USAID: this is the problem, how we are going to solve it. Systematic approach so that elimination of corruption will be minimized. If you -- it's really impossible because human beings are greedy people. At times a lot of us, a lot of them, but minimizing act of corruption.

And the last thing I want to say, I see that -- one country I can give you example. When I went to Ghana in '89 the corruption was rampant; and you couldn't get anything done. Then I went back in Ghana after 10, 15 years the level of corruption really had been reduced. Contribution, frankly -- credit goes to USAID, too, because USAID had been very, very active, World Bank

had been very, very active. So thank you. I just had to share with you.

**CHUCK COOPER:** Yes, I think we have a question here.

**AUDIENCE MEMBER:** Thanks for your remarkable presentation. I am a master student from the University of Maryland, and I have a question about your partnership. First a partnership, I think, is a good way, or the efficient way to ensure the flexibility in your, maybe, [unintelligible] NGOs in your local area, I think so. But how do you pay much more -- enough attention to the accountability issue? I mean your program or partnership should be responsible -- should be responsive to the local needs.

So I mean how to adjust your aid schedules to -- calling to your partnership. How do you use your partnership to make sure your efforts will be responsive to the local needs?

Actually I'll give you an example, maybe from China, because in some, maybe -- some partnership within some programs that owners, you know, they may take charge in the whole process. And sometimes they may also neglect the basic needs or the local needs from the local people. So I think it's a big issue if you want to use a partnership to ensure the flexibility, but how do you ensure -- how do you make sure it can also be responsible to the local people's need? Thanks.

**SUSAN REICHLER:** Yeah, absolutely. Alex referenced the global development policy that President Obama released several years ago. And now you can all read it online. And what you will see front and center in that policy is the importance of partnership, working through

country's systems, and ownership, post-country ownership.

And one of the best speeches to read that we are operationalizing now is from September 22nd, 2010, when the president rolled the Global Development Policy out, which is our first development policy framework since President Kennedy. And I think this gets back to what a unique time we live in right now. I mean development, it's not just the rhetoric of the three D's, which, you know, having been a career foreign service officer, we've heard before and all of us in development. But it's really operationalizing it and I think going to the heart of what you just said. If you/we are not aligning with not only host country governments, but also with its citizens and with the needs of the citizens and building all of us together our development interventions around that, then we will not be able to achieve this global goal of ending extreme poverty. So that concept of partnership on so many different levels, I think for all of us is absolutely critical. And we have now a policy and a framework and a direction, I think that we haven't had in many, many years in development.

**CHUCK COOPER:** Okay, I don't see any other questions, so I think we'll conclude. I wanted to thank our panelists for doing such a phenomenal job. We appreciate it. If you could join me in thanking them.

[applause]

And thank all of you for coming. We really appreciate your input. So have a good afternoon.

[end of transcript]