

President's Global Development Council
Public Meeting

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MALE SPEAKER: Ladies and Gentlemen, we will begin momentarily if you could ensure that your cell phones are silenced for the duration of the program. Thank you very much.

MOHAMED EL-ERIAN: Good afternoon, everybody. On behalf of all of my colleagues on the President's Global Development Council, it's a huge pleasure to welcome you here. Thank you for taking time from your busy schedules to be with us. My name is Mohamed El-Erian. I'm joined here by most of the external members of the Council. Two are missing. Unfortunately, they couldn't make it. The others are all here, and they will be actively participating, and they will introduce themselves at the start of their remarks.

It's a true honor to be with you, and it has been a true honor to serve as members of the Global Development Council. And right up front, we'd like to express our thanks to our colleagues in the administration in the various agencies who

have interacted with us, that tolerated us, they responded to many requests, they've met with us, including before this meeting. And we'd also like to express our special thanks to Jayne Thomisee, the executive director and policy director at USAID, who has been our coordinator and our main counter-party.

For those of you who don't know us well, we are a group of individuals with very diverse professional experiences, backgrounds, and current position. We have used the resulting cognitive diversity and our passion for global development to give an outside perspective to the administration. And we've done this through two ways: one, on issues that were given to us by the White House; and two, on what we call self-directed topics, topics that we felt were important and that we wanted to do work on and bring to the attention of the White House. And, as someone reminded us this morning, we didn't just focus on the why and the what, but also on the how. And you'll hear a lot about the how as we present.

In our meeting today, we have two objectives that we hope that you will agree with us and help us achieve. First, to present

for your consideration our thoughts, findings, and recommendations; and second, and more importantly, to hear from you. To hear from you not just on the items we've covered, including priorities for the remaining tenure of this administration, for next administration, but also we'd love you hear your comments on what we didn't cover and should have covered.

Some of you were with us at our previous public meetings. You'll know that from our side we find the conversation extremely stimulating. So please don't hesitate to speak out -- speak up. And as some of you experienced last time, don't be surprised if you ask us a question, and we turn it around on you, because we'd like to hear from you. And we're also going to give you an email in case you're shy and you don't have the opportunity to share thoughts, so that you can email us on that.

But before we do all that, we have the great honor and the great privilege to welcome to the podium Mary Beth Goodman. As many of you know, Mary Beth is special assistant to President Obama and Senior Director for Development and Democracy at the NSC.

She has played a critical role in enabling and guiding our work, and we're absolutely delighted that she's here. And we thank her for all of her help. Mary Beth?

[applause]

MARY BETH GOODMAN: Thank you all very much. Let me just apologize at the front for my voice. I'm just getting over a terrible cough and cold, so if I have a coughing fit or sound a bit more like a frog than usual, forgive me. I am thrilled to actually be here with you today. I am particularly pleased to be joined by the distinguished members of the President's Global Development Council on the occasion of the release of their report, progress to date, and the way forward.

This report lays out, I think, a very helpful retrospective of the progress that we've made together over the course of the Obama Administration in advancing global development. Building on more than a half century of U.S. global leadership, including the creation of the Millennium Challenge Corporation and the

President's Emergency Plan for AIDS Relief, known as PEPFAR, which were started under President George W. Bush.

President Obama issued the first in a new type of policy with the U.S. Global Development Policy in 2010. For the first time, global development was elevated, on par with diplomacy and defense as a core pillar of U.S. engagement. The PPD, as we call it -- every good policy in the government needs an acronym. So, the President's Policy Directive, known as the PPD, set out our approach to a new way of doing development. It lays out that our approach should be comprehensive, not siloed. That it should be results-based, innovative, comprehensive, driven by data, and transparent. It also laid out that our new way of doing development should harness nontraditional partners, including the private sector and civil society in all of our efforts in the development space. The President's policy set forth a vision that places a premium on many of the principles and objectives that were endorsed by the international community in the 2030 Agenda for Sustainable Development, focused on sustained and inclusive economic growth, democratic governance, game-changing innovations, leveraging new partners, and multiple

sources of development financing, as well as building sustainable systems to meet basic human needs.

The administration's signature development initiatives reflect these principles and a new way of doing business. Feed the Future, our signature food security initiative, has generated significant reductions in poverty and malnutrition. Power Africa has set the stage for a steady flow of private sector investments in an expanding energy sector, and our investments in global health have yielded reductions in maternal and child mortality, reductions in malaria incidence and lethality, as well as a promise of an AIDS-free generation. Across these and other efforts, and as mandated by the President's policy, our investments in development reflect increased and more strategic collaboration across and among a broad array of U.S. government departments and agencies.

I know I'm speaking to a development crowd here, preaching to the choir, as my grandmother used to say. But this is a wonderful opportunity to thank all of you for your support, for all of the dedication and passion, and all of the hard work from

so many of the people who are gathered here today. In recent decades, the world has achieved some amazing advances in the development space, as well as with human dignity. We've saved over 60 million lives from measles and malaria and tuberculosis. We've slashed HIV/AIDS infections and deaths. Across the developing world, incomes have gone up, tens of millions more boys and girls are in school. Millions have gained access to clean energy, helping to mitigate the threat of climate change. The list goes on and on. All of us can take great pride in these historic achievements. It's a testament to what's possible when we work together.

Governments, multilateral institutions, the private sector, and civil society. Developing new partnerships to further our work sparked the effort to create the Global Development Council as a new way of tapping into additional expertise. We're so pleased to have leveraged the diverse experience of this group, with an amazing array of expertise in private industry, academia, foundations, think tanks, and the nonprofit space. I want to thank all of the members of the GDC for devoting your most precious commodity, your time. This has truly been a labor of

love in creating additional time in your busy schedules to help the administration advance this ambitious focus on global development over the past few years. I hope you'll please join me in a round of applause to thank our distinguished members.

[applause]

We celebrated our collective accomplishments at the White House Global Development Summit this past July, which many of you attended. In fact, the suggestion of holding this White House Summit was included in the GDC's very first report. We were able to reflect on accomplishments but also think about what's next and how to continue to leverage our efforts for more impact. While we are in the final months of the Obama Administration and are preparing for transition to the next administration, there remains today just as much of a need for strong U.S. leadership in global development going forward. As President Obama said at the Summit, "We are humbled by the amount of work that remains. When some 800 million people, men, women, and children, subsist on less than a \$1.25 a day, when 11 boys and girls are dying every minute from mostly preventable

disease, when hundreds of women are dying every day from having a baby, when all of this is happening right before our eyes, we still have so much more work to do.”

So, we're here today to call some attention to some of the ideas that can help us advance and accomplish some of these tasks in this ongoing work. The report that we're discussing today puts forth ideas that the new administration can consider and for all of you to consider as we seek to address the next challenges in global development. The report reflects all of the GDC's diverse expertise. It includes recommendations for topics ranging from galvanizing the private sector, to financial inclusion, to spurring innovation, to gender, and lays out recommendations for 2017 and beyond.

I want to say that we from the Obama Administration greatly appreciate the partnership and service that this group has shown and the fresh thinking that they have brought. I hope that all of you will continue to help us think through these challenges and continue to push for a strong focus on global development issues as well as the creative measures to address the many

challenges. Now, without further ado, I'd like to turn it back over to the panel so we can discuss the report. Thank you very much.

[applause]

MOHAMED EL-ERIAN: Thank you, Mary Beth. And thank you for enabling us to interact with so many people, not just within the White House, but at USAID, at State, at DOD, at the MCC, at USTR, and the Treasury. In terms of specifics, this is what we suggest for the next hour and a bit. First we're going to turn to John, on my right. I don't know whether he was volunteered or volunteered himself, but John was again the lead author for our report.

So, we're going to ask John to introduce the report and then to ask colleagues from the DDC to comment for about five minutes on specific areas that we've looked at. This, we hope, will provide the basis for a room-wide conversation. And, again, we will ask you to help us on understanding the current context for the development effort, on what you make of not just our

recommendation, but our assessment of the extent to which our recommendations have been pursued, and on the menu items for the future. After this discussion with you, James, who is the Vice-Chair of the DDC will be providing the closing remarks.

As you will hear a lot less from me going forward, you'll hear a lot more from my much more talented colleagues. Allow me to close these introductory remarks with some personal observations.

We meet at a time of what I call unusual uncertainty. We have very unusual political developments in our country. There is a massive degree of uncertainty about where the global economy is going, about where global finance is going. We have the worst refugee crisis on our hands since the Second World War.

Conflict zones are spreading and are creating a lot of harm to a lot of people. And even things that we took for granted about trade and diplomacy all seem to be in play.

Yet, in the midst of all this, we also have been living through a very exciting time for global development. And that is an

issue that has not been publicized enough. Real progress has been made on real issues that impact millions of people around the world. And I can tell you, we as a group are very excited about the progress that has been happening in going beyond aid in thinking about development, in advancing the data revolution, in expanding partnerships, in using new tools, and in so many other areas.

It also is striking to us that in a town that has difficulty getting anything done these days, five laws have been passed in a bipartisan manner by Congress. Five development laws have been passed. Which speaks to the importance and the support that development gets. None of this would have been possible without your help in thinking about these issues, in advocacy, and in partnerships. So, on the behalf of the DDC, we thank you for your dedication, for your hard work, and for your effectiveness. With that, I'm going to pass the floor on to John.

JOHN NORRIS: Thank you, Mohammed. And who would have thought that international development was the area where the U.S.

Congress all comes together in a big, warm hug? But, you know, I think that does speak to a lot of the hard work that has gone into these issues and the dedication of all the people in this room. As the drafter of the report, I really want to go out of my way to thank Mary Beth, to thank Jayne, thank Francis [spelled phonetically], and all the people that I interacted with at the respective agencies. You know, there's nine, ten different agencies involved in clearing these reports. As someone who writes a good deal for a living, that has a prospect to be absolutely hellish. And it wasn't. People were collegial, people were friendly, people were constructive. That they want to see these issues move forward, they want to see substantive change. They want to help us design a better mouse trap. So, for that I'm quite thankful.

And, in particular, this final report basically has three sections. One, a set of recommendations for the waning days of the Obama Administration, a series of recommendations we hope would be taken up early in a new administration, and the bulk of the report is really a scorecard, as it were, to -- of our recommendations to day and what has been acted on, what has not.

And I give the administration a lot of credit. Nobody likes having a scorecard done. And I initially thought when we proposed it, the answer would be quick and the answer would be no. But I think that, on balance, I think that there's been an awful lot of progress across an awful lot of areas, and I think it speaks well that people are willing to take a hard look at what's been done and what hasn't been done and why.

I also think, before I turn to my colleagues to talk about the specifics of the report, it's useful to talk a little bit about, I think, the role that the council can and hopefully will continue to play. You know, that as the Presidential Council, we're not designed to be revolutionary, we're not designed to lead people to the barricades. Our work is cleared by the U.S. Government. But I think we can really help frame big, important ideas and begin to socialize those ideas and help move them forward. And I think we've already see that begin to have some success in some areas, and that success speaks to the way that these issues are broadly owned, not particularly genius on our part. You know, I think the first is development finance.

One of the key issues for the Council from its inception has been the idea that United States can do a lot more on development finance. We should set up a common development finance bank or institution that has greater authorities, greater ability to leverage real development success in a way that most other bilateral donors already have. We are likely to see legislation, probably bipartisan legislation pushing for this kind of new development in finance institution, advance in the lame duck session. Senator Koons and some others are working on this idea. It has an awful lot of support around town among Republicans and Democrats, and I think that's a good example of us helping get something out there into the conversation that has served as a conversation of what's followed.

I think the other area that I think reflects this kind of consensus building where the Council can be helpful is domestic resource mobilization and the idea that more U.S. assistance should be dedicated to helping developing countries themselves mobilize their resources in a basic social contract where they

collect more taxes from their citizens in return for more delivery of public services. That was a key commitment.

The United States and others at the Financing for Development Conference in Addis last year, that was an area that we flagged. That was an area where there was a lot of support among local NGOs and the think tank community, and that was also an area where it had really been an orphan, I think, until probably about 2000 or 2014, 2015. There were a handful of very dedicated public servants in AID and elsewhere who'd been making the argument for years, "We need to do more in this space." And it only really happened when it began to get more of a high-profile.

So, you know, I think going forward we'll continue to focus not only on those big-picture things of what needs to be done, but also about how. And I think that the idea that we need to look at the mechanics, the internal issues in the U.S. Government and how things actually get done and get changed. I think the weight of bureaucracy is very considerable, and we are not going to be effective encouraging reform unless we talk on some of

those real issues about how you get things done in this town and in this government. So, with that, I'll turn to my colleague, Steve, to talk about our private sector recommendations.

STEVEN SCHWAGER: Thanks, John. One of the earliest recommendations that the Council made was that there ought to be a comprehensive U.S. development finance bank that would bring together the activities of a disparate number of agencies all doing a good job but all involved in the development process. That recommendation has still not moved forward and hopefully will be taken up by the next administration.

Rather than stop our work in that area, we looked at the agencies that are doing development finance, and we made a number of recommendations in order to make them even more effective. Specifically, we looked at OPIC, and we gave OPIC a series of - we made a series of recommendations, including multi-year renewal of its funding, the ability to do equity investments, and a series of other things. Some of those the Administration actually moved, but they didn't get through Congress, at least yet. So hopefully John's right, that

there'll be a bipartisan effort in the next Congress and it will get through there.

We also talked about generally across the government changing the way investments are made, talking about social impact investment, talking about blended-capital models, different approaches with -- which we believe with small amounts of money could achieve very significant results from the private sector. And finally, in the absence of global -- a central finance bank, we talked about establishing a one-stop shop where people who are interested in getting support or had ideas about global development would have one place to go, and would be met with by representatives of all of the agencies and would get an answer in a reasonable time frame and not be bounced from office to office to office to office.

And finally, finally in the back of the report for this Administration, we've suggested that the President issue an executive order dealing with OPIC's authority to do equity investments. And you can read it yourself on page ten, but we think that that would make significant improvement in the way

OPIC does business, can do business, does business, and will make a significant effort in global development. And with that, I turn it back to you, John.

JOHN NORRIS: Thanks, Steven. That's a very good and concise summary. You know, and I think it's a great reminder for all of us as well that, you know, we've seen real change in the development community and the private sector no longer looking at each other like they're aliens. And I think that understanding how they can work together, how they can be harnessed together, how they can work in conjunction, I think, is really one of the exciting frontiers for development in moving forward. James, if you could talk about innovation and results?

JAMES MANYIKA: Thanks, John. It's a real pleasure to be able to talk about development. One of the key themes, I think, for this Administration, this President, and also for us as a Council, was to think about how to modernize development. And it's part of our charter and our thinking, the idea of leveraging innovation and innovation tools and mechanisms, as

well as shifting the mindset from activity to results and outcomes focused. We thought those were important themes related to how to transform and think about modernizing development. So much of what we actually did involved finding examples of where progress is already being made in these areas within the government agencies, highlighting and spotlighting that, but also trying to help scale and encourage the scaling of that. There were several areas in which we also tried to inject some outside thinking, just based on the experiences that the members of the Council and many of us who spent our time in the private sector where we see innovation and experimentation take place. So, that was the essence of much of the work that we did. The recommendations are actually in the report, but I wanted just to highlight these two particular areas of some of our recommendations and what's happened in the time.

The first area has to deal with this idea of innovation and leveraging technology and data in particular to drive -- to drive development. And I think this is an area where we feel encouraged. And I think there's been quite a lot of willingness and embracing of the ideas of leveraging technology and data in

development. And there's several examples of this that are actually quite important to take note of. I think it was quite impressive the way the quantity and quality of data that was leveraged in turn by the U.S. Government in calling for a data revolution around, in fact, the development -- the sustainable development goals, was actually quite impressive. I think the U.S. was actually the leader in that, in kind of harnessing and galvanizing, creating partnerships to try and bring data to the FTGs [spelled phonetically]. Clearly, that's work still in progress, but I think the leadership already shown is quite encouraging.

We're also quite encouraged by the work that, for example, USAID has done around the Grand Challenges, and the use of the DIV, development innovation ventures, as a way to again spur and catalyze development.

One other area that we actually spent a fair amount of time on was the idea of encouraging USAID to set up the development lab. I think this something that has now come to fruition, and, you know, we were a pretty ambitious group and wanted something even

bigger and bolder, but I think we're thrilled by the fact that it's already in place, and it's now trying to change the notion of being willing to take on risk in thinking about innovation in an area of development where, I think, historically, the idea of taking risk in a way that entities like DARPA [spelled phonetically] and others do has been not so much a typical approach when it comes to thinking about innovation and development. That's actually something that we encourage quite a bit. The numerous examples ranging from, for example, the Better Than Cash Alliance to the Digital Impact Alliance, in terms of creating partnerships to orient towards innovation and development.

We're also quite excited, by the way, about how there's been tremendous effort across government agencies to take on this idea of enabling entrepreneurship, particularly social entrepreneurship that often impacts development. We've seen that with Ali [spelled phonetically] initiatives and some of the innovations centers that have been set up with also, even, the Global Entrepreneurship Summit that's been convened now twice. The President first did that in East Africa, and now was done

recently in California. All of that is quite encouraging. So, I think this area of innovation is one where we feel encouraged by the progress we've seen. Clearly, there's a lot more to do, still. And we hope that this is an area that the next administration, the next council and agencies continue to take forward.

The second area I wanted to highlight relates to a -- the need to have a focus on outcomes and results. And in some ways, this is a bit of a mindset shift. I think quite often, a lot of development activities have focused a lot on the inputs, if you like, and not so much on the outcomes and the results. So, we actually pushed quite a bit, encouraged government agencies to start to think about paying for results and outcomes. Now, to be fair, already some of this has been going on. MCC has been doing this for quite some time. We also see growing use of, if you like, payment for results mechanisms for several agencies. And we're starting to see the use of tools that try and focus on outcomes from development.

But this is a change that we think will take time, just because of the long history that I think historically mostly focused on activities and inputs and not enough on actually thinking about the outcomes and results. Now, of course, it's important as we focus on outcomes and results to think carefully about metrics and also to think carefully about capacity and capability building, because otherwise you could easily go awry with just this narrow focus on results and metrics. With that, let me hand it back to you, John.

JOHN NORRIS: Thank you, James, and also a great reminder that focusing on outcomes and changing how we think about development isn't just something that we would recommend for the U.S. Government, but for everybody who carries out development; NGOs and others. Going to turn to Bill Reilly for sustainable growth.

WILLIAM REILLY: Thank you. One of the extraordinary realities of foreign assistance and development is its tremendous success over two administrations, both of which have been important to innovative initiatives, and to the extent the country has not

appreciated this, we hope that the kinds of things that we have said in our report and that we continue to be involved with will draw attention to it. The metrics are indisputable, the progress in areas that have been very frustrating for years, very notable.

And in a period where there's so much negativism, as the Chairman mentioned, as Mohamed said, is actually a good news story. And it's even reached the Congress. We have seen the Feed the Future ideas and concepts flow into the Global Food Security Act in some very impressive ways that promote climate-smart agriculture and resilience. We've seen bipartisan support for the Water for the Poor, Paul Simon Water for the Poor Act, which has seen fabulous progress in reducing the number of people without sanitation and without clean water. We're talking hundreds of millions of people in this, full support and significant financial support by both parties in the Congress. I think these really deserve a great deal more attention than they have received. To the extent that we can contribute to that, our report does, I will be very pleased.

It's important to understand how much land and forest affect food security, affect climate, affect the protection of the environment. If we do go forward to have 9 billion people within a couple of score years, it's estimated we will need a doubling of our food production. Agricultural authorities are quite clear that we do not have uncultivated land that we can go to to ratchet up the productivity and on the scale that will be needed. What has been neglected, however, is the very significant amount of degraded land worldwide.

These lands, according to a report that the Nature Conservancy has poised to release, over 10 years' time, if a third of them could be brought back to cultivation and production, would be equivalent to an emissions reduction of all the emissions of China. We're talking very large opportunities here, and to the extent that we can get food production from these lands, we remove the pressure to bring in mountain slopes, steep slopes, wetlands, and other environmentally important resources for wildlife and watersheds and the rest. This is a priority that deserves attention, and we recommend an executive order to tend to it.

The procurement of products like beef, soy, paper, palm oil, from deforested lands around the world is an important issue that can be addressed relatively straightforwardly by countries that are interested in maintaining strong forest, and particularly forest areas in areas undergoing severe deforestation. We recommend the creation of a green forest foundation fund to provide funds for those countries that protect their forest, much the way that Norway pioneered when it offered a billion dollars to protect the Amazon against further conversion to Brazil. But used the pay for performance principle, which animates so much of what we have proposed. Money did not pass until satellites measured that the progress was being achieved.

We recommend that be the practice with respect to the protection of forests. We engage with a consumer goods council where companies involved in a significant proportion of traded commodities where both deforestation and excessive movement into environmental areas has been involved, working with the private sector. Private sector is many of the major companies involved

in the consumer goods form, are committed to not purchase or make products from deforestation. We recommend that the United States Government establishes a policy that it not procure from such areas, either. Thank you.

JOHN NORRIS: Thanks, Bill. And I really want to thank Bill for just a terrific record of bipartisan leadership on environmental issues stretching back years and for highlighting not only through his work on the Council, but elsewhere, how the economic and environmental imperative is increasingly aligning on issues like reducing percentage of degraded lands, reducing food waste. These are things that make sense for businesses. These are things that make sense for consumers. These are things that make sense for the environment. And this idea that environmentalism and economic growth need not be pitted against each other, I think, is an enormous contribution to the cause of development. Gargee, financial inclusion?

GARGEЕ GHOSH: Sure. Thank you. Financial inclusion came onto the radar of the Council through U.S. Government staff in a number of agencies who felt that this was an area where the U.S.

was not yet doing everything it could, and that the lack of financial inclusion would fundamentally impede progress on development in a number of ways.

So, what are we talking about? The two billion people around the world who don't have access to a bank account. Maybe that seems like a luxury in the hierarchy of development needs. It's not. It means that these people have no way of engaging in the formal economy. It means they have no way of protecting themselves against shocks as small as their child breaking an arm, or one season of crop failure. And it means that these people have trouble accessing the very government services and programs that are designed to help the very poor.

So, the Council was pleased to take on this issue, especially because, as we looked into how to make progress on financial inclusion, it became clear that the US has many of the ingredients required to lead in this area. We need digital infrastructure, we a regulatory system that balances stability with innovation, and we need winning consumer-facing products;

distribution systems, apps, financial products that the populations we're trying to serve want and can afford.

We're delighted with the emphasis that the Treasury Department in particular has placed on financial inclusion in the two years that we've been working together on the issue. They are now working in partnership with USAID and with the White House, and we're seeing signs of real progress. If you look at the G20 Financial Inclusion Principles, if you look at support to governments as they reform their regulatory and financial sectors, if you look at tech acceleration initiatives, this is all exciting. And it's lots of steps in the right direction.

We're working now with our agency friends and colleagues to figure out how to continue momentum. We're pleased that since the writing of this report, Treasury and State have, in fact, moved ahead on a fellows program and will be bringing in financial technology and financial inclusion experts into their staff. And we are continuing to work with agencies on how to -- how the US development assistance can essentially serve as a

catalyst for a transfer to digitization that has knock-on effects for all the populations we're hoping to serve. Thanks.

JOHN NORRIS: Thanks, Gargee, and a great reminder that financial inclusion really does spill into so many powerful issues beyond just participation in the economy that you start to touch on issues like legal identity, a woman's right to inherit and hold land in a country. It's really an interesting way to go at some really powerful issues that have kept an awful lot of women, in particular, and traditionally marginalized groups out of the mainstream of political and economic lives of their country, so kudos for your leadership in this area. I'm going to turn to Sarah for discussion both of urbanization, women, and youth, as well as our recommendations on humanitarian assistance.

SARAH DEGNAN KAMBOU: Thank you, John. Given time constraints, I'd like to just quickly frame the issue of urbanization, in reminding us that currently half of the world's population lives in urban areas, cities, that'll be 60 percent by 2030, and projections of 90 percent by 2050. And 600 of those urban areas

are currently generating about 60 percent of global GDP. So, clearly, cities are poles of attractions for migrating populations and poles of attractions for expanding -- companies looking to expand their base, in terms of leveraging talent pool, expanding consumer markets, and so forth. We also recognize, of course, that rapid urbanization has impacts in terms of the challenges that come to the environment and the increasing burden on services such as education, health, transport, quickly wrote.

As Council, we were challenged to think about what does urbanization mean, in terms of the way that we are doing development? And should we refocus our ways of doing development to actually engage more directly with cities, many of them much larger than some of the countries we have development programs with? And that was a fascinating conversation and lead to several very specific recommendations, that include improve our ability to deal directly with cities, and USAID has made some very substantial progress in this regard. In the first, the U.S. is part of the C40, the Cities 40, signed on to that compact and recently made a

\$2.3-million-commitment at the Habitat 3 Summit, where they will begin to look at what should they be doing differently in terms with urban populations.

John had mentioned earlier the fact that the weight of bureaucracy has often confined the way that we think about issues or respond to issues, and that's clearly been something that the U.S. G agencies have been struggling with, but it's really interesting to note that within USAID, the policy shop has really been focusing on global trends like urbanization and figuring out how they might be able to change the way that they interact with national governments. So, for example, we have the example of USAID Philippines, where the entire country strategy is focused on three cities within that country and really addressing in-depth the issues of urbanization in an integrated format.

Thinking of urban areas as talent pools and thinking of the rapid migration of people into these areas, we're concerned, of course, about those who are coming with low skills who haven't yet had the advantages of education, who may be unfamiliar with

systems that they are confronting for the first time. How do we create platforms, channels for them to actually have access to the workforce, especially youth and women? What must we do on a municipal basis in order to create greater and stronger pathways forward? This is something that was deemed as interesting, in terms of the YALI and the Global Entrepreneurship Summits. So, there's been some interesting progress in that regard, but it's still an emerging issue for the USG agencies and something they see as deserving increased resources and attention moving forward.

Finally, where there's been just tremendous progress, especially in terms of women and girls, not necessarily linked to urbanization, but more broadly speaking, is, of course, the USG support for sustainable development goals and its new strategy for ending extreme poverty. All of these initiatives are seeking to address the underlying barriers to women's full engagement in the economy and in society. So, that is, in summary, the discussions and recommendations that we brought forward on urbanization. John, should I turn it back to you for a quick weigh-in?

JOHN NORRIS: Well, why don't we just go ahead and do humanitarian assistance very quickly, just -

SARAH DEGNAN KAMBOU: It's very, very quick.

JOHN NORRIS: -- to be cognizant of time.

SARAH DEGNAN KAMBOU: So, Mohamed tee'd that up for us nicely in terms of saying this amazing migration of people and mobility given crises across the world has, you know, of course, prompted deep reflection on what do we need to do in terms of response to humanitarian crisis. Our interests -- I'm representing the International Center for Research on Women -- specifically is how do women and girls fair within our humanitarian response? And, quite frankly, there is two silos, those looking at women specifically and those for children. And in the middle, we have adolescent girls, who are extremely vulnerable in those kinds of situations.

And so, we were very active as a council in making recommendations to the USG that as they go into the World Humanitarian Summit, they seek to integrate adolescent girls specifically into all of the five areas of recommendation. Happily, the USG did sign on to all five of those recommendations, so we thank them for that. Adolescent girls, specifically, was not noted, and it's something that we believe should be continuing under the next administration.

JOHN NORRIS: And I would just add on the humanitarian front, we are delighted with the Administration's role in helping galvanize greater involvement by the private sector in refugee issues, through the Partnership for Refugees and some affiliated efforts. We now have more than 70 companies that have signed up this year to be involved in refugee issues, and that is historic progress. That is more in this last year than I've seen in the two decades beforehand. Alan, any thoughts that you would care to share?

ALAN PATRICOFF: I wasn't on the program, and Mohamed passed this little message to me. I thought it was going to say, "Would you mind excusing yourself if you keep coughing?"

[laughter]

But instead he asked me if I would like to add a few thoughts. Let me just say, and I apologize for coughing, I -- a lot of us are stuck with this -- Mary Beth -- with coughing -- this difficult cold environment. I would just say, one of the themes that prevailed through all the segments that you've heard about, perhaps a little less in the last section, is outcomes and performance and measuring performance and providing for incentives for performance, whether it's in the private sector, innovation, sustainable growth, or financial inclusion. I think both in the government, certainly in the private sector, and even more so today in the NGO sector, there is a great emphasis on incentives performance. I think the whole idea of the social impact bond is a great illustration of that, trying to address social problems with financial incentives and including the private sector in that, and I think it's critical that we

continue that emphasis and that we continue to bring together the government and private sector to come up with innovative programs to incentivize various aspects of the activities of government and reward for performance.

JOHN NORRIS: Thank you, Alan. We're going to now open up for questions. I would only ask two indulgences. One is that you identify yourself, and two, that there might actually be a question embedded somewhere in your statement. And we do have people circulating with microphones.

DAVID GREELEY: Thanks very much, my name is David Greeley. I'm the President and CEO of American International Health Alliance. We work on health system strengthening, generally, and improving and increasing the quality and quantity of human resources for health, in particular. My question-comment is really for the whole group, but also maybe Mary Beth Goodman, because it relates to a comment she made having to do with collaboration among U.S. agencies. And it doesn't seem to be included in the report, at least the summary of it.

But, from my perspective, from a non-government organizational perspective, an implementing agency perspective, I see at the country level where most of the money is dispersed and decisions are made in development assistance, particularly with cross-agency type of initiatives, like PEPFAR, maybe Feed the Future, there's as much competition as there is collaboration among agencies. I can give very specific examples if you want, but within PEPFAR, which I'm the most familiar with, there's constant in-fighting and competition, such that the best organizations and best solutions are sometimes not brought to the table, because of the in-fighting amongst the various agencies, supposedly allocating resources and implementing the PEPFAR initiatives. So, I don't know if this is something that the Council should look at, has looked at, or could comment on, but I'd be interested, and, again, I'd be happy to provide specific examples. Thank you.

JOHN NORRIS: Mary Beth, do you want to --

[inaudible dialogue]

MOHAMED EL-ERIAN: Okay, let's deal with this question first, because of Mary Beth, and then --

MARY BETH GOODMAN: I think, you know, there's always competition in country for people trying to get more money for their project, but we certainly have seen very strong, we call it, "country team," you know, when the agencies come together through our embassies and through our missions. We certainly have seen an uptick in collaboration across a host of initiatives and tried to do more to be results-focused and impact-driven, but frankly to do more with partner countries, so that it's not just the U.S., you know, determining what the program should be, but to really try and work more in collaboration with countries on the ground for the actual implementation of the projects so that there's more transferred to them and they're able to sustain this effort going forward.

So, I have no doubt we can do better, and we will continue to do better, but I think we have seen a general uptick in the amount of collaboration and in trying to be more engaging with outside partners, so if there are very specific things we can follow up

off-line, perhaps, but this is constantly something we're striving to do better at, so we really do welcome the input.

MOHAMED EL-ERIAN: And, David, if I may add, it is an issue that came up several times. And progress is being made. Our approach was to ask the question, "Can you have structure due to heavy lifting?" And the development bank is one illustration of that. We also asked whether you can have incentives and alignments. And third we asked can you have an external catalyst to do that? So, it's a real issue, it's an issue that comes up in several areas. Progress is being made, but I think it's an ongoing work.

We're going to take two or three questions and then have the panel respond. Can we have another one up here, and then we're going to go in the back, over there. So, it's up here, right there.

CHRIS MCCRAY: Chris MCCRAY [spelled phonetically], Cray Foundation [spelled phonetically]. My question would relate to block chain, block chain the future. I see there's a small

reference to financial inclusion and working with China on page seven, but compared with other parts of the world, where block-chain clubs seem to be almost synonymous with development and, sort of, partnerships and transparency, doesn't seem to be much around that in the city, so I would really like to know if it's come up with your Global Development Council or not?

JOHN NORRIS: Thank you, Chris. Back there?

AMBER JAMIL: Thank you so much. My name is Amber Jamil. I'm with the American Pakistan Foundation. We are a diaspora group that is mobilizing private sector resources here in the United States to help with development challenges in Pakistan. And we're working very hard to build linkages with local partners including social enterprise programs. I guess my challenge -- the question I ask is, you know, with the new emerging stakeholders, how can we work to try to build a little bit more of a spirit of collaboration? I know that by bringing new private sector partners into development challenges, you know, I kind of feel like we have to start from the beginning with that, and we also want to work more closely with agency efforts, so I

wonder if you could speak to -- Ms. Goodman, specifically -- how we can create more of a culture of collaboration?

MOHAMED EL-ERIAN: Okay, we'll take two more. First and second row here.

RITU SHARMA: Thank you. Ritu Sharma with the Global Center for Gender and Youth, the International Youth Foundation. Two quick questions. One, if one of the candidates gets elected, that we anticipate, it is possible that she would like global development to report directly to her. And is there a possibility to bring back the idea of a cabinet-level development agency, and that may strengthen, also, the proposal for the Development Finance Agency. That's question number one. And question number two, is it also, perhaps, time for in essence a National Security Council for Women and Girls?

MOHAMED EL-ERIAN: And last question, second row here.

JOHN COONROD: Yeah, thank you, I'm John Coonrod with the Hunger Project, and I was really happy to hear the comments about U.S.

engagement with the C40. One of the truths about development is that it happens in communities. And there's a big wave of decentralization going on, particularly in Africa. And, yet, as the oddest declaration action-agenda pointed out, there's a real lack of investment and capacity-building of institutions at the community level, where it's most important. How do you see taking that experience with the C40 into a broader commitment to sub-national governments, sub-district governments, strengthening their capacity, in general, moving forward? Thank you.

MOHAMED EL-ERIAN: Okay, so, DDC members, we have three types of questions. One very specific about block-chains. I'm going to ask either Gargee or James if they would like to address it. Two, we have organizational issues, cabinet-level position, National Security Council for Women and Girls. Sarah, I'm going to come to you on that and anybody else. And the third issue is really the border partnership capacity building issue, and I'm going to come to you, Bill, on that. So, first, let's start with the very specific block-chain question.

GARGEE GHOSH: Sure. No, the Council did not look at distributed ledger specifically because mostly I don't think we thought it was our role to provide that level of specificity on how the regulation should work. For financial inclusion, from, you know, my day job, you know, it's clear that we need to get to an interoperable payments infrastructure for financial inclusion to work at scale. It's less obvious that it has to be block-chain. There are clear benefits to distributed ledger in terms of stability, cohesion. There are costs. I was just reading a report that said currently the electricity required to support distributed ledger -- the banking on distributed ledger would serve a medium-size city, and the electricity required was similar to current banking for a large -- a medium-sized country. So, we have some issues to go, but certainly part of the calculus, I know, the Fed is looking at block-chain now. There's a recent speech that Lil Brainer [spelled phonetically] did on where the Fed is, looking at the potential for block-chain.

MALE SPEAKER: James?

JAMES MANYIKA: Nothing to add.

JOHN NORRIS: Okay, Sarah?

SARAH DEGNAN KAMBOU: Well, I love the idea of what the new administration might look like, and, you know, what new mandate we might be working under, so I thank you for that inspirational image. You know, in terms of where we placed development, I think that that's a broader conversation for this council. And, Ritu, knowing you and the kind of thinking that you do, I'd really like to take the opportunity to throw it back to you as well, to hear what you're thinking, use this opportunity to pressure test a couple of ideas. In terms of elevating women and girls to a National Security Council level, I think that we would be very in favor of that. In terms of getting the resources and commitment and drive within the administration, how that is formulated, what that means in terms of its relationship with other agencies would need to be explored very, very carefully. But my concern, quite frankly, given the travels I've been doing around, you know, the states, just in the past several months, is that we're going to have to frame

the agenda for women and girls in a much more gender equality framework. Because otherwise we are going to experience a very dramatic backlash. And I think we need to be very, very careful about how we position our agenda moving forward. So, I leave it at that, but I do invite Ritu, he's a big thinker on these issues, so if you'd like to.

MOHAMED EL-ERIAN: So, can we get a microphone back up here? I told you, be careful, okay? Because we're here to learn from you.

RITU SHARMA: Thanks, Sarah. On the women and girls idea, I'll just say, as Sarah knows, this is an idea that we're currently putting out and testing, you know, how to structurally elevate the integration of gender, which you all know that I support, more so than the stove-pipeization of women and girls. So, it is an idea that's afloat, and I welcome -- I'll be here afterwards if people want to discuss it more. I think there are many, many elements to explore about it, but I think the overall intention is broader interagency coordination, more bold agendas, deep look at data collection and financing questions

within that kind of high level structure. I mean, we're all kind of only going to have one first female president, so this is the time. And I say that without my IYF hat on. And then, on the global cabinet-level agency for global development, I would invite colleagues from the modernizing foreign assistance network, if there are some here, to discuss that more in depth.

MOHAMED EL-ERIAN: We don't see any. Okay. Bill and John, on border partnerships and on capacity building.

WILLIAM REILLY: I would first just draw attention to the recommendation we made to appoint a climate-smart development and resilience advisor to attend to Feed the Future and climate action plan kinds of issues -- so, not exactly what you proposed, but a recommendation that we need to elevate some of the principal positions to be influential on these issues. On the partnership question, I don't think this is an area in which -- with private sector -- in which the United States has had as distinguished a record as it might have. But it is getting significantly better, and I think that some of the private sector players, by their early espousal of deforestation

opposition, of themselves establishing -- Unilever, and others -- Kimberly Clark -- on taking no product from deforested areas. And then you have a whole range of commitments from the Consumer Goods Council, which has prominent members -- Coca-Cola and Pepsi-Cola and DuPont and the rest -- that are aware of, and have influence over, the disposition of large commodity purchases and trading. And there are, in that Consumer Goods Council, the representatives of groups that have significant trading influence over about half of the areas and commodities of most concern in terms of their destructive capability and their impact on climate and the rest.

So, they are -- and the United States government is encouraging of that consumer goods partnership; it's participating in the International Tropical Forest Alliance -- and showing over and over again -- I think of Starbucks operating in Central America to try to improve the cultivation of coffee beans and coffee seeds, and also of Mars, working in west Africa -- with Ghana, I believe -- to improve cultivation of cacao. All of these serve financial objectives, private sector economic interests -- they are terrific in terms of the ability to increase the affluence

and support of the growers. So, there is significant interest in the private sector. Often it's been difficult for the private sector. I can say from my own experience getting the precise kind of access, and support, and identification of who it is that you would work with to get the government most involved and supportive depends very often on the interests of the ambassador and the local embassy. But this, I think, this is an area of improvement, but we still have some way to go on it.

MOHAMED EL-ERIAN: John.

JOHN NORRIS: Yeah, I would add on the kind of conjoined questions of local capacity and partnership. You know, the Administration has made a real push in this area, the local ownership launched at AID under Raj Shah, looking to shift to much higher proportion of grants and contracts to local partners, the grand bargain announced at the World Humanitarian Summit that looks to really build the capacity of local first-responders.

But, you know, I think we have to be realistic about the challenges here. It's laborious, it requires real time and investment -- it takes budget dollars, it takes people who are specifically trained to do it. You can't take somebody who was a contracts officer and then magically think that they're going to be able to help someone become a fully-empowered local NGO, or local institution. So, we have to shift our resources a little bit; we have to be patient. And part of the challenge, frankly, is the United States government is about the worst bilateral donor in terms of raw paperwork that you have to deal with as a partner. And that is not any one person's fault -- you know, that's 50 years of bad practice stacked on each other. You know, to try to get a local partner to understand how an RFP works and meet and comply with that -- that is awful. And I'm not saying it's not worth doing, but, man, it is a challenge.

And I think the related question is the local institutions. I think all of us agree that empowered, effective local institutions is probably the single greatest factor in achieving development success. Yet it's also equally remarkable that we're really lousy at shaping effective institutions and

building effective institutions. We're not very good at it, we need to get much better at it -- it's a real frontier, particularly in fragile states. Thanks.

WILLIAM REILLY: If I could add just one point.

JOHN NORRIS: Go ahead.

WILLIAM REILLY: John, I think it's important to recognize there's a mentality problem, and I'm not sure whether there's also some legal issues, but I think it's difficult for the government agencies to collaborate closely with a company that's doing something that's making money for itself. I think that has been a problem, and so if it's a philanthropic entity in the company it's much easier for it to work with the government. But it's something that other aid agencies have managed to overcome, and I think it deserves some attention on the part of ours.

SARAH DEGNAN KAMBOU: And, John, I'd just like to respond to John Coonrod's referral to the C40, and does it get below

cities. Are there other kinds of initiatives that are looking at sub-units within countries? And, in fact, that is part of, you know, this initiative to experiment within USG. You and I know that beyond USG, there's a lot of decentralization of activity, concentration of activities in cluster sites, in order to have some real impact.

One of the cases that I heard about very recently was from USAID-Tanzania where that entire country's strategic program is focusing on women and girls and looking at it from a very integrated programming perspective with all of the great metrics and measurement that we need. Well, that's the kind of experimentation that's going to throw up the data that will drive the decision-making in terms of perhaps changing the way the bureaucracy moves forward in terms of doing its development.

MOHAMED EL-ERIAN: I'm looking at my colleagues -- we're a very inclusive group. Okay, let's take another set of questions. We have second row, and then we'll take one back there.

MAURA O'NEILL: Hi, I'm Maura O'Neill. I was formerly the Chief Innovation Officer at USAID, and now I'm at UC Berkeley. I really appreciated John's notion about institution building and the difficulty of local procurement and Sarah's notion that it's hazardous road just to go -- girls and women -- when we think about gender, certainly in a cultural context. So, my question is, what are the toughest nuts that this council looked at and said, "We looked at this when we were appointed, we looked at it again, and we're just struggling as a development-broad community -- including the U.S. -- to really tackle." So, perhaps we -- you can focus our attention.

MOHAMED EL-ERIAN: Great question. And, in return, please tell us also what we should have focused on.

[laughter]

Over there.

LESLIE COSGROVE: Hi there. My name is Leslie Cosgrove. I'm with AMARANT Village. We are a local NGO here in the United

States working in Nigeria, South Sudan, and eastern Congo. And I bring together four points that you talked about: one from strengthening local capacity, to integration of women, to underlying barriers of women NGOs, and the one-stop shopping. Is there some way to integrate the three of them, because what happens is that the smaller non-profits, okay, we have a more intimate relationship with the local NGOs in developing countries. We have hands-on. We're already working with them, versus the much larger international NGOs.

Okay. So, if we have that capacity already, all right, how then do we walk in that door with your private/public partners, all right, to be able to say, "Here, we already have a network to work with." All right. So, has that part -- is that part of the local capacity-building that you're thinking about, and could it be integrated? Thank you.

MOHAMED EL-ERIAN: Let's take another one -- back there.

TREVOR MOE: Trevor Moe with Feed the Children. My question is specifically to Administrator Reilly, and I was hoping you could

address -- you talked about engaging corporate partners - Starbucks, Unilever, Mars, specifically. Could you speak maybe on what your thinking is on utilizing the Global Development Alliance, which is a mechanism specifically targeted at corporations, but how that interfaces with NGOs and the non-profit sector? How do you create these partnerships? Thank you.

MOHAMED EL-ERIAN: We can take one more. Over here.

MARK CASTELLINO: Thanks. I'm Mark Castellino with Fintrac. Fintrac is a consulting firm that develops agricultural solutions to address poverty and hunger. There have been a number of remarks about the success of the Feed the Future initiative and also about the bipartisan support in Congress for food security, which is really heartening for an organization like ours because we've partnered with USAID in a number of countries to implement the Feed the Future strategy, and we really believe in those agricultural solutions to address some of the needs of the most poor people around the world. In your report, you talked about the recommendation of expanding Feed

the Future, and though that hasn't been seen so far, you also mentioned that the Feed the Future strategy will present a good opportunity to create the framework for expansion. Well, the strategy's now been released, so I was wondering -- do you -- from what you've seen in that strategy, do you see the framework there for expansion, or are there other indications that you believe are positive about the potential to build upon such a successful initiative?

MOHAMED EL-ERIAN: Okay. Here's what I suggest we're going to do for the panel. We're going to go down for each to comment. We all have one topic that we've been asked, which is the toughest nut, what did we not -- what did we shy away from? And you'll hear different things. And there are at least four reasons why we shied away from topics. One is we had no expertise on it -- if we had no expertise, we didn't feel that we should be looking at it.

Second, it was simply too complex for a panel, for a council with few resources to look at. Third, we were discouraged from looking at it because it has been looked at so many times or

because there's some complexity that we don't quite understand. Or fourth, we have day jobs. On that, you're going to hear quite a mix -- I have my own list, so I'm going to keep my list until the very end. Gargee.

GARGEE GHOSH: So, I follow the rules for one and then just give you my own view on the second. So, in terms of the council, a conversation we've had a lot is how to build a greater public constituency for development in this country, and we can talk about why we shied away from it; it's on the list that Mohamed gave you, but that has sort of been on the conscience of this council since the beginning.

The second thing we didn't even talk about as a council, but just as development practitioners, I think one of the toughest things to crack is demand -- is at the household, individual, level. You know, we're all in the business of supplying all kinds of products that we think people need, whether that's healthcare, or insurance, or fertilizer. And the reality is that, in many cases, we're stuck on the demand side. And, so

how you better understand the psychology, the daily lives of the people we're trying to serve is a real tough nut.

MOHAMED EL-ERIAN: Okay. Any comments on the other question, or are you okay?

GARGEE GHOSH: I'm ready; fine. Thanks.

MOHAMED EL-ERIAN: Steve.

STEVEN SCHWAGER: Yeah, I think in the very early days of the Council, we started to talk about all of the existing foreign assistance legislation and the need to rationalize that legislation and update it. And clearly, we were discouraged from doing that because of the intransigence of Congress at the time. And I still think that there's, hopefully in the next Congress, there's a value towards looking at all of the pieces of the foreign assistance legislation and trying to bring it together and modernize it. Someone told me that much of the AID legislation dates back to John F. Kennedy. I think, we've, you

know, we've come a long way since John Kennedy, and I think it's time that there be another look at that legislation.

MOHAMED EL-ERIAN: John.

JOHN NORRIS: Whereas with food aid, we're still governed by laws passed in the 1920s.

MALE SPEAKER: So this is an improvement?

JOHN NORRIS: So, yeah -- careful what you wish for. You know, I think, in terms of a tough nut -- for me, I think -- and not just on the council, I think in general -- trade really is the toughest one, because development is so heavily influenced by trade. Yet it obviously involves very political questions, it involves very different actors -- you know, it's more a treasury issue than an aid or MCC issue. Yet it has enormous ramifications for people in the developing world and in our own country. And just trying to get your arms around it in a way that doesn't feel polemic, and is data-driven, is really, really challenging. So, I think that is a challenge for all of us.

The one question on the partnership and how do you get NGOs involved, you know, I think that, you know, not all public/private partnerships are created equal. Some are good, some are not particularly effective. And I think if you look at the kind of best practice, those public/private partnerships that are effective are broadening the aperture a little bit, making sure that local NGOs and local partners are involved and that expertise is brought to the table and that they're honest about recognizing and knowing what they don't know.

So, you know, I think that you also have to be forceful, you have to reach out to the companies involved, you have to reach out to the U.S. government. Just because you're doing good work, don't assume that companies and others who are entering the space will know that you're doing good work. So, I think there's also an element of persistence involved there.

MOHAMED EL-ERIAN: James.

JAMES MANYIKA: First, I'll plus-one John on the issue of trade, so I won't repeat that. But there are two other issues that we also considered and thought were pretty tough to tackle. One was the question of structural reforms, in terms of structural reforms and how the U.S. government is actually organized when it comes to tackling issues of development which span multiple agencies, as you might imagine -- back to the question that was raised earlier around coordination and so forth. We did shy away from that. The other one was -- I wouldn't say we shied away as much as we deferred it -- was the topic of how the U.S. engages with -- and the role of multilateral institutions -- when it comes to development. That's one where we simply deferred it, and we hope that the next iteration of this council takes that on.

MOHAMED EL-ERIAN: Bill.

WILLIAM REILLY: I was overseeing the Climate-Smart Food Security task force that we had, and a question that obviously arises when you consider the very substantial demands that the growing populations that we're going to place on the capacity to

produce food, raises the question of where we are on the question of genetically modified seeds. We didn't spend a great deal of time on it -- some of us have had experience in it; I once regulated it.

And I think we essentially concluded that it is such a divisive issue in the development community, as elsewhere, and it's a very appropriate issue for revisiting by the National Academy of Sciences which has twice considered it. And that it would probably attract, frankly, so much attention away from so many of the other recommendations that we make -- and we just certainly took our cue from the administration, which has been essentially neutral on the issue -- and we passed on it.

The -- I would say, apropos of the Feed the Future expansion issue, we do see -- some of us -- a need to increase the countries that are participating in it, three or so countries, particularly in Central America. And I would say that, as to expanding its purposes, the degraded lands priority belongs, I think, centrally in the Feed the Future area. It obviously fits, it supports, it could be integrated, it's complimentary,

and I think it's an opportunity. There's one other question. With respect to the Global Development Alliance, there have been extremely productive engagements on the part of the World Wildlife Fund with major companies in the commodities field and the Consumer Goods Council. The Development Alliance is involved with some of those, and very productively so, I think.

MOHAMED EL-ERIAN: Sarah.

SARAH DEGNAN KAMBOU: So, the problem with being at the end of the table is you have to do plus-one on Gargee, plus-one on James. So, certainly the development architecture of the USG; I mean, when we started out as a council, we were looking at that 23 agency, you know, maze and how does that all work. So, getting our heads around that, what could actually be accomplished given the mandate and term of the council, led us to a point where we would put emphasis on other issues.

And in terms of, you know, building out a constituency for development, we had a very interesting conversation that, actually, American citizens do quite a bit of investing in

development, but through their philanthropy. And that's something that we haven't quite, you know, tapped into, in terms of that kind of conversation. But where I was, oh, just a bit disappointed, was that, as part of that developing a constituency for development, we lacked citizen voice. And at the very beginning of the council we were really thinking about, how do we engage with, you know, civil society groups, government agencies in the partner countries. You know, how do we bring that into our assessment, and resources, time, day jobs -- that just wasn't possible.

MOHAMED EL-ERIAN: Alan.

ALAN PATRICOFF: Very difficult, being here at the end. I would just say that I think we were, several of us, were disappointed that the whole subject of global development was not elevated more in the country. Our thought was a Presidential Council on Global Development would, in effect, elevate the issue itself, and I don't think that's happened to the degree we would have liked.

I think the idea -- it was never discussed, but maybe is probably the best idea of all -- is maybe there is a role, whether it's a Cabinet role, or whatever, that would take this to a higher level. I think the country's ready for it, it's a subject that crosses so many disciplines, that I doubt whether any of us -- I don't want to speak for anyone -- would disagree with that. I know several of us feel strongly we would have liked to have had a more public forum. Other than this -- I mean, this is a great forum, but I mean way beyond it, way beyond this.

[laughter]

MOHAMED EL-ERIAN: I would add one item to what we've heard -- fragile states. I wish we had had more time, more interaction on that issue. More generally -- and this is where we're going to encourage you to come back to us -- we are very self-critical. We have been asking ourselves questions -- did we get the right balance between self-directed work and what we've been asked to do by the administration? Did we organize ourselves correctly? Did we consult enough?

We've asked ourselves lots and lots of questions, not only because that's the nature of who we are, being a diverse group and being interested and passionate about development, but also we intend to transmit to the next administration our own thoughts that if you continue with the Global Development Council, this is how we think it could operate better. And in this context, don't hesitate, send us ideas -- gdc@usaid.gov -- if you think we should have done things differently.

One thing that I'm very proud of is that we have been very timely in terms of starting on time, finishing on time; that's been one of the characteristics of this group. And I just look at this and we're running two minutes late, so I'm going to look to James to provide us with some concluding thoughts, and to thank you again, very much. James.

JAMES MANYIKA: Well, thanks Mohamed. I think first of all, I would like to thank all of you for coming, and I think, more than just coming, I want to thank you for the work that you all do. Because in large part, none of this actually happens by,

you know, those of us sitting up here in front talking about it -- it's all the work that all of you do. So, thank you for that. And also, we just want to encourage you, and look forward to the future in the sense the work of development is not done -- it continues.

And I think, we hope that, even as administrations change there continues to be a significant focus on development. I think we saw it certainly in the last two administrations with the work that President Bush did on PEPFAR and so forth, and the MCC, and now what this administration has done. And I think it will take the encouragement, and quite frankly, the provocation of all of you to make sure that development stays on the national agenda, and then the agenda and priorities of our leaders. So, we'd like to encourage you to do that. We're going to try and do our part as administrations transition, and try and pass on what we've learned and experienced from working with all of you, and the work that we've done, to make sure that this stays on the national agenda. So, with that, thank you -- and we certainly invite any further comments and suggestions you might have at the address that Mohamed mentioned.

WILLIAM REILLY: Remember, the President opened his White House summit by saying, "I look out and see a room full of do-gooders." There's a lot of the same faces I see. Do good.

JAMES MANYIKA: Thank you very much.

[applause]

[end of transcript]