



CONCORDIA
—
ANNUAL SUMMIT

NEW YORK
SEPTEMBER 18-19, 2017

SUMMIT REPORT

BUILDING
PARTNERSHIPS
FOR
SOCIAL
IMPACT

“The world’s never needed conversations like these more.”

Nicholas M. Logothetis & Matthew A. Swift
Co-Founders, Concordia

Held on September 18th & 19th at the Grand Hyatt New York, Concordia’s seventh Annual Summit proved the largest nonpartisan and inclusive forum on the sidelines of the UN General Assembly, bringing together over 2,600 of the world’s preeminent thought leaders, influencers, and decision makers from across all sectors and levels. The goal: to spark dialogue and fuel debate around today’s most pressing global challenges, and to build lasting cross-sector partnerships.

Concordia now continues to build from the Summit, proactively working to advance these issues by incubating tangible partnerships that have long-term social impact. As Matthew Swift commented, “There’s a lot more to Concordia than just what’s talked about in these rooms. It’s what we do from here—it’s what we do with the knowledge, what we’ve learned from these sessions and these speakers, and it’s what we take from this.” The organization’s Social Impact and Strategic Engagement teams are continually identifying points of contact and facilitating one-on-one introductions between individuals and organizations across the private, public and nonprofit sectors who share goals and bring complementary assets to the table, be it insight, resources, influence, or skills.

Through action-oriented programming, the Summit focused on the power of partnerships in advancing the UN Sustainable Development Goals (SDGs), implemented in January 2016 to guide international progress towards achieving lasting, long-term solutions to the biggest challenges facing the world today. Opening the Summit, Nicholas M. Logothetis, Concordia’s Co-Founder & Chairman of the Board, commented: “I believe that today we have a unique opportunity to change the world in our own small way. If not now, then when? If not us, then who?”

The Summit’s programming covered immense ground, spanning an inspiring discussion between Joe Gebbia of Airbnb and David Miliband of the International Rescue Committee on the importance of partnerships in addressing today’s global humanitarian crisis, to a talk involving internationally-acclaimed cellist Yo-Yo Ma on how to harness technology, arts, and culture in order to solve challenges around the world. The Summit also featured a conversation with Scott Pruitt, Administrator of the U.S. Environmental Protection Agency, on the role of the U.S. in the climate change discussion.

Alongside these sessions, the Summit featured two separate Days of Engagement, where Concordia invited attendees and Members to learn about successful partnerships through action. At the Summit itself, attendees created 1,000 first aid kits for Americares to deploy in its hurricane response efforts. The kits have already been sent to Houston for distribution to victims. The day after the Summit, Members led a Job Readiness Workshop at the Fortune Society, conducting mock interviews for formerly-incarcerated individuals as they prepare to reenter the workforce.

TABLE OF CONTENTS

“The private sector, public sector, development sector, humanitarian sector, those are just labels. At the end of the day we are all humans working towards a better world.”

Kathy Calvin
President & CEO, United Nations Foundation
2017 Concordia Leadership Award Recipient

Main Plenary

Day 1

Opening Remarks	9
Mobilizing the Private Sector in Support of Refugees and Migrants	10
Navigating the Digital Divide: Harnessing Partnerships for Equality	12
Partnership Announcement: PEPFAR & Mastercard Joining Forces to Help Control HIV/AIDS Epidemic	13
A Role Without a Rulebook: The Influence & Leadership of Global First Ladies	14
The Middle Way: Consequences of Partisanship	16
Concordia Leadership Award Presentation (Paul Bulcke)	19
The Americas in Focus: Economic Development & Prosperity in the Western Hemisphere	20
Freedoms, Diplomacy, and Human Rights in the Middle East	22
Political Strategy in the Age of Information Overload	24
Leadership for Economic Growth: Technology and the Future of the Workforce	26
IFAD & Mars Partnership Announcement: Collaborating for Impact	28
Solutions Across the Food System: Concordia Chat Series	30
Red Cell Scenario: The Path Ahead for Syria	32
Partnerships for Transportation in the United States	34
Harnessing Technology, Arts, and Culture to Solve Global Challenges	36
The Importance of Health in Global Development	39
Response & Recovery: Sustaining Health Services in Insecure Settings	40
Building Peace: Security & Development for the SDGs	42

Day 2

Toward a New Trust: Serving Public Interests Through Transparency and Integrity	44
Beyond the Glass Ceiling: Women's Leadership and Economic Empowerment as Key Drivers of Global Development	46
Bridging the Gap: Cross-Sector Collaboration for Skills Development	48
C-Suite Rises to the Challenge	50
Environmental Policy in the United States	52
Risks and Returns: Corporate And Policy Planning for the Energy Transition	54
Public-Private Collaboration in the United States	56
Maximizing Global Impact: The Role of U.S. Philanthropy in International Development	58
Democracy in West Africa: What Lies Ahead?	60
Dr. Oz's Prescription for America	62
Concordia Leadership Award Presentation (David Miliband)	63
Meeting the Challenge: How Partnerships are Addressing Global Humanitarian Crises	64
Insights from Rt. Hon. Lord Michael Hastings	66
Concordia Leadership Award Presentation (Kathy Calvin)	67
P3 Impact Award Announcement	68
Closing Remarks and Performance	71

Strategic Dialogues

Day 1

Sustainable Infrastructure: Financing and Supporting Service Delivery in Africa	74
Strategic Post-Conflict Investment from Colombia to Cyprus	76
Disruptive Technologies: The Future of the Workforce	78

Day 2

The Practicalities of Partnership-Building: Best Practices From P3 Impact Award Finalists	80
Shortage & Scarcity: Humanitarian Crisis in Venezuela	82
The Future of the Free World Order	84
Food Policy and Our Future	86
Turning the Tide: Harnessing Partnerships Against Modern Day Slavery	88
Risk & Reward: Innovative Financing Solutions to Achieve the SDGs	90

New York City Global Mayors Summit

Overview	92
City Innovations for Fostering Welcoming Communities	94
Innovations to Overcome Policy Challenges	96
Advocacy & Global Coalition Building: Working through City Networks	98
Promising Partnerships with the Private Sector, Civil Society and the Public	100

Social Impact Events	102
----------------------	-----

Member Exclusive Events	104
-------------------------	-----

Media & Press	106
---------------	-----

Programming Partners and Summit Sponsors	108
--	-----

BY THE NUMBERS

17

HEADS OF STATE &
GOVERNMENT

350+

C-SUITE EXECUTIVES

450

SUMMIT SPEAKERS

2,600+

SUMMIT ATTENDEES

45

SESSIONS

32

PROGRAMMING PARTNERS &
COLLABORATORS

12

SPONSORS

240

REGISTERED PRESS

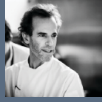
600+

NEWS STORIES

1,000,000+

SOCIAL MEDIA IMPRESSIONS

FEATURED SPEAKERS



Dan Barber
Chef & Co-Owner,
Blue Hill Restaurant



Rt. Hon. Tony Blair
Former Prime Minister of
the United Kingdom



Paul Bulcke
Chairman of the Board of
Directors,
Nestlé, S.A.



Laura Bush
Former First Lady,
United States



Kathy Calvin
President & CEO,
UN Foundation



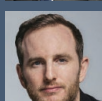
Lorena Castillo
First Lady,
Republic of Panama



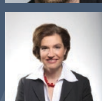
Hon. Elaine Chao
Secretary,
U.S. Department of Transportation



Hon. Bill DiBlasio
Mayor of New York City



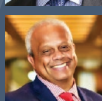
Joe Gebbia
Co-Founder & Chief Product
Officer, Airbnb



Susan Glasser
Chief International Affairs
Columnist, POLITICO



H.E. Antonio Guterres (via video)
Secretary-General,
United Nations



Rt. Hon. Lord Dr. Michael Hastings
Global Head of Corporate
Citizenship,
KPMG



Gregory Hayes
Chairman & CEO,
United Technologies



Hon. Heidi Heitkamp
Senator,
U.S. Senate



Kelly Joscelyne
Chief Talent Officer,
Mastercard



Christine Lagarde
Managing Director, International
Monetary Fund



Yo-Yo Ma
Cellist, Curator of the MIT Solve
Arts and Culture Mentorship Prize



Judy Marks
Chief Executive Officer,
Siemens USA



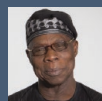
Hon. Catherine McKenna
Minister of Environment and
Climate Change, Canada



Kathleen McLaughlin
SVP and President, Walmart
Foundation; Chief Sustainability
Officer, Wal-Mart Stores, Inc



Luis Alberto Moreno
President, Inter-American
Development Bank



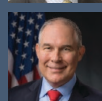
H.E. Olusegun Obasanjo
Former President,
Federal Republic of Nigeria



James Perdue
Chairman,
Perdue Farms



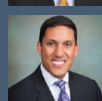
Paul Polman
Chief Executive Officer,
Unilever



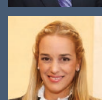
Scott Pruitt
Administrator, U.S. Environmental
Protection Agency



Hon. Wilbur Ross
Secretary, U.S. Department of
Commerce



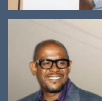
Dr. Rajiv Shah
President, The Rockefeller
Foundation



Lilian Tintori (via Skype)
Venezuelan Human Rights Activist



Carlos Vives
Singer; Leader,
Tras La Perla



Forest Whitaker
Founder, Whitaker Peace and
Development Initiative; UNESCO
Special Envoy for Peace

PLENARY

SEPTEMBER 18th & 19th, 2017

PLENARY SESSIONS

Our plenary stage features the foremost thought-leaders on public-private partnerships in business, government, and the nonprofit sector. From topic-driven panel discussions and interviews with policy influencers to exclusive partnership announcements, the Summit's featured plenary sessions offer attendees valuable insight into the world's most pressing issues.



OPENING REMARKS

SPEAKERS

- Nicholas M. Logothetis, Co-Founder & Chairman of the Board, Concordia
- Matthew A. Swift, Co-Founder, Chairman & CEO, Concordia

SUMMARY

Concordia Co-Founder & Chairman of the Board Nicholas M. Logothetis opened the 2017 Concordia Annual Summit, welcoming 2,600 delegates from over 70 countries. Logothetis mentioned that it was, by far, Concordia's largest and most diverse gathering to date. Against a backdrop of great uncertainty and upheaval in the world, he explained that the Summit provided an opportunity to truly listen, to proactively collaborate, and to chart a new course forward. Logothetis shared Concordia's overarching goal since its founding in 2011: that the convening of today plants the seeds for the long-term impact of tomorrow.

Co-Founder, Chairman & CEO of Concordia, Matthew A. Swift, took a moment to point out the tremendous growth of the organization, explaining how the Summit started with 100 participants in 2011 and has grown to over 2,600 participants today. He acknowledged that 2017 is the first year Concordia has held two global summits outside of the U.S., with one taking place in Bogotá, Colombia, and another in Athens, Greece. Swift explained that this remarkable growth is testament to a very small team that has grown organically each year to bring the newest and most innovative global leaders to discuss and raise awareness about the world and what's happening. He also thanked Concordia's Programming Partners, Advisors, Leadership Council, Members, Sponsors, and countless volunteers.

Swift stressed that radical inclusivity is at the core of the Summit. He stated that it is more important than ever that we provide a constructive space for a widely diverse group of people at every level to come together as equals. Swift pointed out that the current state of the world leaves no shortage of motivation for forming partnerships, and Concordia's response to Hurricane Harvey and Irma serves as a present reminder of the value of international and cross-sector collaborations.

QUOTES

- "I believe that today we have a unique opportunity to change the world in our own small way. If not now, then when? If not us, then who?" - Nicholas M. Logothetis
- "Amidst all of this, we must not lose sight of the real reason we're here and the people we're here for. At their core, the Concordia Summits are about radical inclusivity. We have dedicated efforts to building our communities to bring together partners and members at every level and believe that no one is too young or too inexperienced to make an impact." - Matthew A. Swift



MOBILIZING THE PRIVATE SECTOR IN SUPPORT OF REFUGEES & MIGRANTS

SPEAKERS

- Patrick Gaspard, Vice President, Open Society Foundations (Introductory Remarks)
- Dr. Jennifer Bond, Chair, Global Refugee Sponsorship Initiative; Managing Director, University of Ottawa Refugee Hub (Moderator)
- Lara Dauphinee, Managing Director, Fiore Capital Corp
- H.E. Filippo Grandi, UN High Commissioner for Refugees
- Sean Hinton, Director, Economic Advancement Program & CEO, Soros Economic Development Fund, Open Society Foundations
- Hon. Ahmed Hussen, Minister for Immigration, Refugees & Citizenship, Canada

KEY TAKEAWAYS

- The refugee crisis needs a “whole society” approach: private sector sponsorship of refugee resettlement lessens the burden on the government and allows countries to resettle a greater number of refugees in a more sustainable manner.
- Private sector individuals and companies can be galvanized to help, but must be directly exposed to the crisis to generate empathy and cultivate a full understanding of ways in which to contribute.
- The refugee crisis must be seen as a long-term trend requiring innovative solutions, rather than as a short-term crisis.

SUMMARY

Patrick Gaspard, Vice President of Open Society Foundations, opened the session, commenting that Concordia’s partnering approach should be a first instinct in a world with growing and evident interdependencies. He explained how the Global Refugee Sponsorship Initiative, launched at the 2016 Annual Concordia Summit, works to channel the compassion of individuals around the world into programs where communities take direct responsibility for welcoming and integrating refugees. Gaspard stressed that it takes collaboration across all sectors in order to confront challenges related to migration, displacement, and integration, and is essential at a time when our values are under assault.

Dr. Jennifer Bond, Chair of the Global Refugee Sponsorship Initiative and Managing Director of the University of Ottawa Refugee Hub, outlined her experience relating to the formation of the Global Refugee Sponsorship Initiative. Bond then asked Filippo Grandi, UN High Commissioner for Refugees, about the role of the UN Global Compact in addressing the challenges faced by the refugee system, and whether there’s a role for the private sector. Grandi explained the Global Compact on Refugees is an initiative based on commitments by all states in the UN to the fundamental principles of refugee

protection. He asserted that the private sector has an enormous contribution to make, not only in terms of financial resources, but also in terms of proposing business models in response to crisis. He discussed the two key elements of the initiative: increasing the opportunities for resettlement and promoting private sponsorships to resettlement.

Ahmed Hussen, the Canadian Minister for Immigration, Refugees & Citizenship, talked about how Canada's Private Sponsorship of Refugees Program has enabled the government to resettle more refugees than it could have done through the government program alone. Since the late 1970s, 288,000 refugees have been resettled through the private sponsorship program. He stated that this program is less expensive for the Canadian government because Canadian citizens bear some of the cost. Hussen then spoke about the lasting positive impact these programs have on the refugees who are resettled, as well as the communities that they are resettled in. By its virtue, more countries are adopting this "Canadian" model.

Bond asked Lara Dauphinee, Managing Director of Fiore Capital Corp, about how she talks to actors in the business world about refugee-related issues. She said that the best approach is bringing those businesses to see the crisis first hand, as this engages the business community in a "hand-wallet reflex" in which they immediately ask how to help.

Bond then asked Sean Hinton, Director of the Economic Advancement Program and CEO of the Soros Economic Development Fund at the Open Society Foundations, about the initiative to invest up to \$500 million in private sector business innovations to help migrants and refugees. Hinton explained that this commitment from George Soros originated from the hope that it would catalyze others to understand the scale of the issue and required response. He expressed disappointment in not having been deluged with responses from businesses who want to serve the community of refugees, and detailed three necessities for the implementation of this initiative: first, there needs to be a shift in perspective from a short-term refugee crisis to a long-term macro trend of global migration; second, there needs to be a shift in proximity, because those in economic power are too removed from the problem; and third, there needs to be a shift in paradigm—are refugees a threat or an opportunity, and what about the possibility that they can be both?

Bond then asked Grandi to share ways in which he sees grassroot support for refugees manifesting itself and whether he has thoughts on how this can be mobilized. He stated that the refugee issue generates hostility, which is fueled by "unscrupulous politicians" and multiplies and translates itself into rejection of refugees. He said, though, that what we have seen on the other hand as a reaction to big surges in refugees is a surge in solidarity.

Bond then asked Hussen about his experiences working with the multi-partner stakeholders and the effectiveness of mobilizing individual community-level responses. He mentioned that Canadians are no more generous than anyone else, but that they had an official channel to do something about the crisis. He then added to Hinton's point about changing the way governments sees refugees—as both a security and humanitarian issue—and said that governments can protect their own people while being ambitious in terms of increasing the numbers of refugees they bring in. Later, he explained that the private sector can do a better job of highlighting the good that refugees are doing, therefore changing the way people see refugees—as agents of change and diversity, instead of just recipients of aid.

Bond asked Dauphinee about what the private sector can do to address the challenges. She responded that businesses need to do more than just write checks—they need to play a role in strategic problem solving as well as reducing the costs of those problem-solving strategies. Dauphinee also said that businesses could respond more quickly and give in-kind donations. Bond directed her final question, about how public-private partnerships can be deemed successful, toward Grandi. Grandi responded by saying that success is based off the quality of the impact on the lives of refugees and their inclusion into the communities that host them.

QUOTES

- "There is a need for a radical empathy. To remain silent is an act of complicity." - Patrick Gaspard
- "Refugees are a group responsibility. States have a primary responsibility, but so does civil society, so does local government, so does academia, and so does the private sector." - H.E. Filippo Grandi
- "If substantive business responses are going to be developed, then we need to stop seeing [the refugee crisis] as a short-term crisis and instead look at it as a long-term macro trend." - Sean Hinton



NAVIGATING THE DIGITAL DIVIDE: HARNESSING PARTNERSHIPS FOR EQUALITY

SPEAKERS:

- Kate Snow, Anchor, NBC Nightly News Sunday; Anchor, MSNBC; National Correspondent, NBC News (Moderator)
- David Cohen, Executive Vice President & Chief Diversity Officer, Comcast

KEY TAKEAWAYS:

- Of the 25% of U.S. households that lack broadband Internet, three fourths of those are in urban areas.
- People can get involved in increasing digital literacy and broadband access in their communities by using the free materials provided by Comcast's Internet Essentials program.

SUMMARY:

David Cohen, Executive Vice President & Chief Diversity Officer of Comcast, explained that the digital divide is an urban problem, as three-quarters of Americans who are not connected to the internet live in U.S. cities. Kate Snow, Anchor at NBC and MSNBC, asked Cohen about his passion toward internet connectivity. He explained the internet is arguably the most transformative technology that has been developed and has the opportunity to equalize access to almost everything, yet because of the digital divide, the internet is exacerbating differences. The people who are often left behind are disproportionately poor, of color, and need access to the internet in order to succeed in a 21st Century job.

Snow then asked Cohen about the biggest barrier to bridging the divide. Cohen replied that the biggest barrier to broadband adoption is not cost but rather digital literacy. People do not know how to use the internet or understand why it is important to them, and they also fear the internet as an infringement of their rights to privacy. He added that the cost of computer equipment and internet service are also barriers. Snow asked about Comcast's efforts to address the issue of digital divide. Cohen highlighted Comcast's Internet Essentials Program, which is now the largest and most comprehensive broadband adoption program for low-income Americans. Under this program, Comcast provides low-cost internet access, no connection charge, no contract, and no requirement to buy any other service. The program also provides a heavily-subsidized internet-ready computer for under \$150, as well as digital literacy and learning programs.

Snow asked Cohen about the public-private partnerships that Comcast has engaged with. Cohen explained that the biggest partners are school districts and public housing, and that the most effective course of action is to find nonprofit partners who are offering their own programs and then fund these.

QUOTES:

- "The internet is arguably the most transformative technology ever developed." David Cohen
- "The number one barrier is...digital illiteracy." - David Cohen
- "Volunteer for work that is being done at digital literacy training stations in America." - David Cohen



PARTNERSHIP ANNOUNCEMENT: PEPFAR & MASTERCARD JOINING FORCES TO HELP CONTROL THE HIV/AIDS EPIDEMIC

SPEAKERS:

- Amb. Deborah Birx, U.S. Global AIDS Coordinator & U.S. Special Representative for Global Health Diplomacy
- Tara Nathan, Executive Vice President, Public-Private Partnerships, Mastercard

KEY TAKEAWAYS:

- We have an opportunity to control HIV/AIDS as we continue to work towards a cure for it.

SUMMARY:

Amb. Deborah Birx, U.S. Global AIDS Coordinator & U.S. Special Representative for Global Health Diplomacy, began by acknowledging that programs are more than just resources and that they are effective because of their leadership. She discussed how the President's Emergency Plan for AIDS Relief (PEPFAR) has already had an impact on the HIV/AIDS pandemic. Birx highlighted the data model that they have adopted for the last three years, which helps them keep accurate, up-to-date information at the field site. Birx stated that there is an "extraordinary potential and impactful public-private partnership that's beginning to evolve and provide potential solutions for the future."

Birx then turned to Tara Nathan, Executive Vice President of Public-Private Partnerships at Mastercard, who explained that in doing her research she found that over two-thirds of the cost of HIV/AIDS treatment is a result of service delivery and not the cost of the drugs themselves. Nathan stated that this partnership with Mastercard will be critical in achieving PEPFAR's goals because they can find ways to use their innovative technology and service delivery models to achieve greater efficiency, bringing costs down. Nathan then provided examples of what Mastercard can do for HIV/AIDS patients. The announcement ended with Birx's appreciation of Concordia for bringing these two organizations together three years ago when it became apparent that the HIV/AIDS pandemic was spreading to young women.

QUOTES:

- "We can show the world that pandemics can be controlled." - Amb. Deborah Birx
- "A decade from now we will be able to say that this was the day we talked about controlling the HIV/AIDS epidemic." - Amb. Deborah Birx
- "Mastercard will use their core competencies in digital technology and in data analytics to bring efficacy and efficiency in the service of HIV/AIDS patients." - Tara Nathan



A ROLE WITHOUT A RULEBOOK: THE INFLUENCE & LEADERSHIP OF GLOBAL FIRST LADIES

PROGRAMMING PARTNER: GEORGE W. BUSH INSTITUTE

SPEAKERS:

- Pamela Darwin, Vice President of Geosciences, Exxonmobil (Introductory Remarks)
- Michel Sidibé, Executive Director, UNAIDS (Moderator)
- Laura Bush, Former First Lady, United States of America
- H.E. Monica Geingos, First Lady, Republic of Namibia
- Lorena Castillo García de Varela, First Lady, Republic of Panama
- Anita McBride, Former Assistant to President George W. Bush & Chief of Staff to First Lady Laura Bush; Leadership Council Member, Concordia (Closing Remarks)

KEY TAKEAWAYS:

- It is important for a first lady to cultivate an environment of mutual respect where no one, regardless of gender, race, religion, age, or sexual orientation is discriminated against.
- A first lady may focus on inclusiveness by teaching women to be confident and empowered, while also ensuring that men and boys do not feel left out or threatened.

SUMMARY:

Throughout this panel discussion, moderator Michel Sidibé, Executive Director of UNAIDS, gave each panelist the opportunity to talk about why the issues they advocate for are important to them and to discuss the initiatives they have put in place.

Mrs. Monica Geingos, First Lady of Namibia, began by explaining that having four young children of her own has prepared her to be an advocate for young women and adolescent girls. She understands the youthful perspective and feels it's important to speak to youth in a language that they can understand. When it comes to reproductive safety, Mrs. Geingos uses every opportunity to educate women on important health information and to speak to young girls about negotiating power in relationships, as well as talking to young boys about the consequences of unprotected sex. Because of her efforts, Namibia is close to eliminating mother-to-daughter transmission of HIV.

Mrs. Laura Bush, former First Lady of the United States, then shared her initiative, the President's Emergency Plan for AIDS Relief (PEPFAR). She explained how women were living with AIDS but dying from cervical cancer, which is transmitted



through sex (HPV), despite the existent vaccines. Mrs. Bush also discussed the launch of the Pink Ribbon-Red Ribbon initiative to vaccinate and test girls and women.

Mrs. Lorena Castillo García de Varela, First Lady of Panama, proposed a number of suggestions relating to the fight against violence towards women. Mrs. Castillo mentioned that country governments, such as Panama and Namibia, must hold people accountable for their actions. Mrs. Castillo also highlighted her desire for the first ladies of America to share their work with one another in order to help each other grow, and to follow the philosophy of leaving no one behind.

QUOTES:

- “You come to the role of first lady with your own background, but what happens during that time becomes your focus.” - Laura Bush
- “The role of a first lady is influenced by domestic politics; you’re subject to accountability.” - H.E. Monica Geingos
- “You don’t have to agree with my life but you have to respect me as a human being. We’re all brothers and sisters.” - Lorena Castillo García de Varela



THE MIDDLE WAY: CONSEQUENCES OF PARTISANSHIP

SPEAKERS:

- Susan Glasser, Chief International Affairs Columnist, POLITICO (Moderator)
- Rt. Hon. Tony Blair, Former Prime Minister of the United Kingdom

KEY TAKEAWAYS:

- The last 10 years have been marked by politics of pessimism and fear, and we now need to focus on reuniting a fragmented society and demonstrating how people can be optimistic about the future.
- When it comes to the big issues affecting our countries, we are not necessarily asking the right questions. It's crucial that we do so in order to focus on finding solutions to the world's most pressing problems.
- It's important that the world of public policy making and the world of technology are meeting and interacting with each other, so that we can help guide people through a period of inevitable and revolutionary change.

SUMMARY:

“Trump & Brexit: how are they alike?” was the request from Susan Glasser’s Twitter followers when asked what questions they wanted her to pose to former U.K. Prime Minister Tony Blair. Blair expressed that the drivers behind Brexit and the election of President Trump were roughly the same, with a large section of society feeling culturally, as well as economically, alienated. These very powerful forces, combined with the powerful medium of social media, created the great surge of discontent that led to these two results.

Susan Glasser, Chief International Affairs Columnist at POLITICO, then asked Blair why he has returned to the political debate in the U.K. He expressed his belief that Brexit is a destiny-changing decision for the U.K., and that to take Britain out of the biggest political union and the largest commercial market will diminish it as a country. Blair also shared his view that Brexit is a distraction rather than a solution. Glasser followed up by asking if there’s a mechanism to retract from Brexit. Blair answered with a degree of uncertainty, saying we need to respect the vote but, on the other hand, as negotiations proceed it will be important to see what the actual terms of the new relationship with the European Union will be.

Glasser then asked Blair why he feels there is so much renewed anger and partisanship in politics at the moment. He explained that two things have changed: the objective circumstances (post 9/11 and the global financial crisis) and the way social media works today and its interaction with conventional media. Blair went on to state that media today is fragmented and polarized, and its commercial model is in decline. He then discussed the evolution of politics over recent years, and the populism of both the left and right. He stated that there are a large number of people who are “politically



homeless” and looking for a home that provides rational, solution-based politics that can be a place of change. Blair claimed that if he was back in government today, the issue of highest priority would be how the world of technology will change the workplace, and what the implications are. At the moment, he explained that the world of public policy-making and the world of technology are not interacting with each other.

Glasser asked Blair for his thoughts on whether the world is in crisis, and what it will mean if the U.S. plays a different role globally. Blair asserted that the world needs a strong, clear America that stands with its allies, and that it is important for the security of the world that the U.S. President succeeds. Blair believes the last 10 years have marked a politics of pessimism and fear, and people are therefore open to a message that plays on that fear. He stated that, for him, the most important thing is to focus on how progressive politicians can reunite and show people how to be optimistic about the future.

Glasser concluded the discussion by asking Blair about Europe, and the role of Germany and France. Blair affirmed that he is a great believer in the Transatlantic Alliance and a strong Europe, and stressed that if the European Union breaks up and the U.S. retreats, our value system will be at risk. This is why, Blair summarized, it is crucial to take politics seriously today.

QUOTES:

- “This negative politics—to blame rather than search for solutions—is so damaging.” - Rt. Hon. Tony Blair
- “The world needs a strong America and it needs a clear America.” - Rt. Hon. Tony Blair
- “Trying to reduce really complicated issues to 140 characters is...not productive.” - Rt. Hon. Tony Blair



CONCORDIA





CONCORDIA LEADERSHIP AWARD PRESENTATION

The Concordia Leadership Award recognizes global leaders within the public, private, and nonprofit sectors who inspire others through their ability to turn vision into impact. Recipients of the award reflect a commitment to positive social and economic change while promoting effective public-private collaboration to create a more prosperous and sustainable future.

SPEAKERS:

- Nicholas M. Logothetis, Co-Founder & Chairman of the Board, Concordia
- Paul Bulcke, Chairman of the Board of Directors, Nestlé S.A.

SUMMARY:

Paul Bulcke, Chairman of the Board of Directors for Nestlé, accepted the 2017 Concordia Leadership Award on behalf of the 330,000 employees and thousands of partners that work with the company. He explained that the award recognizes the great work that many companies do to connect business performance with positive societal impact. Bulcke then recalled the founding of Nestlé and its mission to enhance quality of life and contribute to a healthier future. Bulcke elaborated on the concept of creating shared value—“creating value for society while at the same time being successful as a company.” He stated that no one company, individual or government can do this alone. Bulcke acknowledged that Nestlé is a globalized brand with a deep presence in over 200 countries, touching the lives of billions of people each day, which gives Nestlé an opportunity and responsibility to make a lasting, positive impact.

Nicholas M. Logothetis, Co-Founder and Chairman of Concordia, presented Bulcke with the 2017 Concordia Leadership Award. Logothetis asked Bulcke about the issue of youth unemployment and about Nestlé’s efforts to address this. Bulcke explained the “Nestlé needs YOUTH global initiative,” launched by CEO Mark Schneider to help millions of young people gain access to economic opportunities. Logothetis then asked about where Nestlé sees hope in the many countries in which they have a presence. Bulcke explained that the organization wants to create awareness around caring for youth. He gave an example of how the company works with farmers, but the average age of farmers is over 50, so they work to help younger people get into the farming business. Bulcke stated that Nestlé’s success as a company can only be linked to the fact that they can serve the needs of society.

QUOTES:

- “At Nestlé we fundamentally believe that a company—a business—can only be successful and create value for its shareholders if it also creates value for society at the same time.” - Paul Bulcke
- “It is good for Nestlé because it is good for society and the reverse. And it’s also just the right thing to do.” - Paul Bulcke
- “Our values are rooted in respect. Respect for oneself. Respect for the other. Respect for the diversity of the world we live in. And also respect for the future and future generations.” - Paul Bulcke



THE AMERICAS IN FOCUS: ECONOMIC DEVELOPMENT & PROSPERITY IN THE WESTERN HEMISPHERE

SPEAKERS:

- Andy Serwer, Editor-in-Chief, Yahoo Finance (Moderator)
- Luis Alberto Moreno, President, Inter-American Development Bank

KEY TAKEAWAYS:

- Latin America has made huge strides in lifting people out of poverty and into the middle class. Nearly 100 million in a region of 620 million have been engaged in this economic progress.
- The Latin American region, while seemingly experiencing low levels of growth in recent years, has a significant percentage of global trade with the U.S. and China.
- As technology rapidly changes the dynamics of the workforce, Latin America is at an advantage given its rising middle class and young, dynamic demographics.

SUMMARY:

To begin the session, Luis Alberto Moreno, President of the Inter-American Development Bank, provided a brief background on the mission and main activities of the Bank. Following this, Andy Serwer, Editor-in-Chief of Yahoo Finance, asked about the challenges and opportunities facing the region. Moreno claimed that seldom does the public focus on the economic opportunities presented by Latin America, but rather it focuses on the news making headlines, which often includes immigration, drugs, and violence. While these issues are important, little focus is given to the economic opportunity and progress in the region. The fact that Latin America is quite reliant on commodity production and that it did not have stringent fiscal discipline provides some economic context for the challenges faced by the region. However, the number of people who have moved out of poverty and into the middle class has been quite astounding—close to 100 million in a region of 620 million people. This has created a very large consumer market, which is far more educated and connected than ever before.

Serwer noted that Latin America is a very heterogeneous region, with varying economic growth and priorities. With this in mind, Serwer asked if there are certain countries that hold more opportunity than others. Moreno highlighted the countries with the biggest economies: Brazil, Mexico, Colombia, Argentina, Peru and Chile. These six countries comprise approximately 86% of Latin America's gross domestic product (GDP).

Continuing the conversation, Serwer asked how the Bank chooses to allocate capital, and identified the case study of Venezuela as an economy that may be challenging, but in need of the Bank's assistance. Moreno stated that 35% of the



Bank's total lending is focused on countries most in need. With regard to Venezuela, Moreno asserted that the situation in the country is "the biggest crisis we have in our hemisphere." Moreno also suggested that Venezuela will likely need a major restructuring before rejoining the Bank, and possibly a loan from the International Monetary Fund to regain the economic power it once had.

Serwer then challenged Moreno on why Americans should be interested in and pay attention to Latin America. Moreno responded by pointing to the relatively peaceful environment in the region as being central to America's security interests. At the same time, Moreno highlighted, Latin America holds 26% of the United States' trade with the world, making it a powerful economic influence.

Serwer followed up by asking how the Bank's mandate has been affected or changed by the Trump Administration, to which Moreno responded that it has not yet been affected. However, Moreno expanded, the Trump Administration is focusing on how best to address the challenges in the region, particularly in the Northern Triangle of Honduras, Guatemala, and El Salvador. One of the Administration's main goals in the region is to assist with creating jobs that will encourage prospective emigrants to remain in their own country.

Turning to the advent of electronic commerce, Moreno commented that the number of jobs needed to serve electronic commerce is huge, and these jobs are entirely different to what we have had in the past. He noted that "this huge tsunami of technological change...that basically you can already automatize about 5% of jobs...that number will probably increase to close to 40% in the next 15 years." Moreno went on to elaborate that in a region where the average age is 28, there is also a demographic advantage to this market.

Serwer continued the discussion to address another issue of shared concern between Latin America and the U.S. Moreno asserted that "it is no surprise that income inequality breeds populism." Latin America has spent a lot of resources focusing on social innovation, such as conditional cash transfer programs. These programs address the needs of the poorest by extending a cash transfer under the condition that certain social requirements are met (for example attending school or completing medical treatment).

In the final question of the session, turning to the issue of climate, Moreno stated that it is the Bank's goal that 30% of its lending will focus on climate change by 2020. Energy efficiency and adaptation are major components of this goal. The hurricane season of 2017 has had a huge impact on the region, but most of the damage has occurred outside of the Bank's sphere of influence. However, the Bank's expertise in development financing may be a valuable resource as the islands work to recover.

QUOTES:

- "[Venezuela] is the biggest crisis we have in our hemisphere." - Luis Alberto Moreno
- "Latin America is probably one of the most connected areas of the world...over 120% cell phone penetration." - Luis Alberto Moreno
- "It is no surprise that income inequality breeds populism." - Luis Alberto Moreno



FREEDOMS, DIPLOMACY, & HUMAN RIGHTS IN THE MIDDLE EAST

PROGRAMMING PARTNER: THE TAHRIR INSTITUTE FOR MIDDLE EAST POLICY

SPEAKERS:

- Michael Crowley, Senior Foreign Affairs Correspondent, POLITICO (Moderator)
- Aya Hijazi, President, Belady - Island for Humanity
- Dr. Nancy Okail, Executive Director, The Tahrir Institute for Middle East Policy
- Dr. Bassem Youssef, Former Host, AlBernameg

KEY TAKEAWAYS:

- After the Egyptian revolution of 2011, there was too much focus on holding the elections and referendum for the constitution, and transitioning to a new president, rather than ensuring the structural foundations were conducive to a democracy.
- There is a clear link between religious moderates and people who don't have strong political proclivities being imprisoned and then becoming radicalized in prison.
- The U.S. needs to apply pressure and focus on diplomacy in order to release political detainees in Egypt.

SUMMARY:

Michael Crowley, Senior Foreign Affairs Correspondent at POLITICO, explained that the session, while broadly discussing the Middle East, would focus on Egypt, due to the fact that each of the panelists has direct experiences in the country. He introduced each speaker and their unique Egyptian experience: Aya Hijazi, President of Belady - Island for Humanity, a nonprofit working in human rights and civil society freedoms, was imprisoned in Egypt from 2014 to 2017 and released earlier this year, around the time that Egyptian President Sisi visited the White House to see President Trump; Nancy Okail, Executive Director of The Tahrir Institute for Middle East Policy, was on trial for 18 months in Egypt from February 2012 until mid 2013, and fled the country in mid 2012 before being sentenced to five years in prison; and Bassem Youssef, Former Host of AlBernameg, was frequently called the John Stewart of Egypt, and had 40 million viewers at the peak of his show's success in around 2012 before he fell afoul of the government in Egypt, but fortunately did not serve time in prison.

Crowley asked Hijazi about her experiences after being released by the Sisi government, particularly when she met with President Trump and his misunderstanding that Hijazi was arrested by Morsi's Muslim Brotherhood regime, rather than President Sisi. Hijazi expressed her disbelief towards the thousands of political detainees, and explained that the Egyptian

government is able to say that all it is doing is in the name of terrorism, rather than to crack down on opposition, civil society, and even innocent people, and establish a reign of terror. Crowley asked Hijazi about her nonprofit to help street children, for which she was imprisoned, and the threat the Egyptian government perceived she posed. She answered “the threat of success,” and explained that governments of the Middle East claim that their countries are the victims of American conspiracy theories. Belady - Island for Humanity, which started with just five people, has had phenomenal success in transforming the lives of street children, as well as the attitude of people towards them. It became clear that the organization could bring about change, and the government did not want that.

Crowley then asked Okail about her experiences as Egypt Director for Freedom House, and what she was spending her time on when she was charged. Okail explained it was the onset of the revolution in 2011 and she was living in England at the time, but as soon as the revolution took place she went back to help the country transition toward democracy. Okail’s work was to make sure structural foundations were in place to support the rule of law and create foundations for democracy. However, there was fear about how organizations like Okail’s would affect the stability of a struggling government, particularly after Mubarak stepped down.

Crowley then asked Youssef—who he described as an equal opportunity comedian and critical of the Morsi and Sisi government—about how much of a difference the U.S. can make in terms of democracy, freedom of expression, and human rights in Egypt and throughout the Middle East. Youssef explained the Middle East is a bigger problem than one to be dealt with by a president over just four years. He expressed his belief that a president is focused on being re-elected, and what we are left with is the U.S. supporting one of the most backward regimes in the region because they have oil.

Crowley then asked Hijazi about President Trump’s arrival. He explained a school of thought that said Sisi was able to release Hijazi almost as a favor to Trump, who was seen to embrace Sisi, and asked for Hijazi’s thoughts on whether Trump’s friendly posture toward Sisi meant he was able to get something done. Hijazi explained that she is a U.S. citizen, which was potentially why Trump was able to help in her release, but there were eight people detained in total, and the other seven—who were not American—were all released, showing that the U.S. could have influence despite individuals being non-citizens. She asserted that there was an element of diplomacy and Trump did accomplish something, but reiterated that this is only one case, so we need to continue with the pressure and diplomacy going forward.

Crowley asked Okail about the role of the U.S. in Egypt. Okail explained that Egypt and the U.S. have had a strong relationship for decades, but the problem is policymakers are usually short-sighted. She also stated that in the Middle East, America is moving from a focus on freedom and democracy to one on security, and is adopting a narrow view of security as terrorism, which does not address the root causes. When asked about how that can be changed, Okail talked about the causes of people joining terrorist groups being ignorance, fundamentalism, injustice, and unemployment, and in order to address those, there must be a focus on the rule of law, i.e. a court and proper procedures in place to resolve disputes.

Crowley asked Youssef about the binary nature of the situation—the Islamists, the military and the authoritarian government—and how big this middle space is and whether it has been crushed. Youssef answered that it has been systematically crushed by both sides of the equation for decades. He went on to say that the Islamists are the enemy of the military, because they do not get what they want, and explained it is important for these conservative forces that whatever liberal thoughts there are are under pressure, especially for the military. Right now, the people who are trying to suggest reformation for the way religion is interpreted are not repudiated by theological scholars, but rather arrested by the police. Youssef expressed his belief that you cannot tag liberalism or democracy with religion, because otherwise you assume superiority of a single group of people over another.

Crowley asked Hijazi about whether she saw any signs of religious moderates and people without strong political proclivities being imprisoned and then becoming radicalized. She explained that one emotion that was so strong throughout was anger, which can lead to violence and a search for revenge against the state or society as a whole. If she had not been committed to peace, she would have easily found a release, even if it was suicide. Hijazi concluded, therefore, that it leads to radicalization.

QUOTES:

- “I will never give up hope—until the last day I will hope that we have a democratic state.” - Aya Hijazi
- “[The problem in Egypt was that] people wanted to move on to the next president without making the structural changes that make a more conducive environment for democracy.” - Nancy Okail
- “There is no such thing as a liberal Muslim system or liberal Christian system.” - Bassem Youssef



POLITICAL STRATEGY IN THE AGE OF INFORMATION OVERLOAD

SPEAKERS:

- Anna Palmer, Co-Author, POLITICO Playbook (Moderator)
- David Axelrod, former Chief Strategist & Senior Advisor to President Obama; Institute Director, University of Chicago Institute of Politics
- Tim Phillips, President, Americans for Prosperity

KEY TAKEAWAYS:

- Base activists on both the left and right side are incredibly knowledgeable, but one of the challenges is that they have access to a large amount of information—some accurate and some not.
- We live in times where technology offers enormous capacity for people to connect with the world, but it also has a micro-targeting capacity, which can pose a threat to our democracy.
- Government needs to be agile enough to react and deal with the changes in today's rapidly-adapting environment, otherwise it will continue to erode confidence in democracy.

SUMMARY:

Anna Palmer, Co-Author of POLITICO Playbook, opened the session by asking whether politicians are able to micro target their message to different audiences, given today's use of Twitter, the internet as a whole, and how people are consuming news. Tim Phillips, President of Americans for Prosperity, said that he believes the President's main audience at the UN General Assembly is the American electorate. He said that it is difficult to micro target your message, and politicians need to therefore have a message that is sincere—and broad—enough so that they don't get hurt with their base, swing voters, donors, activists, and so on. David Axelrod, former Chief Strategist & Senior Advisor to President Obama, agreed, and went on to explain that one of the challenges for the U.S. right now is that President Trump's position of "America first" has been heard around the world. The President's polling numbers are low in many places around the world, and because of the fact that politics is local, there is currency for politicians in other countries to attack the President and take a tougher line on the U.S.

Palmer then asked both speakers about the biggest change they've seen in their careers as political strategists, in terms of how they operate, how people consume information, and how campaigns are run. Phillips explained that base activists on both the left and right side are incredibly knowledgeable now, even on minute issues or policies, which is a good thing. Axelrod added to this point, saying that one of the challenges is that they have access to a lot of information—whether accurate or not—meaning that people can get stoked up about things that are not true. Following this, Palmer raised the issue of "fake news" and asked whether this is something that can be controlled.



Phillips said that this is not a new issue and that it is overblown, before going on to say that he is troubled by the idea of controlling news. Axelrod commented that nastiness is not new, but the media environment—and the way information is transmitted—is. He then said we live in times where technology offers enormous capacity for people to connect with the world, but it also has a micro-targeting capacity, which can be insidious, and we need to think through how we are going to cope with this in the future, because it does pose a threat to our democracy.

Palmer then asked Axelrod about what advice he would have for his democratic counterparts in terms of how you pick which news stories matter and when to put a response out. Axelrod stressed that this is crucial and described his experiences in the White House, concluding that it is important not to get caught up in the hysteria of the moment and to understand your fundamental message and who you are talking to. Phillips agreed, discussing the unnecessary sound and fury around the President's comments on a daily basis. He discussed the fact that our society is becoming two-tiered and saturated with anxiety. Axelrod reiterated that this is an effect of the rapidly-changing world we live in, and government needs to be agile enough to react and deal with some of the changes, otherwise it will continue to erode confidence in democracy.

Palmer then asked about gridlock in Washington. Axelrod asserted that the real wild card is the President and what motivates him, and that we are in uncharted waters. Phillips then said that the Republicans are in a precarious situation right now. Five out of the six national elections since 2006 have been dramatic-change elections, with just one no-change election when Obama was re-elected in 2012. Americans are continually voting for change and the Republicans have to deliver something before 2018. Palmer went on to ask about the Trump and the Republican brands in the mid-term election. Axelrod suggested that in the swing districts there will be an effort to tie the member to the President, and the members will probably make some effort to show some independence from him. It is not known how effective this will be. Phillips agreed and commented that, so far, voters are differentiating between their members of Congress and the President, and this will only continue if there are accomplishments to look back on.

Palmer asked both speakers where they get their news, and both joked POLITICO. Phillips said the Wall Street Journal is crucial for the business world, but it's such a wide buffet. Axelrod agreed, but said that you find different categories of voters go to different parts of the buffet, and warned that it's easy to become siloed. He gave the example that Fox News has consolidated Republicans as the principal news source to a remarkable degree. As a result, we have different sets of facts that lead people to come to different sets of conclusions. Phillips said he has never seen a greater distrust or disdain for institutions of power, which impacts how voters receive their news—with a great degree of skepticism.

QUOTES:

- “We’re in the Twitter world, where there’s immediate reaction to everything...and if you’re running a high-profile campaign, you have to be really sensitive to the environment and understand which things are rabbits you should chase and which are rabbits going down the whole, so it is more challenging.” - David Axelrod
- “At the end of the day, people are living their lives, and when they have to focus on their choices they will focus... they’re paying not nearly as much attention to the circus.” - David Axelrod
- “I think the battle of ideas is a good thing, and I think the idea of controlling news troubles me...[we need to] have a broad marketplace of ideas.” - Tim Phillips



LEADERSHIP FOR ECONOMIC GROWTH: TECHNOLOGY AND THE FUTURE OF THE WORKFORCE

SPEAKERS:

- H.E. Jorge Quiroga, Former President, Plurinational State of Bolivia; Leadership Council Member, Concordia (Moderator)
- Gregory Hayes, Chairman & CEO, United Technologies

KEY TAKEAWAYS:

- The biggest challenge companies and governments in the U.S. and across the globe face in relation to job creation is finding ways to prepare workers to adapt to a rapidly-changing industry.
- Changing educational models to meet the demands of local industries and employers will provide workers with job opportunities and allow them to strengthen their skill set over time.
- Attacks on globalization are misguided, as free trade can provide new opportunities for both companies and workers.

SUMMARY:

United Technologies, a leading global researcher, developer, and manufacturer of high-technology products, is often faced with questions regarding the disruptive power of technology on the workforce. Ranked as the 87th largest public company by Forbes in 2017, this global business plays a significant role in how the workforce is prepared to adapt to the changing demands of the industry. In this fireside chat, Jorge Quiroga, former President of Bolivia, spoke to Gregory Hayes, CEO of United Technologies, about what his company is doing to prepare for changes in the technology sector.

Quiroga began the conversation by asking Hayes how one runs a company in a time when technological disruption influences the course of job creation. Hayes stated that the biggest challenge is finding ways to prepare people when the nature of their jobs is changing so quickly. Society must find methods to transform the workforce of today into the workforce of tomorrow. In that regard, United Technologies offers employee learning programs for people of all age ranges; they want the most well-educated workforce in the world because they believe well-educated people drive innovation.

Quiroga pivoted the conversation to Asia, asking Hayes how the workforce in China has changed over the years. Hayes responded that the cost of hiring Chinese workers is now similar to that of hiring American workers and that China will face the same challenges of job displacement. When pressed on what governments can do to alleviate this problem, Hayes pointed to the education system, contending that not all workers require a four-year college degree and that companies can work with public institutions at the city and state level to provide job training for local industries.

Quiroga continued by asking about trade and how companies can navigate the current uncertainty through international



trade agreements. In Hayes' view, the attacks on globalization and free trade are misguided, especially given that 88% of job losses are due to automation and productivity as opposed to global trade agreements. Hayes does not see this as a one-way street; while some jobs are indeed migrating out of the U.S., many U.S. companies are also having difficulty finding lower-skilled workers.

The session ended with Quiroga asking Hayes to outline a model for training young people in business. Hayes reiterated his belief that we must create two paths to education, helping young people identify their strengths, learn new skills and then build upon those skills over time.

QUOTES:

- “Globalization is the force that lifted 30% of the world’s population out of poverty.” - Gregory Hayes
- “If we shut our borders and cut off transfer of intellectual property, we lose a huge opportunity to carry it forward.” - Gregory Hayes
- “Chinese stability is an opportunity to do long-term business.” - H.E. Jorge Quiroga



PARTNERSHIP ANNOUNCEMENT: IFAD & MARS COLLABORATING FOR IMPACT

SPEAKERS:

- Helena Bottemiller Evich, Senior Food & Agriculture Reporter, POLITICO (Moderator)
- Gilbert F. Hougbo, President, International Fund for Agricultural Development (IFAD)
- Frank Mars, Board Member, Mars, Inc.

KEY TAKEAWAYS:

- When companies work directly with their producers, they have the opportunity to increase sustainability while cutting unnecessary middlemen and increasing shares for both companies and producers.
- Signing an agreement is not important without on-the-ground impact; public and private collaborators should work together on smaller projects before building a long-term partnership.
- With 80% of food production coming from smallholders, investing in rural communities will be critical to meeting the food demands of a growing population.

SUMMARY:

When companies and communities collaborate to make supply chains more inclusive, it can lead to reductions in poverty and increases in sustainable profits. One such partnership, between the International Fund for Agriculture (IFAD) and Mars, Inc., worked to boost access of smallholder farmers in Indonesia to technical capacity, knowledge, and markets. Frank Mars, Mars' Board Member, and Gilbert F. Hougbo, IFAD President, joined Helena Bottemiller Evich, Senior Food & Agriculture Reporter at POLITICO, to discuss how an expanded collaboration increases smallholder farmer incomes and creates thriving rural communities in the Mars supply chain globally.

Evich asked both panelists to reflect on the lessons learned from their initiative in Indonesia. Hougbo explained that the systems Indonesia had in place to support cocoa producers were not up to industry standards, leading IFAD to work with Mars, Inc. to teach local farmers the best practices in cocoa development. Mars elaborated that a key tenet of this program was teaching producers to think of their farms as a business and to increase productivity. In addition, Hougbo noted that this collaboration allowed the company to eliminate unnecessary middlemen in the supply chain and offer producers a larger share of the profits.

Evich followed up on her initial question, asking Mars and Hougbo to share what they learned about the collaboration process. Hougbo emphasized that rushing to sign a Memorandum of Understanding (MoU) is not effective. In fact, he added, the agreement is not important, rather it is the impact resulting from the agreement. When Evich asked about the challenges in creating an MoU, Hougbo advised starting small and then building on that progress to create a long-term



partnership.

Evich then invited the panelists to reflect on the trends in their respective fields. Hougbo outlined a few development priorities, stating that, with 80% of food production coming from smallholders, a focus on rural development will make a big difference. Mars agreed, offering his own vision of success in which farmers see an increase in livelihood satisfaction and inspire the next generation of farmers. Mars concluded by affirming his company's commitment to the Paris Accord and noting that many companies feel upholding this agreement is the right thing to do.

QUOTES:

- “The most important part is not the signing of the MoU, it is the on-the-ground impact.” - Gilbert F. Hougbo
- “If we do not figure out how to get the next generation interested in the successful livelihood of farmers, we cannot feed our planet.” - Frank Mars



SOLUTIONS ACROSS THE FOOD SYSTEM: CONCORDIA CHAT SERIES

SPEAKERS:

- Chef Dan Barber, Co-Founder, Blue Hill Group
- Dr. Robb Fraley, Chief Technology Officer, Monsanto
- Jim Perdue, Chairman, Perdue Farms

KEY TAKEAWAYS:

- Through seed breeding, we can work towards growing high yield crops that are not only environmentally sustainable but also nutritious and flavorful.
- Perdue Farms hopes to change the industry status quo by committing to animal welfare and increasing trust among its consumer base.
- Technological advances in agriculture and genetic engineering increase sustainability and efficiency and will play a pivotal role in feeding future generations.

SUMMARY:

In this Concordia chat series on solutions across the food system, three distinguished leaders in the food and agriculture space shared their individual ideas on the different ways we can meet the challenges of feeding a growing planet: Chef Dan Barber, Co-Founder of the Blue Hill Group, provided a model for revolutionizing the taste of food from the seed to the kitchen; Jim Perdue, Chairman of Perdue Farms, spoke on the business case for animal welfare in food production; and Dr. Robb Fraley, Chief Technology Officer of Monsanto, described how “smart farming” is innovating the way agricultural products are grown.

Barber kicked off by retelling the story of how he jokingly asked a seed breeder to shrink a butternut squash to improve its flavor. He learned that public breeders mainly operate for large agricultural companies who favor higher yields and crop uniformity. But, Barber asked, what if flavor and nutrition got a seat at the table as well? Given the popularity of Barber’s mini butternut squash, also known as the honeynut squash, breeders began selecting seeds based on their ripeness indicator. Farmers and nutritionists realized that these ripe crops not only tasted better, they were significantly more nutritious. To that end, Barber implored industry members not to sacrifice crop yield for flavor and nutrition (or vice versa), but instead to work toward a future in which newly-engineered crops can offer both.

Perdue spoke about Perdue Farms’ journey in making progress on its animal welfare practice, as well as the business case for Perdue’s changes in animal care: a more active chicken is a healthier chicken, and a healthier chicken produces a better food product. Perdue hopes that through leading on animal care, the company can change the status quo in



the industry. To bring effective change in this space, Perdue Farms has been working in conjunction with animal welfare activists. By taking these concerns seriously and increasing transparency, Perdue Farms is committed to providing consumers with a product they can trust.

Fraley spoke of Norman Borlaug, the Nobel Peace Prize winner who created the technology that helped usher in the Green Revolution. By referencing Borlaug, Fraley highlighted the role of technology in helping farmers create more food from less input. This is a global issue, because all of us share an appreciation for the environment and have a vested interest in agriculture becoming more sustainable. The advancements in farming and genetic engineering allow less people to produce more food for an increasingly growing population.

Fraley questioned whether fear mongering about genetically-modified organisms (GMOs) will obstruct productive applications of modern agriculture, and expressed strong support for continued use of cutting-edge agricultural engineering techniques. Fraley maintained that, although the evidence shows that GMOs are safe, there are many who fear the technology because they do not understand it. With over 3 million children dying every year from starvation in countries that do not allow this technology, it is important for us to work together in undoing misconceptions and bringing modern agriculture to the fore.

QUOTES:

- “What if chefs got a seat at the table and created a recipe for the future of food?” - Dan Barber
- “We raise more organic chickens in the U.S. than anyone else...scale means we can change the industry.” - Jim Perdue
- “I have no doubt we’ll be capable of feeding 10 billion people in 2050 using new technology—but, will we be allowed to?” - Dr. Robb Fraley



RED CELL SCENARIO: THE PATH AHEAD FOR SYRIA

SPEAKERS:

- Bryan Bender, National Security Correspondent, POLITICO (Moderator)
- Hon. Michael Chertoff, Former United States Secretary of Homeland Security
- Gen. (Ret.) David H. Petraeus, Former Director, Central Intelligence Agency; Leadership Council Member, Concordia
- Frances Townsend, Former United States Homeland Security Advisor; Leadership Council Member, Concordia

KEY TAKEAWAYS:

- A robust system for information gathering and sharing of terrorist networks and communications is key in thwarting potential attacks in the U.S. and Europe.
- While the likelihood of a large-scale attack on U.S. soil is low, intelligence and security officials, as well as social media companies, must work together to counter the ability of terrorist groups to recruit via the internet.
- A resolution in Syria must include the cooperation of Muslim allies in the region as well as cooperation from Russia and Turkey.

SUMMARY:

Red cell simulations, a tactic often utilized by the U.S. intelligence community to improve effectiveness and security, work to identify vulnerabilities by exploring alternative futures and shifting between first-person points of view. This session, focusing on Syria and international terrorist networks, challenged top security experts to analyze different responses to possible scenarios. Bryan Bender, the National Security Correspondent for POLITICO, moderated the discussion by presenting various hypothetical cases.

Bender began by asking what security experts would first look to following news of a large terrorist attack in the U.S. General (Ret.) David Petraeus, former Director of the Central Intelligence Agency, responded that the first priority would be to find out whether there is potential for other concurrent attacks to take place. Bender asked about the likelihood of ISIS choreographing a large-scale attack on U.S. soil. Michael Chertoff, former United States Secretary of Homeland Security, responded, reiterating Petraeus' earlier point on the importance of reviewing all metadata to see which actors are connected to these networks. Chertoff continued by saying that the U.S. has done a lot to make it difficult for high-level operatives to enter the country as they did on 9/11. Instead, terrorist groups are now recruiting people to commit smaller attacks at the local level.

Bender then asked about cases of foreign fighters who have spent time in Syria and then enter Europe or the U.S. with an European Union passport. Frances Townsend, former United States Homeland Security Advisor, noted that after 9/11



the U.S. mastered information sharing among intelligence and security officials. Yet, the European Union has not reached that same level of information sharing, often finding only after an attack has occurred that the assailant had previously come up on radars in other cities or countries.

To this point, Bender inquired whether there remain gaps in information sharing. Chertoff affirmed that information sharing has improved significantly but challenges remain domestically, particularly for information collectors who still lack the capacity to efficiently and effectively analyze this data. At the global scale, Europeans have been concerned about privacy and are thus reluctant to share information with the U.S.

Returning to the question of foreign fighters joining ISIS, Bender asked whether the situation has worsened. Petraeus contested that on the contrary the phenomenon seems to be improving, noting that efforts should instead be put toward countering the terrorist group's sophisticated use of cyberspace. When asked about what the private sector can do in this regard, Townsend remarked that social media companies now understand the responsibility they bear. After all, she continued, there are commercial as well as public policy reasons for not wanting to have extremist content featured on online platforms.

Bender turned the conversation to the conflict in Syria, asking whether extensive military action can sometimes be counterproductive when fighting extremism. Petraeus commented that a military decision should always be made with the intention of eliminating more enemies than it creates. This can be partially accomplished by using a comprehensive approach and including Muslim allies in the fight against ISIS. In reflecting on next steps, Chertoff insisted that the U.S. must play its part in resettling refugees, as allowing these refugees to remain in the camps will make them more susceptible to recruitment by terrorist groups. Townsend, in the final remarks, added that any sustainable resolution on Syria must include the cooperation of Russia and Turkey.

QUOTES:

- “As horrific as Iraq was in 2006, Syria is qualitatively and quantitatively vastly worse.” Gen. (Ret.) David H. Petraeus
- “If we back away from even taking in a minimal amount of refugees, you create a petri dish in the camps for people who begin to be recruited [by ISIS].” Hon. Michael Chertoff
- “You have to be careful, because in any attack the immediate response is action.” Frances Townsend



PARTNERSHIPS FOR TRANSPORTATION IN THE UNITED STATES

SPEAKERS:

- Nicholas M. Logothetis, Co-Founder & Chairman of the Board, Concordia (Moderator)
- Elaine Chao, Secretary, U.S. Department of Transportation

KEY TAKEAWAYS:

- The current President's infrastructure plan prioritizes upgrades to U.S. water and energy structures.
- Engaging stakeholders from the private sector and local levels of government can provide various avenues for financing public infrastructure projects.
- The technology sector must ensure that consumers possess a comprehensive understanding of the mechanisms and effects of emerging technologies.

SUMMARY:

In this session on partnerships for infrastructure in the U.S., Nicholas M. Logothetis, Co-Founder & Chairman of the Board at Concordia, asked Elaine Chao, incumbent Secretary of the U.S. Department of Transportation, to outline the Administration's priorities in the realms of infrastructure and transportation. Chao remarked that the President's infrastructure plan includes an emphasis on upgrading U.S. water and energy structures. Furthermore, the transportation infrastructure in the U.S. is uniquely decentralized and thus the federal government must welcome the active involvement of mayors and governors in implementing these policies. In Chao's view, public-private partnerships are a tried and true way of financing public infrastructure, though some states still do not allow private funds to finance these projects. The Administration aims to simplify the permitting process in order to reduce bureaucracy and save time.

When asked for her thoughts on emerging technologies such as driverless cars and drones, Chao noted that the rate of technological change will depend on consumer understanding and acceptance. In addition, society must strike the balance between reaping the benefits of these new technologies, while addressing legitimate concerns over privacy and safety. In moving forward on policy, Chao believes it is important to capitalize on the experience of long-term federal employees.

In closing, Logothetis asked Chao about the differences between the two administrations and departments that she has worked for. Chao responded by saying that she has tremendous respect for the professionals in the federal government. She stated that the combination of her experiences is what offers the best service to the country and noted that her time in the federal government has been the most fulfilling. When asked



about working under different presidents, Chao commented that her job has been to work with each one to the best of her ability. She stated that when working with the different offices in the White House, you have to make sure that your viewpoints, perspectives, and opinions are well known to the various offices. She ended by saying that she “believes in experience.”

QUOTES:

- “Unlike other countries, the transportation infrastructure is very decentralized in the U.S.” - Secretary Elaine Chao
- “The rate of technology will depend on consumer acceptance. When you use the words ‘driverless cars,’ people’s shackles go up. But if you say ‘self-driving cars,’ that anxiety goes down a little bit.” - Secretary Elaine Chao
- “Public-private partnerships are a very tried and true way to finance public infrastructure.” - Secretary Elaine Chao



HARNESSING TECHNOLOGY, ARTS, AND CULTURE TO SOLVE GLOBAL CHALLENGES

PROGRAMMING PARTNER: MIT SOLVE

SPEAKERS:

- Stephanie Ruhle, Anchor, MSNBC (Moderator)
- Alex Amouyel, Executive Director, Solve
- Yo-Yo Ma, Cellist and Curator of the MIT Solve Arts & Culture Mentorship Prize
- Neri Oxman, Associate Professor of Media Arts & Sciences, MIT

KEY TAKEAWAYS:

- The biggest challenges we face can be solved, but will require cross-industry cooperation and the cultivation of talent and ingenuity from across the world.
- Art and science must both play a role in solving the world's greatest problems.
- Neither technology nor art are inherently good or bad but depend on how one chooses to use these mediums.

SUMMARY:

While the value of technology in driving growth is widely recognized, arts and culture are also increasingly being acknowledged as key to realizing sustainable development. Solve, an initiative of the Massachusetts Institute of Technology (MIT), identifies and supports the best solutions to specific, actionable challenges through open innovation. This panel addressed how technology and the creative economy can be used together to tackle challenges ranging from food and water scarcity to brain health and mental resilience.

Alex Amouyel, Executive Director of Solve, kicked off the discussion by describing how Solve tackles big global challenges such as automation, gender equality and urbanization. Solve commits to five values: 1) solutions are out there and simply need to be uncovered; 2) the best solutions come from cross-industry and cross-sector cooperation; 3) technology is a core part of these solutions but cannot work alone; 4) solutions must be human centered; and 5) talent and ingenuity are everywhere. To this final point, Solve holds a competition in which anyone in the world, regardless of country or background, can submit proposed solutions. Yo-Yo Ma, Cellist and Curator of MIT Solve Arts & Culture Mentorship Prize, announced the three winners of the prize.

Following the announcement, Stephanie Ruhle, Anchor at MSNBC, moderated a discussion between Yo-Yo Ma



and Neri Oxman, Associate Professor of Media Arts & Sciences at MIT. Ruhle began by asking Ma and Oxman to address the similarities and differences between art and science. Ma stated that art is a language to express content from what you observe. Oxman added that art and science share the questioning of the world around us, while engineering and design work to build the world. Ruhle followed up by posing whether technology acts as a positive or negative force. Oxman used the example of fire that, like the internet, has brought people together while still being potentially dangerous. As we create technology, Oxman continued, technology also changes us. Ma agreed, adding that both technology and art can be good or bad, depending on what we do with them.

When asked about strategies in approaching complex and seemingly insurmountable challenges, Oxman stated that great problem solvers are often great problem seekers. This also requires the ability to bring people and ideas and discoveries together which, in itself, is an art form. Ma noted that it is valuable to ask questions one cannot answer, because down the line you eventually do find some answers and this motivates you to continue asking bigger questions. In concluding the discussion, Ruhle asked what questions Ma and Oxman hope to solve. Ma mused that his biggest concern is that of reducing stress, finding a balance between work and play, and regulating the way we consume content.

QUOTES:

- “I believe in how culture and technology and the sciences, when combined, can provide a different kind of solution to the world’s intractable problems.” - Yo-Yo Ma
- “It’s our job to help unlock that human potential by being a platform that connects them with the resources they need to change their community and the world.” Alex Amouyel
- Art and science share the questioning of the world around us.” - Neri Oxman

The Importance of Health in Global Development





THE IMPORTANCE OF HEALTH IN GLOBAL DEVELOPMENT

PROGRAMMING PARTNER: AMERICARES

SPEAKERS:

- Dr. Jill Biden, Former Second Lady of the United States; Chair, The Biden Foundation

KEY TAKEAWAYS:

- The Biden Foundation is committed to building and sustaining strong healthcare systems.
- Health is a necessary prerequisite for a country's development.
- Poor health outcomes can have national security implications.

SUMMARY:

To introduce the subsequent panel on sustaining health services in insecure settings, Dr. Jill Biden, Chair of the Biden Foundation and former Second Lady of the United States, highlighted the catalyzing effect that strong healthcare can have on other forms of development. Within weak health systems, illnesses can spread, leading to losses in educational and economic opportunities. Ongoing natural disasters and political unrest across the globe remind us that building strong healthcare infrastructure for insecure settings is more important than ever. Investments in healthcare can break these pernicious cycles, not only improving health outcomes but also the security and the economic dividends in a country's future.

QUOTE:

- "Investing in healthcare in insecure settings isn't just the right thing to do, it creates a safer and more prosperous world." - Dr. Jill Biden



RESPONSE & RECOVERY: SUSTAINING HEALTH SERVICES IN INSECURE SETTINGS

PROGRAMMING PARTNER: AMERICARES

SPEAKERS:

- Michael Nyenhuis, President & CEO, Americares; Leadership Council Member, Concordia (Moderator)
- Carolyn Miles, President & CEO, Save the Children; Leadership Council Member, Concordia
- H.E. Olusegun Obasanjo, Former President, Republic of Nigeria
- Joakim Reiter, Group External Affairs Director, Vodafone Group

KEY TAKEAWAYS:

- Addressing gaps in a health system ahead of time, even in low-resource settings, will better prepare these systems to address a crisis when it arises.
- Those who attack or sabotage health centers and health workers must always be held accountable.
- The private sector, government, and NGOs can work together to build up the capacity of health systems already existing in low-resource, insecure settings.

SUMMARY:

For people living in insecure settings, the gap between the urgent need for health services and compromised health systems poses a great challenge. Without reliable access to effective, sustainable health services, people are less able to maintain and improve their own health and that of their communities; with community resilience threatened, so is improved stability and economic and social opportunity. This session brought together global leaders from the nonprofit, public, and private sectors to explore opportunities to leverage cross-sector expertise to sustain health services in insecure settings.

Michael Nyenhuis, President & CEO of Americares, began by asking the discussants to describe the extent to which insecure settings impact a healthcare system. Carolyn Miles, President & CEO of Save the Children, responded that you often do not think about health systems until they fail to work. If we address the gaps in a health system ahead of time, even in low-resource settings, we will be better prepared to address a crisis when it comes. Nyenhuis then asked what can be done to improve security. Olusegun Obasanjo, former President of the Republic of Nigeria, noted that groups such as Boko Haram do not obey international standards such as the Geneva Conventions and sabotage health care facilities as a way to show their strength. Obasanjo maintained that such actors should be strongly punished and charged for war



crimes, to which Miles agreed.

Nyenhuis, turning to Joakim Reiter, Group External Affairs Director for Vodafone Group, asked what corporate entities can do to help in these instances. Reiter responded that companies must be sure to support health workers on the front lines. One way is by building networks immediately after a crisis for workers and victims to use to communicate. In Reiter's view, it is the responsibility of companies like Vodafone to leverage their technology to help the weakest and most vulnerable communities. Obasanjo and Miles added to this point, agreeing that the private sector, government, and NGOs can all work to build the capacity of health systems that already exist in impoverished, rural communities.

Nyenhuis concluded the session by asking what else can be done to inspire others to address the challenge of health services in insecure settings. Reiter responded that it must be made clear there is no economic or societal benefit to having an unhealthy population. From the corporate perspective, companies must also ensure they are fully in control of their supply chains and not indirectly benefitting from violent conflict. Obasanjo closed the session by stating unequivocally that these global health care workers must be revered as heroes.

QUOTES:

- "A health system is the kind of thing you don't think about - until it doesn't work." - Carolyn Miles
- "When there is conflict, the limited facilities are overstretched." - H.E. Olusegun Obasanjo
- "We try to create the lifeline between vulnerable individuals in rural communities & health care facilities." - Joakim Reiter



BUILDING PEACE: SECURITY & DEVELOPMENT FOR THE SDGS

SPEAKERS:

- Carrie Hessler-Radelet, President & CEO, Project Concern International (Introductory Remarks)
- Michelle Caruso-Cabrera, Chief International Correspondent, CNBC (Moderator)
- Irina Bokova, Director General, UNESCO; Leadership Council Member, Concordia
- Forest Whitaker, Founder, Whitaker Peace & Development Initiative; UNESCO Special Envoy for Peace

KEY TAKEAWAYS:

- What is at stake nowadays goes beyond the reach of government. We also need strong voices to pass on this message, and therefore need to focus on educating young people.
- The private sector can provide funding and bring innovation and new technologies to these educational initiatives.
- Global partnerships and cooperation, as mandated by SDG number 17, constitute a key form of leadership.

SUMMARY:

Two years have passed since world leaders unanimously adopted the Sustainable Development Goals (SDGs), binding governments, the private sector, and all members of civil society in their shared commitment to ending poverty, protecting the planet, and promoting peace and stability across the globe. Participants in this session discussed the progress that has been made since the adoption of the SDGs, while also examining the work left to do in guaranteeing peace and security for all.

Carrie Hessler-Radelet, President & CEO for Project Concern International, introduced the panel with the assertion that peace and socio-economic development are two sides of the same coin. Having seen the power of partnerships, such as in the recent responses to hurricanes Harvey and Irma, how can we harness this energy to work for the common good without waiting for disaster? Irina Bokova, Director General of UNESCO, and Forest Whitaker, Founder of the Whitaker Peace and Development Initiative and UNESCO Special Envoy for Peace, joined the stage to answer this question and others posed by moderator Michelle Caruso-Cabrera, Chief International Correspondent of MSNBC.

Bokova remarked that what is at stake nowadays goes beyond the reach of government. We also need strong voices, like Whitaker's, to pass on this message. Educating young people, Bokova continued, should be the primary focus of the SDGs. When asking refugee families what they need most, for example, they often respond that they wish to send their children to school. This brings a sense of normalcy and hope for the future and yet, only 2% of humanitarian aid goes to education. Whitaker agreed with this point, noting that his NGO works to train youth to become leaders in their communities.



Caruso-Cabrera then asked how the private sector can contribute to these solutions. Bokova noted that the private sector can help by providing funding and by bringing innovation and new technologies to these educational initiatives. When asked about the lessons that can be learned from previous successes, Bokova remarked that, unlike the Millennium Development Goals (MDGs), the SDGs have received commitments from not only governments but also from civil society and the private sector. Whitaker added that moving toward private sector investment is key. The private sector can be encouraged to invest in high-risk environments if we can show what the long-term benefits can be.

In concluding the discussion, Whitaker noted that Goal 17 of the SDGs is critical because it provides a roadmap for how global partnerships can work to address these challenges. Bokova agreed, stating that in this day and age, partnerships constitute a new and higher form of leadership.

QUOTES:

- “Peace and economic and social development are two sides of the same coin.” - Carrie Hessler-Radelet
- “Educating young people should be the focus of the Sustainable Development Goals.” - Irina Bokova
- “Moving towards investments is key. We can get private sectors to invest in high-risk environments if we can show them what their long-term benefits can be.” - Forest Whitaker



TOWARD A NEW TRUST: SERVING PUBLIC INTERESTS THROUGH TRANSPARENCY AND INTEGRITY

PROGRAMMING PARTNER: THE B TEAM

SPEAKERS:

- Sharan Burrow, General Secretary, ITUC; B Team Leader (Moderator)
- Professor George Gyan-Baffour, Minister of Planning, Republic of Ghana (Remarks)
- Paul Polman, CEO, Unilever; B Team Leader (Remarks)
- Robert Barrington, Executive Director, Transparency International UK
- Bob Collymore, CEO, Safaricom
- Geoff Healy, Chief External Affairs Officer, BHP Billiton
- Dr. Ngozi Okonjo-Iweala, Former Coordinating Minister of the Economy and Minister of Finance, Nigeria; B Team Leader
- Hon. Pavlo Petrenko, Minister of Justice, Ukraine
- Sanjay Pradhan, CEO, Open Government Partnership
- José Ugaz, Chair, Transparency International
- Mariam Yinusa, Principal Financial Economist, African Development Bank Group

KEY TAKEAWAYS:

- Independent governments, companies and organizations that attempt to tackle corruption on their own are often not successful; therefore, cooperation across business, civil society, and government is critical.
- The majority of illicit financial flows come from commercial sectors, meaning that businesses will benefit in the long term if they rein in corrupt practices and increase transparency.
- Strengthening anti-corruption institutions and openly publishing revenue streams will empower citizens and consumers to continue holding government and business leaders accountable.

SUMMARY:

This dynamic session convened global business and civil society leaders with policy makers to explore progress to date and the challenges that remain to achieving commitments to anti-corruption efforts. Professor George Gyan-Baffour,

Minister of Planning for the Republic of Ghana, offered introductory remarks on behalf of the President of Ghana, outlining the fact that after a long history of corruption for successive governments, Ghana has now declared a zero tolerance policy against corruption. Ghana recently passed numerous anti-corruption laws and strengthened anti-corruption institutions that discourage such acts and hold government officials and employees accountable. In addition, Ghana will soon pass a Right to Information Bill and launch an OpenOwnership consortium, both of which will increase transparency on government and corporate conduct.

Paul Polman, CEO of Unilever and B Team Leader, spoke after Gyan-Baffour and declared that transparency is a key ingredient for prosperity. He remarked that trust is the basis for business longevity and that companies must move from value creation to values creation. The SDGs, Polman continued, offer a roadmap. Government cannot combat corruption alone, and progressive partnerships between business, government, and civil society are at the heart of addressing this issue. This includes changing incentive systems by transitioning markets to a long-term focus, holding business leaders accountable for environmental impacts, offering full transparency on ownership and taxation, and finally, instituting new governance structures for business. The Partnership Against Corruption Initiative and OpenOwnership platform provide examples of approaches that are working to address this challenge.

The third speaker, Robert Barrington, Executive Director of Transparency International UK, detailed the progress made since the 2016 Anti-Corruption Summit in London. While many of the commitments made were highly ambitious, two-thirds of those commitments are showing signs of progress. Countries such as Spain and Indonesia are doing well, while others including the U.S., Switzerland, and Afghanistan will need more time. The primary takeaway from the Summit was that independent governments, companies, and organizations that attempt to tackle corruption on their own are often not successful. Therefore, cooperation across sectors and countries is vital.

Sharan Burrow, General Secretary of ITUC and B Team Leader, then invited a panel of five speakers including: Geoff Healy, Chief External Affairs Officer of BHP Billiton; Dr. Ngozi Okonjo-Iweala, Former Coordinating Minister of the Economy and Minister of Finance of Nigeria; Pavlo Petrenko, Minister of Justice of Ukraine; José Ugaz, Chair of Transparency International; and Mariam Yinusa, Principal Financial Economist of the African Development Bank Group, to continue the conversation. After asking the panelists to rate from 1 to 10 how well each of their sectors are responding to corruption, the majority agreed it was around 6 out of 10. Healy, speaking about his sector, noted that the business community puts too much focus on the burdens of transparency instead of realizing its benefits.

When asked about good practices and bad practices, Yinusa commented that financial tracking, whistle blowing, and support from business leaders are useful. However, businesses must do more to rein in their industry, as the majority of illicit financial flows often come from commercial sectors. Okonjo-Iweala added that when her ministry began publishing the revenue streams for all levels of government, people felt more empowered to hold government officials accountable. Petrenko added that creating a triangle between business, civil society, and the state can be effective in increasing transparency.

Ugaz then commented that the business sector must understand that corruption does not pay in the long term. It is better to do clean business instead of doing it behind closed doors, which can lead to scandals as in the case of Brazilian-owned Petrobras. Furthermore, Ugaz noted, governments and businesses must not see civil society as adversaries, but realize that civil society advocates on behalf of the poor, who often pay the highest price for corruption. In addressing next steps, Yinusa highlighted the importance of measuring the impact that illicit financial flows have on people's lives. Leaders must go beyond the rhetoric and push for concrete action on the ground.

Bob Collymore, CEO of Safaricom, offered additional remarks, stating that corruption remains a threat to growth, eating away at our communities and economies. Therefore, programs such as OpenOwnership, with commitments from over 100 countries, will be crucial to increasing trust. Sanjay Pradham, CEO of the Open Government Partnership, gave the concluding speech, outlining how the Open Government Partnership plans to hold governments accountable, and reiterating the need for trust and collaboration between government, business and civil society.

QUOTES:

- “Corruption has to be defeated...it results in a loss of legitimacy and demoralizes honest people.” - Professor George Gyan-Baffour
- “The cost of not acting is starting to be higher than the cost of acting...but we need a purpose-driven, socially-conscious business model that becomes mainstream.” - Paul Polman
- “It’s time to move collaboration on corruption up there with that on climate change.” - Robert Barrington



BEYOND THE GLASS CEILING: WOMEN'S LEADERSHIP AND ECONOMIC EMPOWERMENT AS KEY DRIVERS OF GLOBAL DEVELOPMENT

PROGRAMMING PARTNER: WILSON CENTER

SPEAKERS:

- Hon. Jane Harman, Director, President, & CEO, The Wilson Center; Leadership Council Member, Concordia
- Christine Lagarde, Managing Director, International Monetary Fund

KEY TAKEAWAYS:

- Women make up more than half of the global population, but hold less than one quarter of all public service positions.
- It is extremely important for women to have access to positions of leadership and close the gender gap between men and women.
- A lack of female representation is not only detrimental to the way women are viewed and treated in the world, but it is an overall drag on global development. Meaningful and lasting change is possible only if women have a seat at the table.

SUMMARY:

Jane Harman, Director, President, & CEO of The Wilson Center, and a Member of Concordia's Leadership Council, introduced Madame Christine Lagarde, Managing Director of the International Monetary Fund (IMF), with an anecdote about how they first met and became friends. Harman started the conversation stating that in 2017, women make up more than half of the global population, but hold less than one quarter of all public service positions. She noted that we hear a lot about women in the top tiers of their field, but not enough about rising female stars. She stated that the Wilson Center is analyzing data to identify how to create better policies for closing the gender gap and wants to ensure that women hold half of leadership positions in the world by 2050.

Harman then asked Lagarde about her experiences with failure and how they have made her stronger. Lagarde explained that one has to collect oneself, analyze and understand why one failed, and what was missing in the path to success. She surmised that if what one is missing cannot be achieved, her advice is to turn the page and look for something else and focus on what can be done. Harman responded that ladies cannot be afraid to fail, to which Lagarde commented that people in positions such as hers "have a duty to communicate [to the younger girls] that it is okay and it is not a disaster."

Harman then questioned whether the Global Public Leadership Index will make a difference in promoting gender parity



in leadership. Lagarde replied affirmatively and stated that the difficulty we have in analyzing data is in desegregating the data by gender. She explained that she believes that it is extremely important to desegregate this data and do a deeper dive into gender-related causes.

Harman then raised the importance of female role models. Lagarde maintained that she is honored and encouraged not to give up because of the people who see her as a role model. Following her previous question, Harman asked who Lagarde's role models were growing up. She highlighted the first was her mother and another was Simone Veil, who survived the Holocaust and emerged as a leading French politician and first female President of European Parliament.

Harman then asked how Lagarde rates her own leadership and what she believes should happen at the IMF to answer to criticisms of the organization. Lagarde asserted that she hopes, going forward, the IMF will select their leaders on the basis of merit, talent, track record, and background, as opposed to country of origin. She then stated that she has tried opening up the horizon of economists and asked them to work beyond fiscal considerations alone. Harman then asked Lagarde about the economic puzzle that women represent in Africa and her role in empowering women in the region. Lagarde responded by highlighting the IMF's programs in 19 countries in Africa and six technical training centers in those countries. She noted there is a lot to be done, but it has to be done on a per-country basis.

Harking back to an earlier question, Harman asked Lagarde how she got the confidence to go after highly-visible roles. Lagarde responded by saying that confidence is key. Harman then asked how Lagarde manages work-life balance. Lagarde shared an anecdote about a Global Women's Index interview she had with a female Managing Partner at Baker & McKenzie, in which the interviewer answered a phone call half-way through and her demeanor suddenly changed when she was greeted by her family on the other end of the line. From this interview, Lagarde learned that "there's a part of your life that has to be there, available, and accessible to others." Harman ended the conversation, commending Lagarde by stating: "this is what a woman leader is."

QUOTES:

- "The real success of Africa going forward will be charted by the women of Africa." - Hon. Jane Harman
- "What I've tried to do is open the horizon of many many talented economists and ask them to work beyond its mostly fiscal [approach], which used to be the motto for IMF." - Christine Lagarde
- "I'm totally convinced that measuring is key. The difficulty we have at measuring ourselves is actually desegregating data by gender. Central banks in many countries of the world will not desegregate data and provide numbers on an approachable basis." - Christine Lagarde [on the importance of the Global Women's Index]



BRIDGING THE GAP: CROSS-SECTOR COLLABORATION FOR SKILLS DEVELOPMENT

PROGRAMMING COLLABORATOR: MIAMI DADE COLLEGE

SPEAKERS:

- David Levin, President & CEO, McGraw Hill Education (Moderator)
- Brian Fitzgerald, CEO, The Business-Higher Education Forum
- Judy Marks, CEO, Siemens USA; CEO, Dresser-Rand
- Jamie Merisotis, President, Lumina Foundation
- Dr. Eduardo Padrón, President, Miami Dade College; Leadership Council Member, Concordia
- Margaret Spellings, President, University of North Carolina

KEY TAKEAWAYS:

- It is time to bring the higher education model into the 21st Century, by retraining faculty and adjusting the way we teach our students.
- Higher education institutions would benefit from thinking more about the users, namely students and the business community. They need to do a better job at making it easier to facilitate pathways for students through advising.
- The U.S. needs to prepare graduates for the workforce and life simultaneously, instead of focusing on the money that graduates will make.

SUMMARY:

David Levin, President & CEO of McGraw-Hill Education, kicked off the conversation by asking Judy Marks, CEO of Siemens USA and CEO of Dresser-Rand, about the skills gap and what it means. Marks responded by saying that Siemens has a demand for technical skills that starts with the middle skills-level and ranges through data sciences. Levin then asked Dr. Eduardo Padrón, President of Miami Dade College and Member of Concordia's Leadership Council, about how higher education needs to adapt to deliver what the economy needs. Padrón explained it is also important to provide professional opportunities for faculty to develop their skills and internships for students to gain real-life experience. Levin then pressed Padrón about what higher education institutions are doing to increase graduation and completion rates. He answered they are partnering with the schools in their systems by establishing programs to help students in high school develop the skills they need to be successful in college.

Brian Fitzgerald, CEO of the Business-Higher Education Forum, spoke about partnerships between business and higher education. He stated that they look through the lens of skills to address the skills gap, but often the problem lies in partnerships not working as well as they could. He explained that there is a misunderstanding around high skills versus low skills, a misspecification of the skills level, and a misalignment at the partnership level that is often too short



term. Levin then turned to Margaret Spellings, President of the University of North Carolina. She discerned that higher education institutions need to think more about the users, namely students and the business community. She stated that the designs of higher education institutions have often been built without the user in mind, further serving to isolate the institutions. She explained that institutions need to do a better job of making it easier to facilitate pathways for students through advising. As a priority, Spellings would recommend centralizing information gathering and entry platforms for students.

Jamie Merisotis, President of Lumina Foundation, stated that two-thirds of the jobs being created today require a post-high school credential, yet only about 45% of Americans hold such a credential. The problem that arises is that “higher education isn’t allowing enough people who start to finish, as barriers to entry are created in terms of inadequacy of financial aid and poor preparation, as well as not creating the pathways to employment that people need.”

Levin then asked how we balance the lists of commands and demands to these skills. Marks asserted that the only way to move forward is for academia, industry, and government to work together. She explained the playbook that Siemens uses to tackle this skills gap. Levin then asked how the higher education system supports people who need to re-skill to maintain employment. Padrón noted that the state needs to look at that kind of work as an investment, not an expense. He stated that higher education institutions need to understand that students today learn in a different way than they used to. He recommended that colleges and universities move away from 50-minute lectures over three days per week to a more project-based curriculum, because employers are looking for problem solvers. Fitzgerald added to this, saying that we have to understand the distribution of skills and need to make sure that higher education is nimble enough to embed those skills in a whole variety of different undergraduate experiences. Spellings added that we need to talk more about the use of time for students. She raised the question of how we can package learning skills in ways that are user friendly and efficient.

Levin closed the session by asking each panelist to share one thing that would be their priority to take away from the session. Padrón’s goal is to bring higher education into the 21st Century and provide universal rights to higher education. Marks stated that digital accessibility is a great equalizer; this will impact many lives and the education industry has a critical role to play. Merisotis highlighted that public-private partnerships are really the key to helping higher education do a better job. Spellings stated that we need to look closely at our funding models, which incentivize graduate-level education at the expense of first-generation completers. Fitzgerald added to Merisotis’ point and said he wants to focus more on the partnership model, in terms of building deep, sustained partnerships with good market intelligence around skills.

QUOTES:

- “The crucial dilemma is that across our economic system as a whole we’re facing a terrible skills gap, and that’s manifested both at the top of the tree, for the very high qualified people, and at the same time for middle skills.” - David Levin
- “We have this idea that the satisfaction of the student as an employee and professional is not as important as the money they are going to make, and I think we need to bring a balance into that and a better understanding for the students to know what they need for the future.” - Dr. Eduardo Padrón
- “Digital is a great equalizer. It provides an opportunity for everyone, whether it’s a field service technician, someone in a manufacturing floor, or some scientist. It’s gonna impact all of our lives.” - Judy Marks



CAMPAIGN AGAINST LABOR TRAFFICKING:

OPENING SPEAKER:

- Julia Ormond, Founder & President, ASSET (Opening Remarks)

OPENING SUMMARY:

Kicking off the discussion on labor trafficking, Julia Ormond, Founder & President of ASSET, spoke about her organization's advocacy efforts in promoting corporate participation in ending forced labor and breaking what she called the "legally enabled denial" of human rights abuses in the supply chain. Through ASSET's work on the California Transparency in Supply Chains Act, nearly 2,000 companies operating within California have provided disclosure on their suppliers, representing \$48.4 trillion and 64% of the global economy. This legislation helps track the quantifiable progress that is occurring. With increased transparency and accountability from the corporate side, Ormond believes we are steps closer to ending slavery.

C-SUITE RISES TO THE CHALLENGE:

PROGRAMMING PARTNER: WALK FREE FOUNDATION

SPEAKERS:

- Cherie Blair, CBE, QC, Founder & Chair, Omnia Strategy; Leadership Council Member, Concordia (Moderator)
- Richard Edelman, President & CEO, Edelman
- Andrew Forrest AO, Chairman, Minderoo Group; Founder, Walk Free Foundation
- Stuart Pann, Chief Supply Chain Officer, HP
- Scott Price, Executive Vice President for Global Leverage, Walmart International

KEY TAKEAWAYS:

- Businesses have an obligation to their customers to ensure that they source responsibly and do not engage in illicit labor practices.
- Abiding by anti-slavery legislation is not only morally imperative, it often leads to cuts in production costs by compelling companies to eliminate middlemen.
- At a time when governments across the world are losing public trust, it is essential for businesses to work with NGOs and governments in a collaborative way to end modern slavery.



SUMMARY:

Aimed at catalyzing action among the private sector, this panel served as an opportunity for leading multinational companies to share best practices around slave-free supply chains, raise awareness about modern slavery, and encourage industry-wide action.

Cherie Blair, CBE, QC, Founder & Chair of Omnia Strategy, opened the discussion by asking about the business case behind slavery eradication. Scott Price, Executive Vice President for Global Leverage at Walmart International, said that Walmart's customers have an expectation that the company will source in a responsible manner, and Richard Edelman, President & CEO of Edelman, added that in a time when trust in government and media has evaporated, businesses must come forward to meet consumer trust. Stuart Pann, Chief Supply Chain Officer of HP, agreed, remarking that it is the right thing to do for HP's customers, but it is also better for business. By banning worker-paid recruitment fees for foreign migrant workers in its supply chain, HP now requires direct hiring of foreign migrant workers and thereby circumvents a huge opportunity for labor exploitation.

Public-private cooperation is the only way to end slavery, according to Andrew Forrest, Chairman of Munderoo Group and Founder of Walk Free Foundation, and the coordination of modern slavery acts across the globe is a crucial next step. Price noted that most countries already have anti-trafficking laws in place, but they are not effective in enforcing these laws and holding violators accountable. Forrest reiterated this point, saying that a company which cannot abide by the Modern Slavery Act is a company that should not be in business. Edelman added that in addition to keeping companies accountable, there should also be efforts to teach consumers about human rights abuses in supply chains so that consumers can boycott bad companies.

Continuing on the topic of labor practices, Price noted that a lack of visibility can incur in additional costs. Oftentimes, when you increase transparency you cut out unnecessary middlemen, cut production costs, and are able to pay a competitive wage to producers. Pann noted that an enslaved workforce is simply not a productive workforce.

Forrest concluded the session by revealing that on any given day in 2016, 40.3 million people were in modern slavery. The historical announcement of this joint estimate on modern slavery by the Global Slavery Index and International Labour Organisation (ILO) served as a call to action for the global business community.

QUOTES:

- "We want to see the eradication of modern slavery in all its forms." - Cherie Blair
- "Complying with the British Modern Slavery Act is a small cost. If you're not doing it then you really shouldn't be in business." - Andrew Forrest
- "The issue [of slavery] is insidious and the more you shine the light, the more it goes into the supply chain." - Scott Price
- "80% of the next billion dollar companies are going to come from Africa and Asia and will be mostly family-owned." - Richard Edelman



ENVIRONMENTAL POLICY IN THE UNITED STATES

SPEAKERS:

- Dana Perino, Co-Host & Commentator, Fox News
- Scott Pruitt, Administrator, U.S. Environmental Protection Agency

KEY TAKEAWAYS:

- The U.S. has led the world in carbon dioxide reduction through innovation and technology and will continue to be part of the global conversation around climate.
- The issues that the country is facing need to be depoliticized. Air quality, water quality, and Superfund cleanup are not solely Republican or Democratic issues. They are core functions of the EPA that can be achieved by working together and focusing on the issues.
- There is a lot of work to be done in the Superfund area and we need to start holding the businesses that have contributed to the waste accountable for the cleanup.

SUMMARY:

In this session on environmental policy in the U.S., Dana Perino, Co-Host & Commentator at Fox News, asked Scott Pruitt, Administrator of the U.S. Environmental Protection Agency (EPA), about the recent speculation around the role of the U.S. in the Paris Climate Agreement. Pruitt remarked that while President Trump's decision has not changed, engagement with the international community is still important. He stated that the U.S. still remains part of the U.N. Framework Convention on Climate Change and continues to lead the world in carbon dioxide (CO₂) emission reduction through innovation and new technologies. In Pruitt's view, the U.S. administration has always had a consistent discussion on the reductions of CO₂ and needs to do a better job exporting the knowledge they have gained.

Pruitt went on to mention that the U.S. reduced CO₂ by over 18% between 2000 and 2014. Through the modern conversion of natural gas and diversification between fossil fuels and renewable energy, the U.S. is now at pre-1994 levels in regards to its CO₂ footprint.

Perino then mentioned the "Red Team-Blue Team" discussion that has been proposed through multiple media outlets. Pruitt explained that in order for anything to be done about the climate change issue, Congress needs to first respond to it. He stated that consensus on the topic has not been reached because people have not had the opportunity to participate in the discussion. Pruitt then explained that there are many agencies discussing the "Red Team-Blue Team" exercise and that this discussion will take place over many months between these different organizations. He believes that this exercise will contribute to discussion around CO₂ and what we know and do not know.

Perino asked how Pruitt's experience as a state Attorney General influenced his administration of the agency. Pruitt responded by talking about the importance of rule of law and regulatory certainty, stating that the steps we take to regulate need to be tethered to the statute. Pruitt then went on to state that the EPA was created through an executive



order and the only authority that they have is in writing statutes. Perino then asked about the Waters of the U.S. Rule. Pruitt explained what the Clean Water Act is and how the EPA is dealing with it. He explained that people in this country need clarity; where does federal jurisdiction/state jurisdiction begin and end?

When asked about measuring the tangible results of air, land, and water regulation, Pruitt determined that we need to have a very clear objective to set targets of where we need to be. He stated that since 1980, we have reduced the pollutants that the EPA have regulated by over 65%. Perino then asked about how the Administration is using public-private partnerships to help get these projects completed. She asked about the challenge of getting political appointees confirmed to positions and how much that has hindered the EPA's progress. Pruitt commented that the EPA has inconsistencies with respect to enforcement, compliance, and assistance, and it needs a uniform approach in terms of how the Agency does business across the regions of the country.

QUOTES:

- “We need to have an open, honest, transparent, objective dialogue by scientists, that the American people can be informed around a very important policy issue. And it really needs to be highlighted, the fact that Congress has not spoken.” - Scott Pruitt
- “Folks that violate the law, we’re going to prosecute, and were going to hold them accountable. But we shouldn’t start from the assumption that all industry, all states, all citizens, care very little about that. We should start with the opposite assumption, which is they’re going to partner with us and then deal with the bad actors that do bad things.” - Scott Pruitt
- “When you think about farmers and ranchers in this country as an example, their greatest asset is their land. They care about the water, they care about the air, they care about what they do day in and day out, and we should see them as a partner.” - Scott Pruitt



RISKS AND RETURNS: CORPORATE AND POLICY PLANNING FOR THE ENERGY TRANSITION

PROGRAMMING PARTNER: COLUMBIA UNIVERSITY'S CENTER ON GLOBAL ENERGY POLICY

SPEAKERS:

- Samantha Vinograd, Global Public Policy Lead, Stripe; Concordia Advisor (Introductory Remarks)
- Nick Juliano, Deputy Energy Editor, POLITICO (Moderator)
- Jason Bordoff, Founding Director, CGEP; Former Special Assistant to the President and Senior Director for Energy & Climate Change on the Staff of the National Security Council
- David Crane, Senior Operating Executive, Pegasus Capital Advisors
- Rachel Kyte, CEO, Sustainable Energy for All
- Hon. Catherine McKenna, Minister of Environment & Climate Change, Canada

KEY TAKEAWAYS:

- Despite recent changes to U.S. environmental policy, there remains a strong, international commitment to mitigating climate change.
- Stronger government policy is needed to accelerate the pace of decarbonization by incentivizing investments in low-carbon technologies and divestments from fossil fuels.
- Energy consumers, from the individual to the corporate and government levels, can lead this change by demanding access to abundant clean energy.

SUMMARY:

Despite the ongoing partisan debate over climate change, there is a strong consensus among public and private sector actors that the threat posed by climate change is real. As the shift to a low-carbon future moves forward, stakeholders throughout the entire economy must contend with this emerging reality. This panel examined the key questions facing traditional energy companies as they undergo the sustainable energy transition.

Samantha Vinograd, Global Public Policy Lead at Stripe, provided introductory remarks, declaring that current dialogues should focus on finding win-win strategies, though different actors will approach sustainability through different lenses. Vinograd contended that investing in sustainable and environmentally-friendly technologies will save businesses money down the road. The private sector is uniquely positioned to develop these new technologies in energy and efficiency while international agreements, policies, and regulations address the remaining gaps.



Following this, Nick Juliano, Deputy Energy Editor of POLITICO, moderated a discussion between: Jason Bordoff, Founding Director of Columbia University’s Center on Global Energy Policy; David Crane, Senior Operating Executive of Pegasus Capital Advisors; Rachel Kyte, CEO of Sustainable Energy for All; and Catherine McKenna, Canadian Minister of Environment & Climate Change.

Juliano began by asking discussants to reflect on the recent changes to the approach of the U.S. to climate change. McKenna, after commenting that she would prefer to speak about the global approach to climate change, pointed out that 195 countries have made a commitment to addressing this issue and thus no one government can stop this momentum. Furthermore, McKenna continued, economic development and sustainability are not mutually exclusive and this new global pact presents many opportunities for job growth. Crane then reiterated McKenna’s point, noting that the reversal in stance is isolated to the U.S. federal government and that the U.S. power industry is already on the path to becoming predominantly green.

Moving to the topic of decarbonization, Juliano asked what barriers remain to accelerating the pace of this transition. Bordoff replied that, currently, no major advanced industrial economy is on track to meet the Paris agreement targets. As such, stronger government policy is needed to spur action on climate change. McKenna offered her policy suggestions, including a carbon or pollution tax and investing in green innovations. In addition, policies will be more effective if all stakeholders, from environmentalists to energy workers, are brought to the table.

When asked how green energy can compete with cheap fossil fuels, Kyte asserted that, after accounting for the adverse effects on health and the environment, fossil fuels are, in fact, not cheap. A key piece of the energy puzzle, Kyte continued, will be energy productivity and carbon capture and storage (CCS). McKenna and Crane both agreed with this point, noting that governments and businesses must invest more resources in CCS development. Speaking on incentives for oil and gas companies to cooperate, Kyte and McKenna jointly argued that pension funds should divest from fossil fuels.

Juliano closed the session by asking the discussants to offer their recommendations for next steps. McKenna remarked that everyday people can continue to elect responsible leaders and work for and purchase products from ecologically-conscious businesses. Bordoff noted that young people take the issue of climate change very seriously and that collectively we must believe that the energy system can meaningfully change. Crane concluded that energy consumers, particularly corporate buyers, can also lead by demanding green energy from energy suppliers.

QUOTES:

- “What’s good for the environment is good for the economy.” - Samantha Vinograd
- “No major advanced industrialized economy is currently on pace to meet their Paris agreement targets.” - Jason Bordoff
- “When you think about what city leaders and companies are now demanding, it’s access to abundant clean energy.” - Rachel Kyte
- “I’m the environment minister for the energy worker just as much as I am for the environmentalist.” -Hon. Catherine McKenna



PUBLIC-PRIVATE COLLABORATION IN THE UNITED STATES

SPEAKERS:

- Matthew A. Swift, Co-Founder, Chairman & CEO, Concordia (Moderator)
- Wilbur Ross, Secretary, U.S. Department of Commerce

KEY TAKEAWAYS:

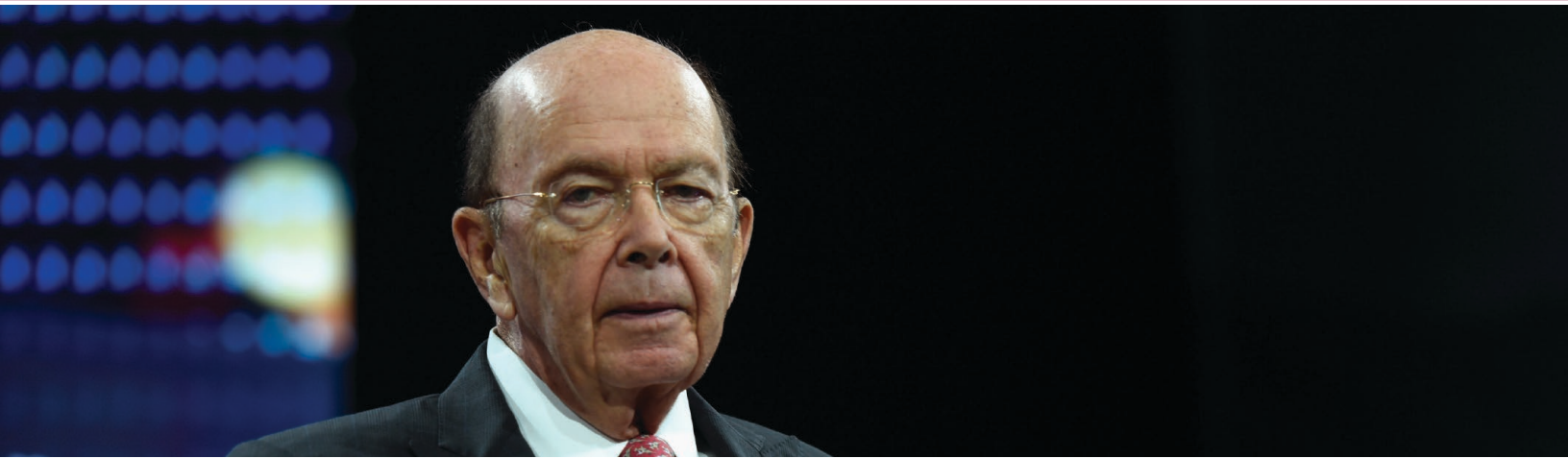
- Although job displacement has been a concern since the Industrial Revolution, the current pace of technological advances means policymakers, employers, and educators should work together to equip vulnerable workers with the skills they need to mitigate abrupt changes in the labor market.
- Lowering the corporate tax rate in the U.S. will increase competitiveness and incentivize corporations to bring back money that has been stored overseas.
- While government and business are driven by different incentives (process and public opinion in the former, and results and profits in the latter), both sectors have valuable attributes which, when combined, can make significant progress on social impact.

SUMMARY:

In this session, Matthew A. Swift, Co-Founder, Chairman & CEO of Concordia, interviewed Wilbur Ross, incumbent Secretary of the U.S. Department of Commerce, on how public-private partnerships can promote economic growth in the U.S. Swift opened the discussion by asking Ross to describe the impact technology is having on the workforce. Ross responded that this has been a consistent concern ever since the Industrial Revolution, but that new jobs have always been created—they are simply different kinds of jobs. What makes today different is that this massive job displacement may take place concurrently, making it more difficult for businesses and policymakers to equip these workers with new skills.

Ross added that reforms in education are also needed to train the workforce of the future. In recent years there has been immense emphasis on getting high school students into college, without paying attention to the numbers of students who finish college and find secure employment. This mismatch in education has led some companies to integrate with local community colleges to offer training programs for a variety of vocations from welding to computer science. However, Ross noted, while this works for large companies, it is harder for small entrepreneurs who still need trained employees but cannot sponsor a program.

When asked about trade and the current debate over NAFTA, Ross responded that NAFTA is an obsolete agreement that needs to be updated to reflect current changes in the economy. For example, there was no digital economy when NAFTA was put into place, nor does NAFTA cover key sectors including financial services, telecommunications, and natural resources.



Swift then moved the conversation to tax reform, asking Ross to describe how this may impact the U.S. economy. Ross remarked that the priority should be lowering the corporate tax rate. The U.S. has the highest corporate tax rate in the world, which makes it uncompetitive with other countries. The U.S. must make it easier for corporations to bring back money that has been held overseas for fear of excessive taxation. When asked about the biggest hurdle to tax reform, Ross told Swift that Congress has not been very decisive thus far. Therefore, President Trump is taking a bipartisan approach to this issue.

Swift followed up by asking Ross to describe his experiences working in business versus the federal government. Ross noted that during the first months of his tenure he was surprised by how process driven government is, in contrast to business, which is very results driven. The largest challenge working in government is seeing how changes in public opinion affect the behavior of government officials. This also reflects how funding is allotted. In the private sector, you can be sure of when funds will be available, while in government you must get approval from Congress and thus have less flexibility in how the money is spent. On the upside, Ross added, in government you encounter a lot of dedicated and serious-minded people who are committed to undertaking high-quality work.

QUOTES:

- “We need to make it much easier for corporations to bring back the money that is trapped overseas.” - Secretary Wilbur Ross
- “In recent years, there was far too much emphasis on ‘everybody must get a college degree.’” - Secretary Wilbur Ross
- “There’s no reason why we should be the highest taxed country in the world in terms of stated rates.” - Secretary Wilbur Ross



MAXIMIZING GLOBAL IMPACT: THE ROLE OF U.S. PHILANTHROPY IN INTERNATIONAL DEVELOPMENT

PROGRAMMING PARTNER: COUNCIL ON FOUNDATIONS

SPEAKERS:

- Vikki Spruill, CEO & President, Council on Foundations (Moderator)
- Kathleen McLaughlin, Chief Sustainability Officer, Walmart; President, Walmart Foundation
- Dr. Rajiv Shah, President, Rockefeller Foundation
- David Simas, CEO, Obama Foundation

KEY TAKEAWAYS:

- Philanthropy, while it cannot achieve the SDGs alone, has the capability of being an important catalyst in achieving the goals and making significant contributions toward them.
- There is a lack of trust between people and institutions, governments, businesses and other people, which needs to be addressed in order to get people to work in their communities.
- Philanthropic organizations have a responsibility to prompt people to work within their communities.

SUMMARY:

Vikki Spruill, CEO & President of the Council on Foundations, began by providing some background on the Council on Foundations and statistics on the growth of philanthropy over the last two decades. She explained that she wanted the conversation to focus on the Sustainable Development Goals (SDGs) and the help that foundations can provide in achieving these goals. She stated that, over the next 15 years, philanthropies will be able to give \$360 billion in grants towards the SDGs, but in order to achieve all 17 of the SDGs it will cost trillions. While philanthropy alone cannot achieve the SDGs, it can be a catalyst in achieving the goals. Spruill asked Dr. Rajiv Shah, President of the Rockefeller Foundation, about the role of philanthropy in international development. Shah responded by saying that before philanthropies can do anything, the U.S. government has to set a moral agenda on the global stage, and that philanthropies have to put together results-oriented and productive partnerships.

Spruill then asked Kathleen McLaughlin, Chief Sustainability Officer of Walmart and President of the Walmart Foundation, about what the company is doing to help achieve the SDGs. McLaughlin said that the way Walmart approaches creating value for society is in line with the movement among leading companies today: "A business will maximize its value for



customers, shareholders, other stakeholders only if it is addressing critical social and environmental issues through the business.” She then gave an example of how Walmart is using this shared value model and how philanthropy helped make it happen. McLaughlin explained how the SDGs have been a helpful framework in finding other philanthropies and businesses that they could partner with.

Spruill introduced David Simas, CEO of the Obama Foundation, and asked him about what he has done to help guide the strategy of the organization, especially when an “America first” or Brexit mentality exists, and whether the SDGs have helped frame his thinking. Simas explained that the mission of the Foundation has been very precise and focused on engaging the next generation of citizen leaders in terms of building community both domestically and internationally. He went on to explain that one of the main problems we face in the world is a breakdown in trust—in institutions, government, business, and even other people. He explained that when societal trust breaks down, it becomes a battle between community and tribe. Simas then stated that one area where trust still remains is at a local level, with community leaders engaging with people they know. On the topic of the Obama Foundation, he said that the first year or two of the organization was about deep listening and carrying out a needs assessment.

Spruill asked each panelist how they have seen resources being deployed to the strengthening of trust. McLaughlin answered first with an example of food safety in China. She discussed the Food Safety Collaboration Center, which was launched through philanthropy, and facilitates collaboration across universities (Chinese and American), government agencies, and companies (both large global and local Chinese). Shah responded by discussing an effort called YieldWise, which is designed to cut food waste in the U.S. by 50%. He explained that part of the ultimate goal is to get others aligned and carry the initiative forward without them. Simas spoke about the importance of collaboration among companies and philanthropies.

Spruill brought the conversation back to financial resources. She asked each panelist to reflect on partnerships in which they leveraged limited resources in order to be catalytic. Shah responded that the fundamental mindset has to be getting the system working so others can succeed. McLaughlin agreed, commenting that the focus should be on figuring out the shared desired outcome among the private sector, public sector, and civil society, and driving collective action while being resourceful about where the money comes from.

QUOTES:

- “The key is figuring out what’s the shared desired outcome among players in the private sector, public sector, civil society, and designing collective action.” - Kathleen McLaughlin
- “Philanthropy really does have to be catalytic and more so now than ever.” - Dr. Rajiv Shah
- “One of the defining problems we’re seeing across the globe, independent of the SDGs, is a lack of trust—distrust in institutions, distrust in each other...it becomes a battle between a sense of community and a sense of tribe.” - David Simas



DEMOCRACY IN WEST AFRICA: WHAT LIES AHEAD?

SPEAKERS:

- Dr. Ian Bremmer, President, Eurasia Group; Leadership Council Member, Concordia (Moderator)
- H.E. Olusegun Obasanjo, Former President, Federal Republic of Nigeria

KEY TAKEAWAYS:

- A strong democracy in Nigeria will require strong anti-corruption institutions and the nurturing of a culture of integrity from the ground up.
- West Africa has an opportunity to create an environment that encourages foreign investment and business development.
- Nigeria must continue to promote education and development in underserved areas, as this has implications for the fight against Boko Haram as well as for employment, economic development, and health outcomes.

SUMMARY:

In this session, Ian Bremmer, President of Eurasia Group and Concordia Leadership Council Member, interviewed Olusegun Obasanjo, former President of the Federal Republic of Nigeria, on the major challenges facing West Africa. Bremmer and Obasanjo covered issues ranging from a growing African population to economic development and navigating extremist threats from Boko Haram.

Observing that Obasanjo was the first Nigerian leader to hand power over to a democratically-elected president, Bremmer asked how Nigerians reacted to this change. Obasanjo recounted that many Nigerians at first questioned whether the democratically-elected president could hold onto power. Obasanjo's primary concern at this time was avoiding another coup d'état, and establishing a constitution became one way to cement the new president's authority. Speaking to the issue of corruption, Obasanjo remarked that the Nigerian government has recently established two institutions to address corruption, but that the effort must extend to the community level and in raising children with a culture of integrity.

Bremmer then asked Obasanjo what opportunities exist for Nigeria's youth, noting that sub-Saharan Africa has the fastest-growing population in the world. Obasanjo acknowledged that challenges exist, but emphasized the importance of turning the growing population into an asset rather than a liability. Nigeria, and Africa in general, must create an environment that encourages foreign investment and business development. In addition, improving access to education will be critical in increasing opportunities for Africa's youth.

Bremmer turned to the threats posed by Boko Haram and other extremist groups. Obasanjo explained that Boko Haram



is present in areas that lack adequate development, for example in areas with low levels of education (25% and under), while areas with high levels of education (over 80%) have generally avoided this threat. This demonstrates, Obasanjo concluded, the impact education can have for many areas in terms of employment, child and maternal mortality, and healthcare. Therefore, Nigeria must continue to focus on bringing development to these underserved areas.

QUOTES:

- “The U.S. has been an old friend and an old partner, and my belief is that we should keep old friends and old partners, but we should also have the freedom and the opportunity to make new friends and keep them.” - Olusegun Obasanjo
- “If we are going to turn population to advantage, to asset rather than liability, it cannot be business as usual. We have to do things different from the way have done things up to now. We have to reform.” - Olusegun Obasanjo
- “Education has implications for a lot of things: child mortality, maternal mortality, healthcare, job employment, your ability to lead a fulfilled life.” - Olusegun Obasanjo



DR. OZ'S PRESCRIPTION FOR THE NATION

SPEAKERS:

- Dr. Mehmet Oz, Professor of Surgery, Columbia University

KEY TAKEAWAYS:

- Following Dr. Oz's "Six Normals," i.e. remaining within the normal range for six primary health indicators, can lead to sustained health outcomes for most individuals.
- When companies, and society as a whole, incentivize individuals to reduce health risks, the overall costs of health care are reduced significantly.

SUMMARY:

Dr. Mehmet Oz, Professor of Surgery at Columbia University, gave his prescription for cultivating a nationwide preventative approach to health. Oz began by presenting his list of "Six Normals," the normal ranges for key health indicators that lead to sustained health.

The "Six Normals" include:

1. Keeping blood pressure below 140 and over 90
2. Keeping to a Body Mass Index (BMI) between 21 and 29.9
3. Keeping below a 1:1/2 height-to-waist ratio (i.e. the waistline should measure below 1/2 of your height)
4. Keeping a fasting blood sugar below 107
5. Keeping LDL cholesterol below 130
6. Ensuring there is no cotinine in urine.

Oz noted that these indicators can drive up costs when not in the right range. In fact, when companies adopted a program of reimbursing employees for sticking to the "Six Normals," the overall healthcare costs of employees at those companies went down significantly. Given this result, Oz proclaimed that it is time for the U.S. to invest in people and provide incentives to continue reducing these health risks.

Oz then provided recommendations for additional action. First, Oz asserted, the Department of Veterans Affairs should follow lessons learned from the private sector to improve health services. Second, the U.S. should follow the Institute of Medicine's report on implementing a National Trauma Care System to eliminate preventable deaths across the country. Finally, academic centers can serve as high-risk incubators to discover and develop novel drugs, and improve the current 5% clinical trials success rate.

QUOTE:

- "We need to invest in people and pay them to reduce these [health] risks." - Dr. Mehmet Oz



CONCORDIA LEADERSHIP AWARD PRESENTATION

SPEAKERS:

- John Koudounis, CEO, Calamos Investments; Leadership Council Member, Concordia
- Rt. Hon. David Miliband, President & CEO, International Rescue Committee, 2017 Concordia Leadership Award Recipient

KEY TAKEAWAYS:

- Private companies are stepping forward to stand alongside NGOs to make a difference for some of the most vulnerable people in the world—refugees.

SUMMARY:

John Koudounis, CEO of Calamos Investments and Member of the Concordia Leadership Council, explained that the Award acknowledges outstanding individuals and applauds them for their commitment to positive social and economic change. He gave a brief overview of the work that David Miliband, President & CEO of the International Rescue Committee (IRC), has done and why he is one of three recipients of the 2017 Concordia Leadership Award. He also introduced Miliband's new book, *Rescue: Refugees and the Political Crisis of our Time*, available in November 2017, which highlights his experiences as the son of refugees and aims to "rescue the dignity and hopes of refugees and displaced people...if we help them, in the process we rescue our own values."

Koudounis welcomed Miliband to the stage and congratulated him on receiving the award. Miliband began his acceptance speech by dedicating the award to the leaders of the IRC around the world and in the U.S. In his remarks, Miliband explained the critical role of governments, the nonprofit sector, and the private sector in standing alongside NGOs to achieve the greatest social impact.

QUOTE:

- "When the government is in retreat, the non-profit and private sectors need to step forward to stand alongside NGOs to make a difference for the most vulnerable people in the world." - Rt. Hon. David Miliband



MEETING THE CHALLENGE: HOW PARTNERSHIPS ARE ADDRESSING GLOBAL HUMANITARIAN CRISES

SPEAKERS:

- Joe Gebbia, Co-Founder & Chief Product Officer, Airbnb
- Rt. Hon. David Miliband, President & CEO, International Rescue Committee

KEY TAKEAWAYS:

- As the pioneer of international human rights norms, the Western world has a responsibility to address the impending refugee crisis.
- Labeling the current refugee crisis as a temporary problem is counterproductive; as such, emphasis must be made on long-term refugee integration through education and employment programs.
- Corporate actors such as Airbnb should leverage their natural strengths to address the crisis beyond simple donations or short-term grants to aid organizations.

SUMMARY:

Conflicts from Syria to South Sudan have led to a record displacement of 65.6 million people around the world, with more people forced to flee their homes by conflict and crisis than at any time since World War II. This session between the President of the International Rescue Committee (IRC), David Miliband, and Airbnb's Co-Founder & Chief Product Officer, Joe Gebbia, explored how organizations can leverage resources across sectors to address some of the most challenging humanitarian crises facing our world today.

Gebbia opened by recommending the TED Talk Miliband gave in spring 2017, in which he put forward ways to help refugees. Miliband thanked Gebbia, and then described the current contradiction facing the IRC. While the IRC is needed now more than ever before, the organization is also more under siege than before because of the growing political push-back against refugees.

Gebbia asked Miliband to explain why society should care about the refugee issue. In response, Miliband explained that our handling of the refugee crisis will tell a lot about who we are as people. The Western world has traditionally led the global human rights movement and the call to help our neighbors. While the effect may not be felt as strongly in the U.S. as in South Asia, the Middle East or parts of Europe, Americans should care because U.S. economic growth and security is directly connected with stability in other parts of the world.

When asked how the international humanitarian system is evolving, Miliband clarified that the original purpose of



the system was to keep people alive and then send them back home once the conflict was over. However, in many contemporary cases these displacements are not temporary. Therefore, the crisis must be addressed beyond short-term grants of a few months. Emphasis on integration for refugees—most of whom live in urban areas—is key and can be done through sponsorship of employment and education programs.

Miliband then asked Gebbia to recount how Airbnb, as a corporate entity, became involved in assisting refugees. Gebbia explained that companies have a responsibility to contribute and should go beyond just offering funding and use their strengths to directly alleviate these challenges. For example, Airbnb specializes in providing short-term housing, so the company created an easy way for people to share what they have with those most in need. Airbnb, through creating a new norm for hospitality, is in a unique position to capitalize on this sharing culture to address humanitarian needs.

Miliband concurred with Gebbia's view, noting that true impact can be achieved only through long-term partnerships between companies and aid organizations. Concluding the discussion, Miliband observed that oftentimes the Western world claims to be a victim of the misdemeanors of other countries. However, with the amount of wealth and resources the West holds, there are no excuses for not honoring our human rights principles.

QUOTES:

- “This is about who we are as people. If you see another human being who is of a different race or a different religion, and they're in trouble, and you don't respond with empathy and with altruism, I feel you're betraying a basic part of human DNA.” -Rt. Hon. David Miliband
- “I think companies in the 21st Century have a responsibility to do something about this.” - Joe Gebbia
- “We need to try to create an easy way for people to share something they have with someone who needs it most.” - Joe Gebbia



INSIGHTS FROM RT. HON. LORD DR. MICHAEL HASTINGS

SPEAKER:

- Rt. Hon. Lord Dr. Michael Hastings, Global Head of Corporate Citizenship, KPMG International

KEY TAKEAWAYS:

- Adopting the SDGs encourages us to be optimistic and capitalize on the energies of the most intelligent people in order to meet these goals.
- Literacy impacts many other aspects of life, including employment, economic security, and health.
- KPMG is working to address the literacy gap, including the close to one billion adults who cannot read or write, through its family-centered literacy programs.

SUMMARY:

When the UN announced the Sustainable Development Goals (SDGs) in 2015, private sector companies were called on to play their part in reaching these targets. In his presentation, Lord Dr. Michael Hastings, Global Head of Corporate Citizenship at KPMG International, spoke of the work KPMG conducts to support the adoption of the SDGs.

Hastings remarked that by formulating very ambitious goals, the world made a commitment to being optimists in the extreme. He compared this ethos to that of America in 1961, when President John F. Kennedy announced that the U.S. would put a man on the moon within the decade. The U.S. chose to do this not because it was easy, but because it was hard, and because it would galvanize the best energies of the most intelligent people. This, Hastings said, is also the case for the SDGs.

In deciding to focus on just one of the 17 goals, KPMG chose lifelong learning and literacy due to their belief that this goal touches on all aspects of the SDGs. Currently, close to one billion adults cannot read or write. Thus, through its literacy programs, KPMG aims to close this gap through its literacy programs. Hastings then provided a list of statistics that demonstrate how education offers a multitude of benefits, such as increases in gross domestic product (GDP), reduction in employment, and reduction in crime. In Hastings' own words, "the transfer of this skill is the greatest gift you can give to the next generation."

QUOTE:

- "The transfer of this skill [literacy] is the greatest gift you can give to the next generation."- Rt. Hon. Lord Dr. Michael Hastings



CONCORDIA LEADERSHIP AWARD PRESENTATION

SPEAKERS:

- Irina Bokova, Director General, UNESCO; Leadership Council Member, Concordia
- Kathy Calvin, President & CEO, United Nations Foundation, 2017 Concordia Leadership Award Recipient

KEY TAKEAWAYS:

- Partnerships between different sectors is the only way that we will achieve the SDGs and to reach the 2030 agenda. People need to work together in order to achieve a better world for everyone.
- Are we doing enough for those in need and, if we are not, how can we do more to help?

SUMMARY:

Irina Bokova, Director General of UNESCO and a Member of Concordia's Leadership Council, opened with a quote from Ted Turner, Chairman & Founder of the United Nations Foundation: "You do not have to be a world leader or billionaire to make an impact. If we are going to turn things around, we all need to do our part to make it happen." Kathy Calvin, President & CEO of the United Nations Foundation, exemplifies this sentiment.

Bokova invited Calvin on stage to congratulate her and present the Award. Before Bokova left the stage, Calvin took the time to thank Bokova for all the work she has done with UNESCO. She also thanked Concordia, specifically Matthew Swift and Nicholas Logothetis, for putting partnerships at the core of what Concordia stands for and the commitment to making the partnership work on all sides. Calvin asserted that this type of work is the path to reaching the 2030 Agenda. Calvin also recognized the other two recipients of the award. She gave an anecdote about Ted Turner giving \$1 billion to the UN 20 years ago and equated what the world was going through then to what it is going through now. Calvin stated that we need to show people that want to divide us that we are all united and need to keep finding better ways to partner together. Calvin asked the audience to ponder on these questions: Are we doing enough to fight inequality? Are we expanding power to more people? Are we listening to those who need help? Are we elevating the voices of the young and marginalized? She then stated that if the answer to any of these questions is no, we need to correct our course. Calvin concluded, saying: "the private sector, public sector, development sector, humanitarian sector, those are just labels. At the end of the day we are all humans working toward a better world."

QUOTES:

- "Instead of pessimism it's a time for us to double down on resolutions." - Kathy Calvin
- "Walking away doesn't fix anything." - Kathy Calvin
- "The private sector, public sector, development sector, humanitarian sector, those are just labels. At the end of the day we are all humans working toward a better world." - Kathy Calvin



P3 IMPACT AWARD ANNOUNCEMENT

SPEAKERS:

- Matthew Swift, Co-Founder, Chairman, & CEO, Concordia
- Thomas Debass, Acting Special Representative of Global Partnerships, U.S. Department of State
- Mary Margaret Frank, Academic Director, University of Virginia Darden School of Business, Institute for Business in Society
- Nikki Cicerani, President & CEO, Upwardly Global
- Tim Prewitt, CEO, iDE
- R.N. Paul, Managing Director, Rangpur Foundry Limited (via video)
- M.D. Rashidul Huque, Additional Chief Engineer, Bangladesh Department of Public Health & Engineering

KEY TAKEAWAYS:

- The P3 Impact Award was created by Concordia, the University of Virginia Darden School Institute for Business in Society, and the U.S. Department of State's Office of Global Partnerships to recognize and honor best practices of public-private partnerships (P3s) that are improving communities and the world in the most impactful ways. The award seeks to highlight leading practices and actionable insights in the P3 arena.
- The Accenture & Upwardly Global "Skills to Succeed" Partnership received the first-ever Audience Choice Award.
- The iDE, Unicef, Swiss Agency for Development & Cooperation, Rangpur Foundry Limited, and Bangladesh Department of Public Health & Engineering "Sanitation Marketing Services in Bangladesh" Partnership was awarded the 2017 P3 Impact Award.

SUMMARY:

The P3 Impact Award, created by Concordia, the University of Virginia Darden School Institute for Business in Society, and the U.S. Department of State's Office of Global Partnerships, recognizes and honors best practices of public-private partnerships (P3s) that are improving communities and the world in the most impactful ways. Now in its fourth year, the P3 Impact Award received over 60 applications from partnerships working across a range of development and societal matters all around the world. In this session, representatives of the award partnership, Thomas Debass, Acting Special Representative of Global Partnerships at the U.S. Department of State, Mary Margaret Frank, Academic Director to the University of Virginia Darden School of Business' Institute for Business in Society, and Matthew Swift, Co-founder, Chairman & CEO at Concordia, took to the stage to announce the 2017 P3 Impact Award winner.

To enhance the audience engagement and transparency around the award, the 2017 Concordia Summit launched an Audience Choice Award, challenging Summit participants to vote on the finalist partnership that best exhibited impact and the ability to scale. Swift announced the Accenture & Upwardly Global (UpGlo) partnership, "Skills to Succeed," as



the winner. In accepting the award, Nikki Cicerani, President & CEO of UpGlo, spoke of the importance of integrating highly-skilled immigrants and refugees into the American workforce, and how the Skills to Succeed partnership has helped thousands of individuals receive job training and career placement, advancing our global economy and helping immigrants realize the American Dream. She recognized Accenture’s partnership as one that enabled UpGlo’s scale, and represented a “true friend to the organization.”

Debass spoke about the quality of the five finalist partnerships and the challenge that the judges faced in selecting the 2017 P3 Impact Award recipient before calling the winner, the “Sanitation Marketing Systems in Bangladesh” partnership, to the stage. This partnership between iDE, UNICEF, the Swiss Agency for Development & Cooperation, Rangpur Foundry Limited (RPL), and the Bangladesh Department of Public Health & Engineering (DPHE) developed a market-based solution to the sanitation challenge for underserved communities in Bangladesh. Tim Prewitt, CEO of iDE, spoke of the market investigation process—motivated by the desire to improve access to sanitation—that yielded a \$67 million market and “an opportunity to help people.” By partnering with RFL, a major plastics manufacturer in Bangladesh, the partnership was able to bring 350 entrepreneurs together to sell over 250,000 latrines, improving WASH conditions for over 1.2 million people. Looking forward, the partnership plans to engage more female small business owners and double down on commercial partnerships to help sustain and scale operations. Prewitt then turned to a video message from R.N. Paul, Managing Director of RFL, who spoke about the Satopan products’ reach in Bangladesh as well as in Africa. The final speaker for the partnership was M.D. Rashidul Hugue, Additional Chief Engineer at the Bangladesh Department of Public Health & Engineering, who thanked all the partners and spoke to how the process-driven approach applied in this partnership will be leveraged in other areas, like hygiene promotion and environmental sanitation.

QUOTES:

- There are 2 million highly-skilled but underemployed immigrants and refugees living in the U.S. today. These are scientists that are working as custodians, they are doctors driving cabs...we have to get good globally at integration, and there’s no integration without economic integration.” - Nikki Cicerani
- “Two-thirds of the population in Bangladesh are without sanitary conditions...we have more than 100,000 deaths each year and \$4 billion in negative impact on GDP.”- Tim Prewitt
- “This [being a finalist] will definitely inspire us to to work for the mass people in Bangladesh as well as all over the world.” - R.N. Paul



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PERFORMANCE & CLOSING REMARKS

SPEAKERS:

- Carlos Vives, Leader, Tras La Perla; Singer
- Matthew Swift, Co-Founder, Chairman & CEO, Concordia

KEY TAKEAWAYS:

- Concordia is about living in harmony with people but also with natural resources, mountains, and water, which are all at risk.
- Concordia is a lot more than what is talked about in the rooms. It's about what we do with the knowledge, what we do with what we've learned, and what we take from this.

SUMMARY:

Carlos Vives, Singer and Leader of Tras la Perla, began his remarks by explaining the origin of his foundation, Tras la Perla, inspired by the city he was born in, Santa Marta, Colombia. Vives delivered the history of the city, outlining the trials and tribulations of the native population. Tras la Perla's aim is to re-establish harmony with the native people. Vives concluded by performing two songs, Robarte un Beso and La Bicicleta.

Vives was then joined on stage by Matthew Swift, Co-Founder, Chairman & CEO of Concordia, who thanked everyone for their participation and being part of these important conversations over the two days of the Summit. He acknowledged the earthquake in Mexico and offered thoughts and prayers. He recognized that Americares and the participants of the Day of Engagement had put together over 1,000 aid kits to be sent to Texas and Florida, for those affected by hurricanes Harvey and Irma. Swift acknowledged that the conversations at the Summit are not easy, but that Concordia is "a place of all opinions." He concluded by thanking everyone again for attending the 2017 Annual Summit and noted that Concordia seeks to continue conversations with everyone who attended.

QUOTES:

- "Concordia is not only with people but with the natural resources, mountains, and water that are today at risk." - Carlos Vives
- "We are a place of all opinions." - Matthew Swift
- "The world has never needed conversations like these more." - Matthew Swift

STRATEGIC DIALOGUES

SEPTEMBER 18th & 19th, 2017

STRATEGIC DIALOGUES

Strategic Dialogues feature 20-30 select individuals, including current and former heads of state, Chairs, and CEOs of leading corporations and multi-lateral organizations, who discuss particularly pressing global problems in-depth. These curated, interactive discussions, where everyone around the table is encouraged to participate, serve as high-level working groups. The aim of these discussions is to produce deliverables such as policy recommendations, collections of challenge opportunities, and repositories of best practices.

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SUSTAINABLE INFRASTRUCTURE: FINANCING AND SUPPORTING SERVICE DELIVERY IN AFRICA

PRINCIPALS:

- Dr. Jabulane Mabuza, Chairman of the Board, Telkom SA SOC; Leadership Council Member, Concordia (Chair)
- Liz Agbor-Tabi, Associate Director, Africa, 100 Resilient Cities
- Greg Allgood, Vice President, World Vision
- Suliman Baldo, Senior Advisor, The Enough Project
- Amit Bando, Senior Director, Clean Energy, Environment, and Water, Winrock International
- Vipul Bhagat, Global Client Leader, International Finance Corporation
- Amb. Deborah L. Birx, U.S. Global AIDS Coordinator & U.S. Special Representative for Global Health Diplomacy, U.S. Department of State
- Ahmad Damcida, Managing Director, Energy Culture Ltd
- Jonathan First, Specialist Structured Solutions, Development Bank Of Southern Africa
- Jack Leslie, Chairman, Weber Shandwick
- Ali Moshiri, Former Head Of Africa, Chevron
- Tara Nathan, Executive Director Public Private Partnerships, Mastercard
- H.E. Olusegun Obasanjo, Former President, Federal Republic Of Nigeria
- Patrick Ozojiofor, Admiral, Nigerian Navy
- Joakim Reiter, Group External Affairs Director, Vodafone Group
- Deo Ruta, Associate, Interlink Capital
- H.E. Toyin Saraki, Founder-President, Wellbeing Foundation Africa
- Jessica Shannon, Partner, Pwc
- Alison Taylor, Director, Business for Social Responsibility
- John G. Tomaszewski, Regional Director, Africa, International Republican Institute
- Ray Washburne, President & CEO, Overseas Private Investment Corporation
- Wendy Woods, Senior Partner & Managing Director, Global Leader, Social Impact Practice, The Boston Consulting Group

KEY TAKEAWAYS:

- Private investment is going to be a necessary part of building infrastructure in Africa and, as such, private sector tools need to be implemented.
- Innovation must be taken into account when exploring methods for funding projects, as well as in traditional “bridge and road” building.

SUMMARY:

Dr. Jabulane Mabuza, Chairman of the Board of Telkom and Concordia Leadership Council Member, began the Strategic Dialogue by addressing the infrastructure gaps that exist in Africa. The current investment gap stands at about \$95 billion, and the growing young population faces the challenge of closing this. Principals agreed that across the continent Africa is in need of stronger infrastructure to provide things like clean water, food, energy, and health services to cities and rural areas. Challenges to building and maintaining these essentials are technical capacity and knowhow, funding, and security.

Former Nigerian President Olusegun Obasanjo said that it is critical to ensure that any infrastructure developed is adequately financed, adequately supported, and adequately managed. He also emphasized the positive impact that developing this infrastructure will have on Africa's youth in terms of job creation, long-term employment, and general life satisfaction.

Toyin Saraki, Founder & President of Wellbeing Foundation Africa, highlighted that only about 40% of Nigeria's population has access to a tarred road, a primary medical facility, reliable power, and clean water. She said that this statistic "actually represents a very huge opportunity to make a very sound investment." A key to this investment is an improvement in the "maintenance culture" in African programs and infrastructure.

Wendy Woods, of the Social Impact Practice at the Boston Consulting Group, underlined the importance of making a good business case in project development: knowing how much things should actually cost and the specific number of individuals whose lives will be improved by the project in a measurable way. Additionally, private sector tools like performance management, systemization, and anti-corruption measures will be crucial to the sustainability of project development.

The conversation turned to rapidly-growing "mega-cities" like Lagos, Nigeria, which is home to over 21 million people and is growing at an unprecedented rate. This is representative of trends across the continent: by 2050, it is estimated that more than half of Africa's population will live in urban settings. Liz Agbor-Tabi, Associate Director of 100 Resilient Cities, highlighted the importance of looking at urban infrastructure development holistically and taking into account not only the building of bridges and roads, but the social cohesion of communities. She said that infrastructure development is "about ensuring that we are able to harness the innovation that is coming from both the formal and the informal economies that are coexisting in parallel, and ensuring that there is a regulatory-enabling environment for that sort of coexistence and for these systems to build upon one another."

Mabuza acknowledged the discrepancy within the business world in mobilizing investments in rural areas, where the majority of Africans still live. He said that there is a popular notion that business people will not get a return on investment in rural areas, and that this will need to be addressed.

In terms of innovation, principals discussed the methods of promoting growth in Africa, such as crowdsourcing for funding, off-grid and mini-grid energy solutions, and letting people repay loans in commodities instead of currency. Principals identified the digital and mobile-payment spheres as areas of potential growth.

Mabuza wrapped up the session by highlighting a number of points to consider going forward: financial prudence, longevity of projects paired with short political terms, and how to define, categorize, and prioritize projects to keep improvement in balance.

QUOTES:

- "If Coca-Cola can get their bottles to villages, we should be able to get medicine." - H.E Toyin Saraki
- "The international community should be taking a more involved role and understanding the situations lived. Engaging the international community is where we can cause a change." - Lewis Cadji
- "I hope that in the next Concordia Summit we will hear about the growing exports coming from Nigeria." - John Goodridge



STRATEGIC POST-CONFLICT INVESTMENT FROM COLOMBIA TO CYPRUS

PRINCIPALS:

- Senator George Mitchell, former Majority Leader, United States Senate; former U.S. Special Envoy for Northern Ireland, Leadership Council Member, Concordia (Chair)
- Jeanne Bourgault, President & CEO, Internews
- Michael Carpenter, Senior Director, Penn Biden Center
- Amb. Paula Dobriansky, former Under Secretary of State for Democracy and Global Affairs & President's Special Envoy to Northern Ireland, Leadership Council Member, Concordia
- Lin Evola, Founder, The Peace Angels Project; Concordia Member
- Dr. Evelyn Farkas, Nonresident Senior Fellow, Future Europe Initiative, Atlantic Council; Former Deputy Assistant Secretary of Defense for Russia, Ukraine, Eurasia
- John Harkrider, Executive Director, One Cyprus Now
- Hon. French Hill, U.S. Representative for Arkansas's 2nd District
- Hon. George Katrougalos, Alternate Minister Foreign Affairs, Hellenic Ministry of Foreign Affairs
- Nancy Lindborg, President, United States Institute for Peace
- Jason Marczak, Director, Adrienne Arsht Latin America Center, Atlantic Council
- Amr Moussa, Secretary General of the Arab League 2001-2011, Board of Trustees Member, NGIC
- Rovshan Muradov, Secretary General, Nizami Ganjavi International Center
- Amb. Leonidas Pantelides, Ambassador of the Republic of Cyprus to the United States
- William J. Parker III, Chief Operating Officer, EastWest Institute
- Juan Carlos Pinzón, Former Ambassador of Colombia to the United States of America
- John Prendergast, Founding Director, The Enough Project
- Amb. David Pressman, former United States Ambassador to the United Nations for Special Political Affairs
- H.E. Jorge Quiroga, Former President, Plurinational State of Bolivia; Leadership Council Member, Concordia
- H.E. Álvaro Uribe Vélez, Former President, Republic of Colombia, Leadership Council Member, Concordia
- Samantha Vinograd, Global Public Policy Lead, Stripe; Advisor, Concordia
- Scott Weber, Director-General, Interpeace
- Duncan Wood, Director of the Mexico Institute, Wilson Center
- H.E. Viktor Yushchenko, Former President of Ukraine; Member, NGIC

KEY TAKEAWAYS:

- Attracting investors requires restoring trust in institutions, which includes judicial mechanisms, and a thriving media that fosters public debate.

- Sustainable investments are job-creating investments; unemployment breeds violence and a lack of self-empowerment among populations.
- It is important to analyze conflict with a lens customized to the society in which it takes place. Without doing so, change agents run the risk of exacerbating conflicts.

SUMMARY:

“You cannot divorce the economic factor in conflict resolution, and particularly in the sustaining of peace, from economics.” Senator George Mitchell’s statement remained the overarching theme for the “Strategic Post-Conflict Investment from Colombia to Cyprus” Strategic Dialogue. With Northern Ireland as a case study, panelists viewed different cases of conflict in Colombia, Ukraine, and Cyprus, and discussed how to increase investment in post-conflict areas. Three strategies for increasing investment included: restoring trust in institutions, fostering empowerment in the affected area, and tailoring interventions to avoid exacerbating the damage done. According to Ambassador Paula Dobriansky, former President’s Special Envoy to Northern Ireland and Concordia Leadership Council Member, employment-generating investments became a way to unite opposing political parties in Northern Ireland. Visits from heads of the New York Stock Exchange and Bloomberg encouraged a society-permeating optimism. Though the Northern Ireland example heralded what could be, the realities of present-day Colombia and Cyprus exposed concerns about impediments in moving forward.

On the whole, panelists agreed restoring trust to institutions and prioritizing the U.S. as a partner would lead to increased investment in Colombia, but they diverged on the ways to get there. Former Colombian President and Concordia Leadership Council Member Álvaro Uribe Vélez suggested that in a country where remittances are the only legal economic driver, the Colombian government should reinvest wealth to assist the victims of narco-trafficking, decrease the levels of taxation on corporations, and decrease government corruption. Former Ambassador Juan Carlos Pinzón agreed that people needed to see the benefits of peace, but proposed instead a set of rules for the country to comply with to restore trust.

Taking into account the two perspectives, Jason Marczak, Director at the Atlantic Council, and Samantha Vinograd, Global Public Policy Lead at Stripe, focused on ways that Colombia’s existing frameworks and international agreements could lead to more investments. For example, the Colombia Trade Promotion Agreement between Colombia and the U.S. has the potential to increase flows of business from the U.S. to Colombia and bolster job prospects through infrastructure and tertiary road investment, Marczak said. Further, the Colombian technology sector has the potential to connect Colombia to broader business markets, which points to a need for access to broadband, Vinograd said.

The unifying factor among conflict-ridden Eastern Europe, according to Ukrainian President Victor Yushchenko, is Russia. Yushchenko says President Putin’s policies threaten economic development programs across the region, and, “if we have this range of geopolitical conflicts in the region, what kind of economic program can be offered to improve the situation?” All panelists agreed Russia’s role in the region provided valuable context on the targeted lens of ways to increase investment; however, Michael Carpenter of the Biden Center said there are still clear avenues for investment opportunities. In order to increase foreign-driven investment, he said, the Ukrainian government must decrease corruption and capitalize on its technology sector, which he says has a slate of Fortune 500 companies already interested in investing.

In the case of Cyprus, Greek Alternate Minister of Foreign Affairs George Katrougalos cautioned that “a necessary precondition for restoring stability is trust...we must restore trust to national institutions.” The distrust revolves, in part, around the tensions between Turkish and Greek Cypriots served as an impediment to fortifying institutions. Mending the disjointed relationship between Greece and Turkey for the sake of Cypriots must include increasing economic activity between the two countries, according to Cypriot Ambassador Leonidas Pantelides. The Ambassador hoped that meetings between the UN Secretary General, the President of Cyprus, and the Turkish Cypriot leader would result in steps moving forward. The international community can prove to be a strategic partner in mending disjointed relationships on the island, said John Harkrider, founder of OneCyprusNow. Harkrider suggested investing in infrastructure, building the tourism sector following the model in Malta, increasing investments in real estate and sustainable agriculture, and leveraging public-private partnerships, which could contribute to job growth and opportunity creation for Cypriots.

QUOTES:

- “We can’t miss stability on our road to democracy.” - Dr. William Parker III
- “We have to look to the future at different angles. But we cannot just succumb to pressures that let just one part get whatever it wants and the other parties to pay the price.” - Amr Moussa
- “Warped incentive structures create violence. We use it for military, but we need to start using it for peace.” - John Prendergast



DISRUPTIVE TECHNOLOGIES: THE FUTURE OF THE WORKFORCE

COLLABORATORS: NEW AMERICA & MCKINSEY GLOBAL INSTITUTE

PRINCIPALS:

- Susan Lund, Partner, McKinsey Global Institute (Co-Chair)
- Kristin Sharp, Executive Director, SHIFT: The Commission on Work, Workers, and Technology, New America (Co-Chair)
- Ben White, Chief Economic Correspondent, POLITICO (Assembly Chair)
- Usman Ahmed, Head of Global Public Policy, PayPal
- Byron Auguste, President and Co-Founder, Opportunity@Work
- Michael Blake, Assemblyman of the 79th District in New York State
- Finn Brunton, Assistant Professor of Media, Culture, and Communication, NYU Steinhardt
- Daniel Bryant, SVP Global Public Policy & Government Affairs, Walmart
- Qing Cao, Research Scientist, IBM T.J. Watson Research Center Diana Doukas, Director of Social Responsibility, Libra Group
- Saeed Elnaj, VP of Global ICT, Project Concern International
- Sarah Heck, New Markets and External Affairs for Atlas, Stripe
- Congressman French Hill, U.S. Representative for Arkansas's 2nd District
- Guy Hilton, Chief Marketing Officer, Startup Nation Central
- Kelly Joscelyne, Chief Talent Officer, Mastercard
- Jeremy Kroll, CEO, K2 Intelligence
- Oliver Libby, Chair & Co-Founder of The Resolution Project; Concordia Advisor
- Byron Nicolaidis, Founder, Chairman & CEO, PEOPLECERT
- Morgan Ortagus, Executive Director, EY; Concordia Advisor
- Christophe Perrin, Officer in Charge for Field Operations & Partnerships, International Labour Organization
- Michael "Gus" Schmedlen, VP, Worldwide Education, HP
- Mary Snapp, Corporate Vice President, Microsoft Philanthropy
- Laura Tyson, Faculty Director, Institute for Business & Social Impact, University of California Berkeley
- Vangelis Vergetis, Partner, Hakluyt & Company; Concordia Advisor
- Duncan Wood, Director of the Mexico Institute, Wilson Center

KEY TAKEAWAYS:

- New technologies will accelerate the rate of structural economic change, as technology presents an opportunity to shift from repetitive jobs to creative jobs and/or from low- to high-skilled jobs.
- K-12 and higher education will play a key role in preparing students for the workforce and providing skills that can be transferred among various positions over one's lifetime.

SUMMARY:

Disruptive Technologies: The Future of the Workforce convened 25 principals spanning the public, nonprofit, corporate, and start-up sectors to grapple with how the decisions we make today regarding new technologies will impact the speed, diffusion, and composition of the workforce in the coming years. Principals shared their hopes and fears for artificial intelligence and answered two overarching questions: "How do we future-proof workers?" and "How can we get people from disrupted jobs that are eliminated by technology into newly-created jobs?" From a public perspective, this included the possibility of recalibrating institutions to lessen inequalities. Private sector stakeholders advanced ways to radically rethink the pipelines to jobs and promote partnerships for the next generation.

Next generation technology, especially the new frontiers that include customizable chips in computers and self-driving cars, provided a platform to discuss the quantity and kinds of jobs technology will produce in the future. Technology presents an opportunity to shift from repetitive jobs to creative jobs and/or from low- to high-skilled jobs, and each has an implication for human quality of life. Laura Tyson, Distinguished Professor at UC Berkeley, challenged panelists to consider how an erosion of social safety nets makes skill-based economic change all the more precarious. The income brackets that have access to provisions such as a universal basic income or health care in the U.S. may be different from those that consume the most, a key observation considering that over two-thirds of U.S. gross domestic product (GDP) growth is generated by consumer spending.

Principals agreed that new technologies will accelerate the rate of structural economic change. They offered solutions for financial institutions to bridge the gap between present and future jobs. A natural conduit for motivated youth and opportunities is the education system and global organizations of workers. Panelists discussed K-12 education and higher education reform, which ultimately produce students with stackable skills, since the employees of the future will have several different positions based on a variety of skillsets. For example, Representative French Hill spotlighted a public-private partnership with John Deere in Colorado that trains and employs high school graduates and provides an alternative to traditional four-year degree programs. Another critical component of workforce resiliency, as advanced by Byron Auguste, President and Co-Founder of Opportunity@Work, is access to finance. He proposed an educational loan qualification system that is more like an evaluation of your "business plan" rather than credit score, so young people with skill and ambition can be connected to opportunities they would otherwise not have access to.

Other propositions from panelists included professional licensing programs that would break up high-wage jobs into middle- and lower-wage jobs to help vulnerable, low-skilled workers participate in the workforce. Given the ever-integrated global financial system, international trade agreements that foster displacement will likely come into effect on a global scale, presenting the need for workers unions to operate on a transnational scale, said Finn Brunton, Professor at NYU. The upside for humans, said Kelly Joscelyne, Chief Talent Officer at Mastercard, is that individuals are crafting the machines, meaning that empathy will play a role.

QUOTES:

- "When innovation comes, there is a chance that people will be left behind. We have an obligation to ensure that the [technology] gap doesn't get bigger, but that it gets narrower." - Mary Snapp
- "This isn't about there not being jobs, it's about the quality and the income of these jobs. Are they going to be adequate?" - Laura Tyson
- "We have to make sure that this is a tactical conversation. It's not just about a job, it's someone's life." - Assemblyman Michael Blake



PRACTICALITIES OF PARTNERSHIP-BUILDING: BEST PRACTICES FROM P3 IMPACT AWARD FINALISTS

PROGRAMMING PARTNER: PALLADIUM

COLLABORATORS: U.S. DEPARTMENT OF STATE'S OFFICE OF GLOBAL PARTNERSHIPS, THE UNIVERSITY OF VIRGINIA DARDEN SCHOOL OF BUSINESS INSTITUTE FOR BUSINESS IN SOCIETY

PRINCIPALS:

- Adva Saldinger, Associate Editor, Devex (Assembly Chair)
- Eduardo Tugendhat, Director of Thought Leadership, Palladium (Chair)
- Taryn Barclay, Senior Director, Strategic Partnerships and Stakeholder Relations, Cargill
- Neil Britto, Co-Founder and Executive Director, The Intersector Project
- Steve Brunn, Senior Director, Private Sector Partnerships, Winrock International
- Wendy Lai-Ching Chan, Senior Manager for Business Strategy, Accenture
- Nicole Cicerani, President and CEO, Upwardly Global
- Hanne Dalmut, Director of Social Impact, Concordia
- Thomas Debass, Acting Special Representative of Global Partnerships, U.S. Department of State
- David Ellis, Chief Executive Officer, EthioChicken
- Mary Margaret Frank, Associate Professor and Academic Director, University of Virginia Darden School of Business
- Kara Gustafson, Vice President, Office of Corporate Engagement, Goldman Sachs
- MD Rashidul Huque, Chief Engineer, Bangladesh Department of Public Health Engineering
- Binyah Kesselly, Senior Director and Strategic Program Lead, Emerging Markets, Johnson & Johnson
- Edward Martin, Co-founder & CEO, Good XChange
- Xavier Michon, Deputy Executive Secretary, UN Capital Development Fund
- Maggie Morse, Associate Director, University of Virginia Darden School of Business
- Patricia Nicklin, Executive Vice President, Corporate Partnerships, Reingold, Inc.
- Laura Ostenso, Knowledge Exchange Lead, Feed the Future Partnering for Innovation
- Adolfo Pacheco, Country Director CARE Honduras, CARE
- Tim Prewitt, Chief Executive Officer, iDE
- Richard Rogers, Managing Director, Rogers MacJohn LLC
- Sebastian Rubens y Rojo, Regional Director, Latin America, Palladium
- Steve Schmida, Managing Director, SSG Advisors
- Gene Turok, Partner, Office:FMA
- William Warshauer, President and CEO, TechnoServe

KEY TAKEAWAYS:

- Be in it to solve a problem, not just sell your product. Never lose sight of the social good at the end of the partnership.
- Manage the scaling speed. Growing too fast creates risk in the case of uneven amounts of resources.
- Leverage donors and investors to buy down risk and create net profit from the project's onset.

SUMMARY:

The session, in partnership with Palladium, uncovered tools and techniques to build and implement successful partnerships, and showcased the five finalists for the P3 Impact Award. The U.S. Department of State's Office of Global Partnerships, Concordia, and the University of Virginia Darden School of Business Institute for Business in Society (IBiS) created the P3 Impact Award to recognize and honor best practices of public-private partnerships (P3s) that are improving communities and the world in the most impactful ways. The Award seeks to highlight leading practices and actionable insights in the public-private partnership (P3) arena. The 2017 finalists were:

- 10,000 Women: Goldman Sachs has helped foster economic growth by providing women entrepreneurs in 56 countries with business education and access to capital since 2008.
- Nourishing the Future: CARE and Cargill Inc. foster more prosperous and resilient farming communities by promoting sustainability, food security, and nutrition across 66 of the most marginalized communities in Guatemala, Honduras, and Nicaragua.
- Partnering for Poultry: USAID's Feed the Future Partnering for Innovation and EthioChicken integrate a nutrition-centered marketing campaign and spark a more vibrant local economy in two regions of Ethiopia.
- Sanitation Marketing Services in Bangladesh: The Bangladesh Department of Public Health Engineering, the Swiss Development Cooperation, UNICEF, iDE, and Rangpur Foundry Ltd. strengthen the sanitation market system in Bangladesh and prevent the spread of disease by facilitating scalable, sustainable access to improved sanitation.
- Skills to Succeed: The Upwardly Global and Accenture partnership uses technology to help skilled immigrants and refugees with previous advanced education and professional experience find sustainable employment and better integrate into the U.S. economy.

Successful partnerships recognize that participating entities have different, evolving goals and dynamic priorities: "[Priorities] are especially dynamic in emerging and frontier markets, because they are, by nature, much more volatile than the kind we're used to in the developed world...You have to allow people some flexibility to adjust their goals in a sustainable partnerships," said Gene Turok, Partner at Office:FMA. Strategic planning at the onset of a partnership provides an essential opportunity for partners to build consensus, define the problem and solution set, and start to build trust. But that review and, at times, reorientation of roles and expectations must continue in perpetuity. Moreover, the partnership governance structure should be sufficiently flexible to allow changes brought on by market demands, evolving government priorities, and lessons learned through early-stage implementation.

Sustainable partnerships exhibit community buy-in. Some partnerships, like Skills to Succeed, integrate beneficiary stakeholders in the partnership design team as staff members. Others, like 10,000 Women, remove bureaucratic layers such that service providers can work more closely with community members. The creation of a social license can be a valuable step in engaging the community, sharing knowledge, and building trust, as well as optimizing market opportunities for partners, said Binyah Kessley, Senior Director at Johnson&Johnson.

The discussants broadly agreed that, to be sustainable, a partnership must factor in some form of profitability. The partnerships under discussion moved far beyond philanthropy and corporate social responsibility. Partnering for Poultry's business model, for example, earned investors a 10x return, and for every dollar of grant money invested, Ethiopia experiences about a 20x return in terms of impact. The conversation between prospective partners evolves beyond matching community needs with business needs, to exploring specific distribution and business models that can maximize a return. For many principals, discussing profitability-accelerated project development allowed partners to more quickly move towards achieving social impact objectives.

The session also uncovered "learnings", or areas where partnership models still struggled. A challenge that successful partnerships must navigate is balancing the capacity and strengths of each participant with the need to innovate. Ongoing dialogue, as well as continuous data collection regarding business performance and progress toward goals, can help participants leverage their respective areas of expertise without stifling opportunities for innovation as systems and context are better understood.

Data collection was a second area for growth. While robust monitoring and evaluation data often exists for successful partnerships, the period post-funding offers similarly valuable data about partnership impact, design, and structure. This data, however, is often uncollected.

QUOTES:

- "In our extremely mobile and displaced world, we need technology." - Nicole Cicerani
- "Corporations or governments have no souls—people do." - Thomas Debass



SHORTAGE AND SCARCITY: HUMANITARIAN CRISIS IN VENEZUELA

PROGRAMMING PARTNER: ATLANTIC COUNCIL, ADRIENNE ARSHT LATIN AMERICA CENTER

PRINCIPALS:

- José María Aznar Lopez, Former President, The Government of Spain; Leadership Council Member, Concordia (Chair)
- Gustau Alegret, U.S. News Director, NTN24 (Assembly Chair)
- Adrienne Arsht, Executive Vice Chair, Atlantic Council Board of Directors; Founder, Adrienne Arsht Latin America Center; Founder, Adrienne Arsht Center for Resilience, Atlantic Council
- Dr. Susan Bissell, Director, Global Partnership to End Violence Against Children
- Carlos Calleja, President, Fundación Calleja & Executive Vice President, Grupo Calleja
- H.E. Laura Chinchilla, Former President, Republic of Costa Rica; Leadership Council Member, Concordia
- María Paula Correa, Senior Director of Strategic Engagement, Concordia
- Russ Dallen, Managing Partner, Caracas Capital Markets
- Amb. Paula J. Dobriansky, PH.D. Former Under Secretary of State for Democracy and Global Affairs & President's Special Envoy to Northern Ireland; Leadership Council Member, Concordia
- Richard Francis, Director of Sovereign Ratings, Fitch Ratings
- Jared Genser, Managing Director, Perseus Strategies; Concordia Advisor
- Alejandro Grisanti, Founder & CEO, Ecoanalítica
- Ricardo Hausmann, Director & Professor of the Practice of Economic Development, Center for International Development, John F. Kennedy School of Government, Harvard University
- Miriam Kornblith, Senior Director Latin America and Caribbean Program, National Endowment for Democracy
- H.E. Luis Alberto Lacalle Herrera, Former President of the Oriental Republic of Uruguay; Leadership Council Member, Concordia
- Jason Marczak, Director, Adrienne Arsht Latin America Center, Atlantic Council
- John D. Negroponte, Former U.S. Deputy Secretary of State & U.S. Director of National Intelligence; Leadership Council Member, Concordia
- Dr. Luisa Palacios, Senior Managing Director & Head of Latin American Research, Medley Global Advisors
- Juan Carlos Pinzón, Former Ambassador of Colombia to the United States
- H.E. Jorge Fernando Quiroga Former President, Plurinational State of Bolivia; Leadership Council Member, Concordia
- Francisco Rodríguez, Chief Economist, Torino Capital
- John Sanbrailo, Executive Director, Pan American Development Foundation
- David Smolansky, Mayor of El Hatillo Municipality, Caracas
- Matthew A. Swift, Co-Founder, Chairman & CEO, Concordia
- Lilian Tintori, Human Rights Activist, Bolivarian Republic of Venezuela (via Skype)
- Rep. Debbie Wasserman Schultz, Congresswoman, U.S. House of Representatives; former Chair, Democratic National Committee



KEY TAKEAWAYS:

- Venezuela is a country experiencing a humanitarian crisis, where human right violations and the deprivation of food and medicine are affecting the wellbeing of the majority of the population.
- In order to implement corrective solutions, the opposition's unity and international community support are needed to overthrow the current government and ensure a transparent transition into a democratically-elected regime.

SUMMARY:

Venezuela has been a country deeply affected by the current regime, in which its people are lacking basic human rights and necessities, severely impacting the social and economic situation in the country. To protest against such injustices, the Venezuelan people have created a political opposition group dedicated to taking corrective measures against such crisis by demanding a new government. However, the Venezuelan government has adopted severe actions such as torture, unjust incarceration, and violence to punish the opposition's ideology. As Lilian Tintori, a Venezuelan Human Rights Activist, said, "hunger cannot wait", and immediate action has to be taken to bring political and economic solutions to the country.

During a strategic discussion among key stakeholders, two main actions were discussed to improve the country's situation. First, the Venezuelan people have to remain united and hopeful, as it is only through their strength and determination that the current government will be changed. Second, the international community's support is greatly needed throughout this process, to oversee that transparent elections are put into place, ensure that laws are followed, and that basic human needs are fulfilled. According to former Spanish President José María Aznar Lopez, the European Union and, in particular, the Spanish government, has a key responsibility in supporting the U.S. in its efforts to tackle the current Maduro regime. Additionally, he asserted, the crisis in Venezuela is directly linked to the situation in Cuba, and both countries must be taken into consideration when assessing the security of the western hemisphere.

Participants agreed that the crisis in Venezuela is a critical threat to security and stability in the entire region, and therefore it is in the interest of the international community to intervene to end the current regime's strategy of trying to silence the opposition. It is only through the collaboration of the Venezuelan people and the international community that the Venezuelan people will be able to live under a fair regime in the future.

QUOTES:

- "If they don't let us open the door and go in, we will open the window." - Lilian Tintori
- "We are in a situation where Venezuela has become the country with the largest number of applications for political asylum of any nation in the world." - Rep. Debbie Wasserman Schultz
- "What can be done immediately? Recognize that what is happening in Venezuela is unprecedented in the western hemisphere." - John Sanbrailo



THE FUTURE OF THE FREE WORLD ORDER

PROGRAMMING PARTNER: ATLANTIC COUNCIL

PRINCIPALS:

- Ambassador Daniel Fried, Distinguished Fellow, Atlantic Council (Chair)
- Matthew Kaminski, Executive Editor, POLITICO Europe (Assembly Chair)
- H.E. José Manuel Durão Barroso, Non Executive Chairman, Goldman Sachs International
- Amb. Nancy Brinker, Cancer Advocate, Global Consultant, and Founder, Susan G. Komen
- John Calamos, Founder, Chairman and Global CIO, Calamos Investments
- Michael Carpenter, Senior Director, Penn Biden Center
- Jay Collins, Vice Chairman, Citi
- H.E. Emil Constantinescu, President of Romania 1996-2000; Board of Trustees Member, NGIC
- Hon. Oleksandr Danyliuk, Minister of Finance, Ukraine
- Amb. Paula Dobriansky, Former Under Secretary of State for Democracy and Global Affairs & President's Special Envoy to Northern Ireland; Leadership Council Member, Concordia
- Amb. Rufus Gifford, former U.S. Ambassador to Denmark
- Brian Hook, Director of Policy Planning, U.S. Department of State
- Amb. Bilahari Kausikan, Ambassador-at-Large at the Ministry of Foreign Affairs of Singapore
- John Koudounis, Chief Executive Officer, Calamos Investments; Leadership Council Member, Concordia
- H.E. Aleksander Kwaśniewski, Former President of Poland; Leadership Council Member, Concordia
- H.E. Zlatko Lagumdžija, Prime Minister of Bosnia and Herzegovina, Board of Trustees Member, NGIC
- Jaime Malet, Chairman, American Chamber of Commerce in Spain; Concordia Advisor
- Molly Montgomery, Senior Advisor for Russia and Eurasia, Office of the Vice President
- Iannis Mourmouras, Deputy Governor, Bank of Greece
- John Negroponte, Former U.S. Deputy Secretary of State & U.S. Director of National Intelligence, Leadership Council Member, Concordia
- H.E. George Papandreou, Former Prime Minister of Greece
- Savvas Pappasavvas, Judge, General Court of the European Union
- H.E. Rosen Plevneliev, President of Bulgaria 2012-2017, Member NGIC
- H.E. Petar Stoyanov, President of Bulgaria 1997-2002, Board of Trustees Member, NGIC
- Priyali Sur, CNN India, World Bank; Millennium Leadership Fellow, Atlantic Council
- H.E. Boris Tadic, President of Serbia 2004-2012, Board of Trustees Member, NGIC
- Olena Tregub, former Director for International Assistance Coordination, Ukraine's Ministry of Economic Development and Trade; Millennium Leadership Fellow, Atlantic Council
- Amb. Richard Verma, Former U.S. Ambassador to India
- Damon Wilson, Executive Vice President, Programs & Strategy, Atlantic Council
- Katherina Yushchenko, Former First Lady of Ukraine, Member, NGIC

KEY TAKEAWAYS:

- External and internal threats to the current democratic world order can only be conquered by a reunification of democratic states and a maintenance of transatlantic alliances.
- Reformation in response to Asia's growing democracy and power, as well as the role of technology, must be incorporated into the future Free World Order.
- While there are optimistic and pessimistic views on the future of democracy, it is clear that economics is essential in maintaining free markets and a free global society.

SUMMARY:

The goals of the Strategic Dialogue on “The Future of the Free World Order” were encapsulated best by Chair Ambassador Daniel Fried, Distinguished Fellow at the Atlantic Council, who explained that principals gathered to outline “the threats and challenges that the current order is facing and help Americans understand how the rest of the world views the Trump administration.”

Much of the conversation about President Trump's ethos revolved around the idea of “America first” and the underlying contingencies of this. Brian Hook, Director of Policy Planning at the U.S. Department of State, was quick to explain that when the President advocates for “America first,” he doesn't mean “America alone.” Rather, he is referencing the whole of the Free World and those whose values align with the democratic principles that the U.S. is known for. Yet, others were cautious to embrace this positive take on a coined Trump phrase, as indicated by discussion about President Trump's anticipated diminished funding of the UN—an organization regarded as being dedicated to maintaining the Free World as we know it.

Early on, it was understood that one of the largest obstacles to the Free World Order would be deciding on who all would be involved in this new order, and the necessity of Asia to be taken in as a stakeholder. As Richard Verma, Former U.S. Ambassador to India, observed, for the democratic world order to thrive, reform must occur that includes Asia, because “if we don't bring in the most dynamic democracies and stakeholders in the new world order, it will not be sustainable.”

This is especially important as surges in populist and authoritarian ideologies, reacting to stagnant governments and Russia's power-reaching attempts, become more prevalent. Specifically regarding Russia as an external force threatening democracy, mentions of weaponizing migration and corruption were made by multiple panelists. This boiled down to a concern of external forces, such as Russia, and terrorists exerting political and military forces on countries, such as Ukraine, in hopes of degrading the Free World Order and the progresses towards freedom made by many in the European Union and North America. To combat these external forces, President Trump's aggressive rhetoric was debated as a potential step in the right direction. Countries such as Russia and North Korea, as panelists observed, have not reacted to reserved words, and President Trump's administration may reach them in a way that simultaneously convinces people democracy is still the best option.

Yet, in contrast to those worried about the crumbling state of the Free World Order, some panelists such as José Manuel Durao Barroso, Non-Executive Chairman of Goldman Sachs International, former President of the European Commission, and former Prime Minister of Portugal, believe that events such as France's election symbolize a strength and resilience in the Free World. There seemed to be a greater urgency from democratic powers to unite and stand up against opposing forces than in the past, leading to optimistic views on the future.

Others were more concerned with the role of technology, viewing it as a something “irreversible and unfinished.” There was a general consensus that technology has the power to shift the way we understand the world around us, and that it can do good—in the hands of the right people. Cyber security and the acceleration of government adaptation of technology advances seemed key in ensuring that the Free World stays as a leading opponent to populist ideologies.

QUOTES:

- “When the President says ‘America First’, he doesn't mean America alone. We need a system of alliances.” - Brian Hook
- “...strengthening global cooperation and global institutions is in our national interest...” - H.E. George Papandreou
- “Start thinking about Asia. In 2030, India will lead the world in almost every category.” - Amb. Richard Verma



FOOD POLICY & OUR FUTURE

COLLABORATOR: VOLCANI INSTITUTE

PRINCIPALS:

- Rep. Dwight Evans, U.S. Congressman (D-PA) (Chair)
- Helena Bottemiller Evich, Senior Food and Agriculture Reporter, POLITICO (Assembly Chair)
- Juan Manuel Barrientos, Founder & Chef, El Cielo Restaurant
- Amb. Dwight Bush Sr., Former U.S. Ambassador, Morocco
- Carlos Calleja, Executive Vice President, Grupo Calleja
- Gigi Lee Chang, Managing Director, FoodFutureCo
- Hanne Dalmut, Director of Social Impact, Concordia
- Elizabeth Fay, Global Head of Policy and Strategy, Corporate Affairs, Cargill
- John Fisk, Wallace Center Director, Winrock International
- Evan Franca, Business Development Advisor, FoodFutureCo
- Bruce Friedrich, Executive Director, Good Food Institute
- Samantha Garwin, CEO, Fleishers Craft Butchery
- Itamar Glazer, Scientific Director, Volcani Institute
- Elise Golan, Director of Sustainable Development, U.S. Department of Agriculture
- Rody Hawkins, President & CEO, Improved Nature; Concordia Member
- Philip Hodgins, Owner, Oak Stone Farm
- Madi Holtzman, U.S.A. Director, Toast Ale
- Justin Kamine, Co-Founder & Partner, KDC Agriculture; Concordia Member
- Philip Miller, Vice President of Global Corporate Affairs, Monsanto
- Lauren Herzer Risi, Senior Program Manager, Environmental Change and Security Program, Wilson Center
- Michael Pellman Rowland, Senior Vice President, Morgan Stanley
- Beth Sauerhaft, Sustainability Consultant
- Gustavo Setrini, Assistant Professor of Food Studies, NYU Steinhardt School of Culture, Education and Human Development
- Macani Toungara, Senior Director for Program Development, TechnoServe
- Frank Trentacoste, Farmer & Owner, Bhumi Farms

KEY TAKEAWAYS:

- The public and private sector should create direct supply chains where small farmers are given the opportunity to have reliable access to larger-scale markets.
- Partnerships between small suppliers should be formed in order to facilitate the interaction between large businesses and small producers.
- Environmentally-sustainable farming should be incentivized through new technology and through the education of the younger generation.

- We cannot continue to think of food policy and food solutions as siloed efforts. It affects the economy, the environment, and foreign policy, and siloed approaches failed to take into account the interconnectedness of the food system.

SUMMARY:

The U.S. Farm Bill is up for reauthorization in 2018. This powerful legislation, which represents \$500 billion in federal funds over five years, has implications for the economy, health, trade, aid, conservation, and beyond. Principals in the “Food Policy and Our Future” Strategic Dialogue convened as part of the Concordia Campaign for a Sustainable Global Food Supply to discuss how the Farm Bill can develop a better food system.

Ambassador Dwight Bush discussed his experience in Morocco, where U.S. investment in agricultural development has been a symbol of cooperative partnership as well as a force for economic productivity. Conversely, Gustavo Setrini, Professor at NYU, reminded participants that the effect of U.S. foreign assistance has been contradictory in emerging economies, with development assistance in the agricultural sector often not producing a sustained benefit. Principals agreed that the symbolic importance of foreign development aid should not be understated, and that the U.S. should carefully consider how reduced funding would alter its standing in the world.

Principals spent time considering different allocations of Farm Bill funds. Participants were in consensus regarding the imperative of empowering small-share farmers to remain economically competitive. Despite growing consumer interest in locally-produced products, small farmers have difficulty sustaining economic productivity in an age of consolidated land ownership and industrial production. Fostering farmer cooperatives was brought up as a rich opportunity to support this segment of producers. Gigi Lee Chang, Managing Director of FoodFutureCo, reminded that small farmers were also business people, and suggested provision of educational opportunities to encourage business and entrepreneurial fluency among small holders. Carlos Calleja, Executive Vice President at Grupo Calleja, suggested support for crop diversification, as well as avenues for small farmers to connect directly with consumers, circumventing middlemen to realize greater profit. Other ideas recommended by Philip Hodgins, Owner of Oak Stone Farms, included mentorship programs for young farmers and land rental schemes.

Principals agreed on the importance of a more efficient infrastructure for food production and retail. Food hubs and distribution systems, as well as “soft” infrastructure to link the value chain, were key suggestions. Elizabeth Fay, Global Head of Policy & Strategy at Cargill, saw the support of farmer cooperatives, which enable farmers to raise and distribute products at fair prices, an important area for public policy and partnerships.

An overarching topic of conversation was the importance of conservation and environmental protection to ensure the long-term viability of food production. Justin Kamine, Co-Founder and Partner at KDC Agriculture, raised the concerning estimate that there are only 50 years of nutrients left in the soil to grow crops in quantities sufficient to keep pace with demand. Facing this imperative, regenerative agriculture, as well as policies that motivate changes in consumer diets, take on new importance. Dr. Rody Hawkins, President & CEO of Improved Nature, brought up the burgeoning field of plant-based proteins as an opportunity to reduce unsustainable land use, and Bruce Friedrich, Executive Director of the Good Food Institute, called on the U.S. Government to invest in meat alternatives at the same rate as the private sector. Hodgins advocated for support for crop rotation and organic production. Another suggestion was taxing agricultural products and processes based on their resource intensity, passing costs along to consumers or producers in order to motivate systemic changes in production techniques.

The complexity of our food system requires strong policy. The 2018 Farm Bill must provide not only a holistic policy framework, but also invest in the range of tools necessary to implement or comply, as well as change the standard of operations. A critical flaw identified in the Farm Bill was that it takes a siloed approach to the food supply chain, with insufficient treatment of food production, transportation, consumption, and waste management as a cohesive whole. While targeted regulation is clearly necessary to address specific issues, principals suggested greater scrutiny of the bill as a single unit, as well as in-depth consideration of its interaction with legislation and regulation on environmental protection, commerce, and infrastructural development.

QUOTES:

- “It takes everything. Not one of these things alone is going to be the answer.” - Dr. Elise Golan
- “It’s not all about investment. It’s also about coordination.” - Dr. John Fisk
- “We have to bet on the small farmers and bring local farmers back into the limelight.” - Carlos Calleja



TURNING THE TIDE: HARNESSING PARTNERSHIPS AGAINST MODERN DAY SLAVERY

COLLABORATORS: WINROCK INTERNATIONAL & NYU STERN CENTER FOR BUSINESS AND HUMAN RIGHTS

PRINCIPALS:

- Amb. Luis C. DeBaca, Former Ambassador-at-Large, Office to Monitor and Combat Trafficking in Persons, U.S. Department of State (Assembly Chair)
- Hon. Cyrus Vance, District Attorney, Manhattan District Attorney's Office (Chair)
- Hon. Pam Bondi, Attorney General, State of Florida
- Christopher Brown, Program Leader, IBM
- Miguel Coleta, Sustainability Officer, Philip Morris International
- Marina Colby, Human Rights Lawyer
- Hanne Dalmut, Social Impact Director, Concordia
- Marcia Eugenio, Office of Child Labor, Forced Labor, and Human Trafficking Director, U.S. Department of Labor
- Nick Grono, Chief Executive Officer, Freedom Fund
- Katie Henke, Civic Engagement and Social Equity Programs Director, Winrock International
- Houtan Homayounpour, Technical Specialist on Forced Labour, International Labour Organization
- Duncan Jepson, Managing Director, Liberty Asia
- Dr. Kari Johnstone
- Kate Kennedy, Managing Director, North America, Freedom Fund
- Kenneth Kennedy, Forced Labor Programs Senior Policy Advisor, Department of Homeland Security
- Shawn MacDonald, Chief Executive Officer, Verité
- Peter McAllister, Executive Director, Ethical Trading Initiative
- Marika McCauley Sine, Human Rights Director, Mars, Inc.
- Abby McGill, Campaigns Director, International Labor Rights Forum
- Kilian Moote, KnowTheChain Project Director, Humanity United
- Jenn Morris, Chief Executive Officer, Walk Free Foundation
- Anh Nguyen, Migrant Assistance Division Head, International Organization for Migration
- Krishna Patel, General Counsel & Director of Justice Initiatives, Grace Farms Foundation
- Anna Pienaar, Institutional Partnerships Director, International Justice Mission
- Michael Posner, Director, NYU Stern Center for Business and Human Rights
- Hon. Sean Reyes, Attorney General, State of Utah
- Steve Schmida, Managing Director, SSG Advisors
- David Segall, Policy Associate, NYU Stern Center for Business and Human Rights
- Keeli Sorensen, Government Relations and Public Policy Director, Polaris
- Irit Tamir, Advocacy Manager, Oxfam America
- Monique Villa, Chief Executive Officer, Thomson Reuters Foundation

KEY TAKEAWAYS:

- While certification has been useful in beginning the conversation on human trafficking, it must evolve to encompass the continuity of a supply chain. There needs to be a shift to transparency and monitoring over simple certification.
- There has to be development of diverse data through proper collection, set measured analytics, and transparent sharing of information across private-public lines.

SUMMARY:

Principals in the “Turning the Tide: Harnessing Partnerships Against Trafficking” Strategic Dialogue convened as part of the Concordia Campaign Against Labor Trafficking to discuss concrete steps to improve partnering initiatives related to data collection and sharing, successfully implementing anti-trafficking initiatives, and fostering an industry-wide movement against trafficking in persons (TIP) and modern slavery.

Enhanced technology and data utilization can lead to the increased prosecution of criminals and better prevention of trafficking, but neither have been leveraged to their full potential. Chris Brown, Program Leader at IBM, pointed out that pooled and standardized data is essential to effective intervention strategies. However, he continued, current available data around trafficking is too often limited and siloed, leading to fragmented knowledge and uncoordinated efforts. Designing the data collection process is too often under-prioritized by the private sector, with direct and negative implications on data usability. Katie Henke, Civic Engagement & Social Equity Programs Director at Winrock International, added that data collection constraints also extend to technological limitations like digitization. Further obstacles to sound data collection practices include the threat of defamation and lack of data around enforcement.

The International Organization for Migration (IOM), Polaris and other partners are launching the Counter-Trafficking Data Collaborative—the first global data repository on human trafficking for lawmakers, advocates, researchers, funders, and other stakeholders. By identifying trends, networks, methods of control, and vulnerabilities of victims, this unified data repository will propel strategic interventions. The Walk Free Foundation and International Labour Organization (ILO)’s joint estimate on modern slavery also serves as a model for data collaboration. Through a data-sharing project, the index found that on any given day in 2016, 40.3 million people were trapped in modern slavery. According to Cy Vance, District Attorney to the City of Manhattan, one potential solution is Memex, a data tool designed by the U.S. federal government to combat sex trafficking. With successful collaboration around data sharing, there is opportunity to expand its utility to labor trafficking prevention.

Hand-in-hand with data collection is the development of meaningful evaluation methods, to include third-party assessed sustainability standards and certification schemes. Assessment tools like certifications can be valuable, but their efficacy is often overemphasized when compared to the scope of the challenge, and they fail as encompassing forms of proof. At best, certifications provide a time-constrained snapshot at the very moment of auditing. For many at the table, constant monitoring and transparency are preferable—especially since certification is really only relevant to a fraction of the goods produced via compromised supply chains, and resources used towards costly auditing can be better utilized to build prevention and response capacity at the local level. One way to improve certifications is by incorporating labor and human rights into assessment metrics. According to recent research conducted by the NYU Stern Center for Business & Human Rights, there are 1,700 ESG metrics, but less than 8% of them examine social factors and an even smaller number examine actual performance instead of commitments. A more holistic assessment requires connectivity between certifying bodies, business, unions, and labor rights organizations in order to create industry-specific standards and stronger metrics, as well as a means of assessment and accountability by bringing workers into the process.

Media attention, peer accountability, top-down government regulation, voluntary standards and industry certifications, and research that proves the financial benefits of a clean supply chain were all identified as factors in the private sector incentive structure. Private sector representatives called for more connectivity with NGOs on local levels, sharing of internal best practices with peers, and forming a common, inclusive agenda. Clearly-defined standards set forth by the public sector and civil society are critical to the establishment of priorities, given the complexity of the challenge and the competing shareholder interests that companies are beholden to. Despite the private sector’s leading role in implementing internal reforms, the burden also rests on government to use their purchasing power to drive change.

QUOTES:

- “Our anti-trafficking laws are old, difficult to work with, and respond to much simpler supply chains.” - Ken Kennedy
- “It takes a bit of that Google 10x thinking where we’re trying to be audacious in thinking about how can we solve for these problems and not exclude certain segments of the society that cannot afford a \$4 tuna can.” - Anbinh Phan



RISK & REWARD: INNOVATIVE FINANCING SOLUTIONS TO ACHIEVE THE SDGS

PRINCIPALS:

- Kathy Calvin, President & CEO, United Nations Foundation
- H.E. Danilo Türk, Ph.D. Former President, The Republic of Slovenia
- Raj Kumar, President & Editor-in-Chief, Devex
- Nezha Alaoui, Founder, Mashhad Woman Lifestyle Concept
- Matthew Arnold, Managing Director, Global Head of Sustainable Finance, JP Morgan Chase & Co
- Sachin Chaturvedi, Director General, Research and Information System for Developing Countries
- Amb. John Danilovich, Secretary General, International Chamber of Commerce; Former CEO, Millennium Challenge Corporation
- Steve Davis, President & CEO, Path
- Thomas Debass, Acting Special Representative for Global Partnerships, U.S. Department of State
- Johan Dannelind, President & CEO, Telia Company
- Paloma Duran, Director, SDG Fund
- Sergio Fernandez de Cordova, Co-Founder & Chairman, Pvblic Foundation
- Laura Frigenti, Director, Italian Agency for Development Cooperation
- Claudia Gonzalez Romo, Special Adviser, UNICEF
- Rt. Hon. Lord Michael Hastings, Global Head of Corporate Citizenship, Kpmg International
- Per Heggernes, CEO, Ikea Foundation
- Lauren Herzer Risi, Senior Program Manager, Environmental Change and Security Program, Wilson Center
- Dr. Sheldon Himelfarb, President and CEO, Peacetech Lab
- Daniel Hsu, Vice President BD & New Initiatives, Village Capital
- Sylvie Légère, Co-Founder & President, The Policy Circle
- Justine Lucas, Executive Director, Clara Lionel Foundation
- Saadia Madsbjerg, Managing Director, Rockefeller Foundation
- Carolyn Miles, President & Ceo, Save The Children, Leadership Council Member, Concordia
- Karen Miller, Chief Knowledge and Communications Officer, Women's World Banking
- Carrie Hessler-Radelet, President & CEO, Project Concern International
- Pablo Ramirez, Director of Blended Finance, Winrock International
- Caroline Roan, President, Pfizer Foundation
- Tina Rohner, Investment Specialist, Asian Development Bank
- Steve Schmida, Managing Director, SSG Advisors
- Jonathan Shames, Partner, EY
- Niraj Singh, Executive Vice President, International Public Sector, Vodafone Global Enterprise
- Caryl Stern, President & CEO, Unicef USA
- Bernardo Guillamon Manager, Inter-American Development Bank



KEY TAKEAWAYS:

- In order to achieve the SDGs, public-private partnerships have to be created to generate enough resources to invest in meaningful causes.
- When choosing an investment sector, careful considerations and appropriate metrics should be used to measure the return on investment in order to maximize the social impact created.

SUMMARY:

In order to achieve the UN Sustainable Development Goals (SDGs) by 2030, an idea that may seem daunting to many institutions, increased high capital investment must be undertaken by the private and public sectors. Kathy Calvin, President & CEO of the UN Foundation, opened the session by highlighting that there is an estimated \$5-7 trillion funding gap to achieve the SDGs by 2030. To frame the conversation, Assembly Chair Raj Kumar, President and Editor-in-Chief at Devex, provided the following context: “First of all we’re talking about a global economy of \$155 trillion. So really we’re talking about a few percentage points of additional money. But secondly we’re talking about an investment. No one is asking for a grant of this size. We’re talking about investments that should pay back returns.” These comments set the stage for participants to contribute observations and recommendations stemming from the work their respective organizations are doing to invest and finance the achievement of the SDGs.

Through a thoughtful discussion among key stakeholders, participants concluded that the SDGs can be achieved while still receiving high returns from social investments. Two key points were discussed that carry significant importance for the success of such investments: First, public-private partnerships have huge potential to be created in order to generate enough resources to invest in a cause that will generate a positive impact. Through collaboration, partners can use their expertise and resources to create a long-term change in local and international communities that need this aid and thus contribute towards the achievement of the SDGs. Second, when choosing an investment sector, careful considerations should be undertaken relating to the methods implemented to maximize their return on investment (ROI) and the metric utilized to measure such returns. Investment in entrepreneurship ventures, technology, new business models, and education are crucial to maximize efficiency of ongoing projects and the social media created.

QUOTES:

- “We’re trying to change the approach with the private sector, and work with them as an actor, not only an adopter.” - Paloma Duran
- “Social entrepreneurs and people...are developing technologies that can actually have an impact on lowering the unit cost of delivering the SDGs.” - Laura Frigenti
- “We are working on how we engage corporates to develop an index for publicly-traded companies that measures contribution to social, governmental, and environmental goals.” - Bernardo Guillamon



NYC GLOBAL MAYORS SUMMIT

*HOSTED BY THE CITY OF NEW YORK
IN PARTNERSHIP WITH CONCORDIA, COLUMBIA UNIVERSITY'S GLOBAL POLICY INITIATIVE, AND THE
OPEN SOCIETY FOUNDATIONS*

KEY TAKEAWAYS:

- A more centralized relocation program among cities that allows refugees to relocate to a mutually-desired location would be beneficial to municipalities and refugees, and contribute to more sustainable solutions.
- The incorporation of data analysis and common terminology in assessing the refugee crisis, similar to how the scientific community has united around climate change, will be critical in addressing migration and refugee policy at the city level.

SUMMARY:

According to the UN High Commissioner for Refugees (UNHCR), there are currently over 65 million refugees and asylum-seekers worldwide. Cities have long been sites of migration, amplifying the importance of community-based innovations as well as the complexity of policy responses required of city leaders to serve all residents. Cities also often act as the front line in meeting newly-arrived migrants and refugees, and are at the forefront of creating longer-term urban policies that foster diversity and inclusion.

The Global Mayors Summit convened over 300 mayors, city representatives, private sector leaders, and nonprofit stakeholders to discuss how cities overcome obstacles to implementing local policies that promote migrant and refugee integration, rights protection, and empowerment. Such policies are considered fundamental to achieving social integration. The program underlined how, in pursuing social cohesion, cities can draw on innovations to foster welcoming communities and overcome policy challenges.

One major theme that developed throughout the course of the summit centered on how city governments can shape new national narratives on migration and social inclusion by demonstrating the strength and richness that result from an inclusive society. New York City Mayor Bill de Blasio introduced this idea in his keynote address when he said, “We have a chance to define a new normal. A good, new normal, in which inclusive societies are prized and recognized as the most productive, the most modern, and the most filled with promise.”

As in other areas of international policy making, cities are increasingly collaborating across national borders: sharing ideas, forming coalitions, and challenging their national governments to adopt policies that are proving effective at the local level. The program highlighted the role of partnerships, including city networks and public-private partnerships, in advancing the goals established by cities to comprehensively address the global migration challenge.



QUOTES:

- “This Summit is a testament to the important role of mayors in our world today. We often see that the most important and timely work gets done at the municipal level. And that is why we are thrilled to have senior representation from over 35 cities around the world here today.” - Nicholas Logothetis, Co-Founder & Chairman of the Board of Concordia
- “We want to contribute to a powerful movement of cities from around the world that learn from each other about how to adapt to migration, to integrate newcomers, and to thrive through diversity.” - Patrick Gaspard, Vice President, Open Society Foundations; Former U.S. Ambassador to South Africa
- “Our progress has not been in spite of immigrants. It’s been because of immigrants. It’s been a value added. We have gained from the energy and the entrepreneurship and the creativity brought to us by immigrants. It’s allowed our entire economy to grow. It’s allowed our city to get stronger.” - Hon. Bill de Blasio, Mayor of New York City, USA
- “Any population of people who are told regularly that they don’t have a role, they don’t have a place at the table, they can’t be part of greater safety and greater security. When you have a place at the table, protecting that table for everyone becomes a mutual priority.” - Hon. Bill de Blasio, Mayor of New York City, USA
- “Not only are people migrating to cities, but power is migrating to cities. And it is a moment now in the context of what has happened over the past two or three years, for you to seize that power and make something of it.” - Gregory Maniatis, Director, Open Society Foundations International Migration Initiative
- “What is needed is to find the solution today, tomorrow and the day after tomorrow.” - Joan Clos, Executive Director of UN-Habitat
- “The ability to leverage private resources, which we can get up and running immediately, is key in this fight to protect our neighbors. It is a moment where innovative and creative solutions must prevail, and we must lift up our voices together to amplify our message.” - Gabrielle Fialkoff, Senior Adviser to the Mayor of New York City and Director of the Office of Strategic Partnerships, USA
- “We envision cities being able to pick up the phone and to call someone who is dealing with the things that they are dealing with. In this effort, we plan to work with and build off of the amazing existing set of networks, and of course to engage our critical partners.” - Liora Danan, Chief of Staff, Mayor’s Office of Immigrant Affairs, New York City, USA



NYC GLOBAL MAYORS SUMMIT

CITY INNOVATIONS FOR FOSTERING WELCOMING COMMUNITIES

CO-MODERATORS:

- Matthew Ryder, Deputy Mayor for Social Integration, Social Mobility and Community Engagement, London, U.K.
- Jennifer Bond, Managing Director, University of Ottawa Refugee Hub

PANELISTS:

- Hon. James Kenney, Mayor of Philadelphia, USA
- Richard Buery, Deputy Mayor for Strategic Policy Initiatives, New York City, USA
- Dominique Versini, Deputy Mayor in charge of Solidarity, Families, Childcare, Child Protection Services, Fight Against Poverty, and Seniors, Paris, France
- Samantha Ratnam, Deputy Mayor of Moreland City Council, Australia

KEY TAKEAWAYS:

- Through innovations in migration and refugee policy and practice, cities are tackling the challenges of personal identification, racism and xenophobia, political representation, and integrated service delivery.
- Cities need to develop both “hard-edged policies” and “soft-edged policies” at the municipal level to successfully address refugee integration for both migrants and host communities.

SUMMARY:

Cities are global innovators in fostering welcoming communities as reflected in migration and refugee policy and practice relating to integration, rights protection, and civic engagement. Examples of successful programs discussed that other cities can borrow from and adapt included New York City’s municipal IDNYC card program and Philadelphia’s International Unity Cup program.

Deputy Mayor Matthew Ryder of London, U.K., shared the challenges in shaping London’s community sponsorship program, which is largely based on Canada’s Global Refugee Sponsorship Initiative. In working with Canada’s government, London is exploring ways to use their convening power and resources to learn how community groups and community organizations can help resettle Syrian migrants. He also called on the panelists to share their ideas for “softer-edged policies” to develop welcoming narratives that encourage established communities to embrace refugees.



Mayor James Kenney of Philadelphia, USA, highlighted his city's International Unity Cup, a World Cup-style tournament designed to celebrate and unite the city's diverse immigrant communities through soccer. The program has become an annual tradition after successfully bringing 32 teams together to compete during its inaugural year in 2016. Mayor Kenney emphasized the need for cities to make migrants feel welcomed at the community level. Additionally, he called on citizens to reevaluate the stigmas and xenophobic attitudes frequently assigned to refugees and migrants fleeing persecution.

Deputy Mayor Dominique Versini of Paris, France spoke of the challenges that her city has faced in accommodating the huge number of migrants and asylum seekers flowing into the city in formal refugee camps.

Deputy Mayor Samantha Ratnam of Moreland, Australia, brought up difficulties she believes were instituted by the Pacific Solution, which mandates that people who arrive by sea hoping to settle in Australia be detained indefinitely in offshore detention camps. She said that policies like this, paired with negative rhetoric towards refugees, have had devastating impacts on Australia's migrant communities and their policy of multiculturalism. To counter these impacts, Deputy Mayor Ratnam, a migrant herself, said that she works to develop proactive measures to strengthen the social inclusion of migrants through initiatives like community-welcoming dinners and local settlement services that make citizens proud.

In closing, Deputy Mayor Ryder reinforced the importance that these policies and initiatives have on both first and second generation migrants. He said that these policies are critical in achieving wider, sustainable social integration.

QUOTES:

- "What we need is the energy and entrepreneurship that comes with immigration." - Hon. James Kenney
- "One of the things I think is important...is the approach that we as a city have in making sure that immigrants and the needs of immigrants are at the center of how we deliver services generally." - Richard Buery
- "The way the city has operated...is to apply a humanitarian and humanist approach, where it's working with the nongovernmental sector to come to the service of all migrants regardless of their status." - Dominique Versini
- "Moreland is known as one of the most progressive, welcoming, and socially inclusive of all cities in Australia. We have achieved this through careful political leadership. This leadership has been backed up by investment. Investment financially, and also symbolically. We have made inclusion part of the narrative of our city, part of its core identity." - Samantha Ratnam
- "Those who believe they may be hostile to migrants and create a hostile atmosphere are sometimes those who feel themselves most alienated. It's important that we build social capital for all of our residents to insure a better position for migrants as they integrate within the wider community." - Matthew Ryder



NYC GLOBAL MAYORS SUMMIT

INNOVATIONS TO OVERCOME POLICY CHALLENGES

CO-MODERATORS:

- Hon. Ted Terry, Mayor of Clarkston, USA
- T. Alexander Aleinikoff, Director of Zolberg Institute on Migration and Mobility, The New School

PANELISTS:

- Hon. Marvin Rees, Mayor of Bristol, United Kingdom
- Hon. Michael S. Rawlings, Mayor of Dallas, USA
- Hon. Andreas Hollstein, Mayor of Altena, Germany
- Bruno Covas Lopes, Deputy Mayor of São Paulo, Brazil

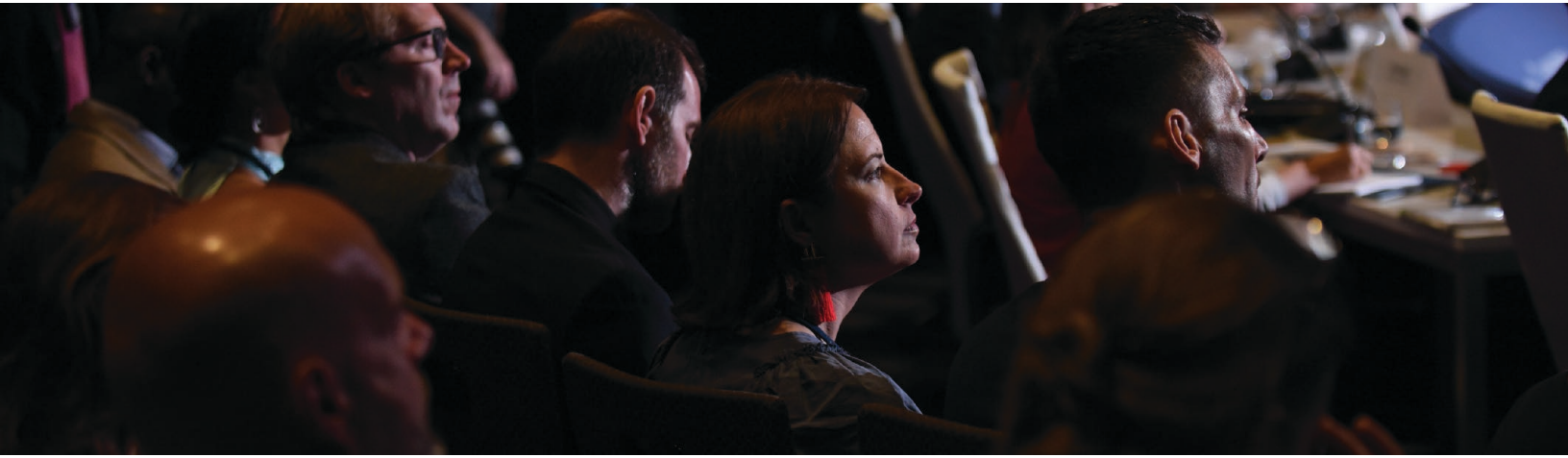
KEY TAKEAWAYS:

- When national governments fall short of supporting cities in their efforts to integrate refugees, migrants, and immigrants, city governments must step in to protect those who come to their cities and those who have been living there.
- Fostering inclusive cities does not necessarily take big budgets and contracted services, but rather political and community leadership that is creative and determined.

SUMMARY:

Social integration is not a marginal issue; it is central to the general welfare and public safety of all city residents. Yet cities are often constrained by national policies in their ability to govern effectively at the local level. While the degree and nature of the obstacles vary, many cities are forced to reconcile disjointed national migration policies with a duty to serve all city residents with equity and care.

Mayor Ted Terry of Clarkston, USA began the session by outlining some key questions cities face: How do cities overcome legal and capacity constraints to social immigration? Who are their partners in these efforts? How do cities navigate legal barriers to non-discrimination in service delivery? How can constructive city action positively influence regional and national legislation?



Mayor Michael Rawlings of Dallas, USA, spoke about the diversity in his city, which has grown to become the fourth-largest economy in the country. He said that over 25% of the people who live in Dallas were born in another country, and explained the obstacles his city has faced while navigating President Trump's travel ban, the D.A.C.A repeal, and a Texas bill imposing immigration responsibilities on local police. In managing these policies, he said he is trying to balance maintaining a safe and secure city, but also welcoming the community to the 25% of the portion of Dallas's population born in another country. He also spoke about the economic impact of successful integration, and said that in the wake of a state devastated by Hurricane Harvey, "it's going to take an immigrant population to rebuild Texas."

Mayor Marvin Rees of Bristol, U.K., echoed these sentiments about his own community and said that he feels there is also a lack of government spending on immigration that is putting pressure on cities to cope with increased responsibilities but with fewer and fewer resources. He called upon city representatives to rally together and strengthen their "city voice" when joining national and international governments in the decision-making process.

Deputy Mayor Bruno Covas of São Paulo, Brazil, shared the framework of a municipal bill in his city that promotes immigrant and refugee integration, protection, and empowerment through a series of city-based initiatives offering Portuguese language classes, banking access, and social services.

In terms of inclusive policy development, Mayor Andreas Hollstein of Altena, Germany, said that it is important to involve citizens in the migration policymaking process to ensure that sustainable, community-backed strategies are developed. Sana Mustafa, Co-Founder & Manager of the Network for Refugee Voices, emphasized the need to embrace refugee perspectives in policy making. She said that even within the Summit there was a lack of refugee representation, and that going forward all refugee policy needs the input of those it will directly affect if it is to be successfully put in place.

To close the session, T. Alexander Aleinikoff reinforced the point that successful integration needs to benefit both cities and refugees.

QUOTES:

- "The issue of refugees becoming refugees because of climate-induced droughts, famines, and catastrophes could very well increase in coming years. And so what is the role of cities to not only deal with the current crisis, but try to stymie future refugee issues?" - Hon. Ted Terry
- "We're not a sanctuary city. We obey all federal laws, and we believe that's our role. But at the same time, we have to protect those residents." - Hon. Michael S. Rawlings
- "How do we set up the structures that give city leaders the power to influence the national and the international context within which they have to work, alongside the people elected to national office?" - Hon. Marvin Rees
- "Social integration flourishes when a circle of friends surround a refugee as mentors, as coaches, allies, community navigators, and champions...We call this a 'long welcome.' A process of integration that is transformative, both for the refugee but also for the community that receives them. Social integration can change everything for refugees." - Linda Hartke
- "A lot of what we've been hearing are the kind of things done for immigrants, rather than things immigrants do for themselves and the stories they can tell." - T. Alexander Aleinikoff



NYC GLOBAL MAYORS SUMMIT

ADVOCACY & GLOBAL COALITION BUILDING: WORKING THROUGH CITY NETWORKS

CO-MODERATORS:

- Adrienne Pon, Executive Director of the Office of Civic Engagement and Immigrant Affairs, City of San Francisco, USA
- Colleen Thouez, Co-Founder of the Mayoral Forum on Human Mobility, Migration and Development, UN Institute for Training and Research

PANELISTS:

- Hon. Jorge Elorza, Mayor of Providence, USA
- Hon. Noel Rosal, Mayor of Legazpi City, Philippines
- Lefteris Papagiannakis, Vice Mayor for Migrants, Refugees and Municipal Decentralization, Athens, Greece
- Pierfrancesco Majorino, Deputy Mayor for Social Policy, Health and Rights, Milan, Italy

KEY TAKEAWAYS:

- A growing number of city networks are moving beyond the exchange of best practices to more narrowly-focused objectives such as providing legal assistance and advice, standardizing welcoming practices and approaches across cities, resettling refugees, building administrative capacities, and channeling information from cities into inter-state policy deliberations and actions (like the UN Mayoral Forum).
- It can be a highly delicate and complicated political activity to manage the balance between city residents and newcomers, but coalition building and city networks can help alleviate some of these difficulties.

SUMMARY:

A number of city networks on migration already exist. Some are long-standing organizations that have grown to tackle migration and refugee policy, such as United Cities and Local Governments (UCLG), while others were recently created and now include migration and refugee policy mandates, like 100 Resilient Cities.

Adrienne Pon, Executive Director of the Office of Civic Engagement and Immigrant Affairs of San Francisco, USA, began the discussion by highlighting the action of cities to move beyond merely sharing best practices to actually developing real-time responses and joint policy initiatives. Mayor Jorge Elorza of Providence, USA, shared the story of his mother's immigration from Guatemala to the U.S. He explained the fear that drove her from Guatemala in the 1970s during the civil war, and spoke of the optimism she saw in U.S. where she might be able to provide a better life for her children. Mayor



Elorza said it is these feelings of optimism from immigrants for the American dream that should continue to be cultivated and shared. He continued to say that mayors should work to coordinate their voices to communicate messages in unison and amplify city messages.

Vice Mayor Lefteris Papagiannakis of Athens, Greece, spoke of the financial crisis that has put a strain on the country and its citizens, and how that has compounded the refugee situation there. He said that when refugees started pouring into Athens in 2015, the city opened emergency accommodation centers to handle the influx of people. He also spoke of efforts to develop peer-to-peer networks between cities to manage the movement of people. Organizations such as 100 Resilient Cities and the Open Society Foundations have provided support to develop these city-to-city networks and provide funding to hire experts in refugee and migration policy for municipal policy development.

Mayor Noel Rosal of Legazpi City, Philippines, spoke of the Philippines adopting the Migrants In Countries In Crisis initiative (M.I.C.I.C.), which provides non-binding guidance on how to better protect and assist migrants in countries experiencing conflicts or natural disasters. He emphasized the need for cities to lean on institutional partners to accomplish their integration goals.

Deputy Mayor Pierfrancesco Majorino of Milan, Italy, shared the obstacles some European Union policies have imposed on the city in coping with the migration crisis. He emphasized the importance of strengthening the reception of migrants, and how a system of protection for refugees and asylum seekers has worked as an effective system based on the local action of cities.

Temporary relocation programs were discussed by multiple panelists, and the investment that is needed to make them more successful. Deputy Mayor Majorino called for a more centralized relocation program among European cities that allows refugees to relocate to a more desired city.

QUOTES:

- “Across the world, cities and municipalities together with their community and government partners are grappling with how to best deal with the global migration and refugee crisis from humanitarian needs and public safety to integration, jobs, and meaningful participation in society. The world’s people are in need.” - Adrienne Pon
- “We have Republicans, we have Democrats, and we have mayors. Mayors are focused on getting things done. We don’t have time for the ideological disputes that divide communities. We run cities.” - Hon. Jorge Elorza
- “Given the character of local governments, which are usually quite emerged in the day-to-day and usually urgent concerns of their constituencies, there is a need to rely on migration-related institutional partners to attend to the nitty-gritty of regional networking and to provide the substantive aspects of advocacy.” - Hon. Noel Rosal
- “I think we’re going to have to move to a level where the climate community is now. We’re gonna have to find common framing, common data, common measurements, actually predictive analytics to know where migrants are going, probably working with tech companies like Facebook. We’re going to have to find common analytics so that we know when a city invests in X, it’s going to be this kind of return given proven evidence.” - Bruce Katz



NYC GLOBAL MAYORS SUMMIT

PROMISING PARTNERSHIPS WITH THE PRIVATE SECTOR, CIVIL SOCIETY AND THE PUBLIC

CO-MODERATORS:

- Bitta Mostofi, Acting Commissioner, Mayor of New York City's Office of Immigrant Affairs, USA
- David Lubell, Director and Co-Founder, Welcoming America

PANELISTS:

- Mariya Voyvodova, Vice Mayor of the City of Gothenburg, Sweden
- David Linde, CEO, Participant Media
- Tony Marx, President & CEO, New York Public Library
- Hourie Tafech, Doctoral Student, Rutgers University, Founder of SPARK 15

KEY TAKEAWAYS:

- Businesses, civil society organizations, universities, and private citizens around the world are responding with admirable displays of solidarity and mobilization in the face of widespread hostility towards migrants and refugees.
- In leveraging the expertise of the private sector and the reach of the public sector, partnerships are critical in addressing the refugee and migration crisis and improving the welcoming process to ensure sustainability of community models. Bottom-up models should be implemented in this process.
- There is a huge power for narratives to drive positive attitudes, behaviors, beliefs, and policies in the refugee and migration space.

SUMMARY:

In this closing session, panelists discussed existing and promising opportunities to promote integration, protect rights, and empower migrants and refugees with the private sector, universities, and civil society representatives.

David Lubell of Welcoming America started the session by complimenting cities on their efforts to address the refugee crisis, saying that local governments have been better suited than national governments to bring about real change. However, the work of cities still needs the support of partnerships within the private sector and community leaders.

Vice Mayor Mariya Voyvodova of Gothenburg, Sweden, spoke of the pressing situation to accommodate the influx of refugees in her city. She said that a framework between the county administrative board, employment agency, civil society, and the police has been crucial in coordinating efforts and driving success in integration. In addition to tangible



obstacles that needed to be overcome, like housing shortages, Vice Mayor Voyvodova spoke of the difficulties in pushing through racism and negative attitudes to integrate refugees.

David Linde of Participant Media said that he has found his film company's work to be most impactful at the local level. He spoke of the delicate balance between art and advocacy, and the power that lies within the documentary *Human Flow* in showing not just the refugee crisis, but the human crisis that has unfolded.

Tony Marx of the New York Public Library spoke of the partnership between the library system and the city of New York, which provides half of the funding to the system. He said that the library is the one place where the illiterate and literate can come together and learn from each other, and engage in programs like English language instruction, and computer skills and basic coding classes.

The final panelist of the session, Hourie Tafech of Rutgers University, shared her personal experience being raised as a Palestinian refugee in Lebanon. She later arrived in Malta, where she co-founded a refugee-led organization that works to break the stereotypes that refugees face. Additionally, she called for more representation of refugees at events like the Global Mayors Summit, so that their perspectives can be fully shared and absorbed.

Acting Commissioner Bitta Mostofi of New York City's Office of Immigrant Affairs wrapped up the discussion by highlighting the way that city partners, legal experts, and immigrants rallied together when the White House announced plans for a travel ban. Acting Commissioner Mostofi saw the coordination in response efforts as a "glimmer of hope" that could be replicated in the future, and perhaps become a model for the "new normal" that Mayor de Blasio referenced at the start of the Global Mayors Summit.

QUOTES:

- "Immigration has, for a long time, been a top-down phenomenon as far as trying to address solutions. And federal governments are pretty freaked out about immigration and have a hard time. It's an emotional issue and they have a hard time making good policy." - David Lubell
- "Strategy should reflect migrants' opinion with regard to what an inclusive city would look like. What contributions they would like to bring. What role they would like to play. What recognition and participation mechanism will be helpful. How services could be better tailored to their needs." - Mariya Voyvodova
- "Unlike the vital work that goes into addressing the world's most pressing issues, the life of a film is relatively short. Accordingly, we seek to partner on existing campaign work being done by NGOs, foundations, and other organizations for us to effectively act as one accelerant to their existing work." - David Linde
- "In this moment in history, we have to compete for the attention of our children, of the public, to create the kind of society that we want. We can't let people be distracted by the shiny objects. We need them to focus on the quality information and to contribute to it. And libraries are at the center of that project." - Tony Marx
- "The more integrated the refugees, the more stability they can reflect on the city. And the more they are neglected and ignored, that will reflect in civility in the city also." - Hourie Tafech



SOCIAL IMPACT EVENTS

SUSTAINABLE GLOBAL FOOD SUPPLY VIDEO LAUNCH

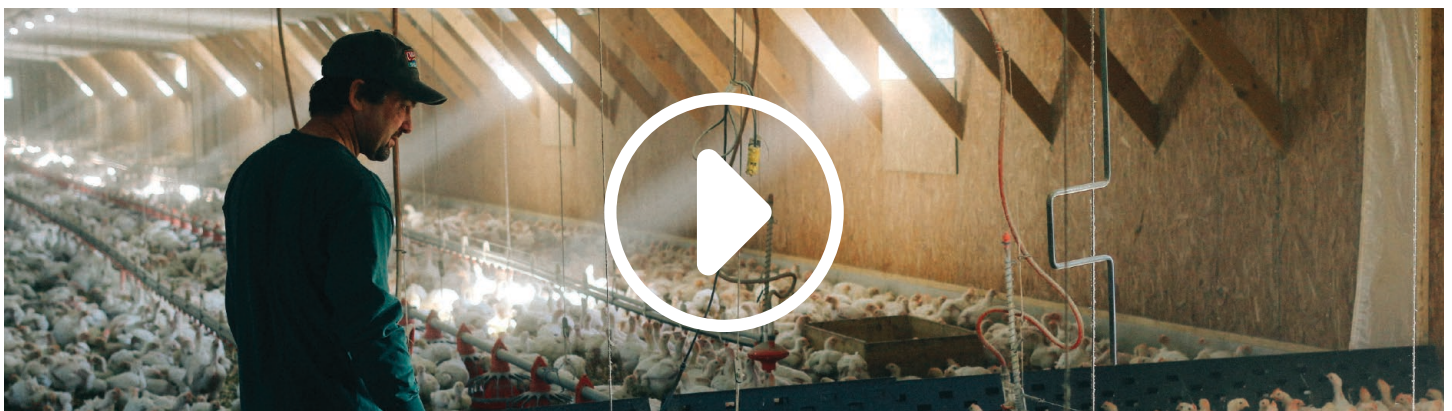
OPENING REMARKS:

- Rodney Ferguson, President & CEO, Winrock International

As part of the Concordia Campaign for a Sustainable Global Food Supply, Concordia produced a multimedia project to raise awareness about sustainable agriculture, animal welfare, and the interconnectedness of our food systems. The film series employed stakeholder interviews and imagery to highlight the journey from farm to fork and the valuable role that public-private partnerships play in this space. The project produced three mini-documentaries tackling different themes throughout 2017, and the Summit debuted a short film that encompassed the entire project.

President & CEO of Winrock International, Rodney Ferguson, provided opening remarks about the importance of sustainable food production and consumption to combat food insecurity and safeguard our ability to feed a growing population, and highlighted Concordia's growing partnership with Winrock's Wallace Center. Audience members also enjoyed pour-over coffee by Koffietapp. Koffietapp is dedicated to direct commercial transactions between the Colombian coffee grower and the final consumer, generating a greater income for coffee families and funds to preserve the environment.

CONCORDIA IS GRATEFUL TO PARTNERS DAPHNE OZ, FRESHFARM MARKETS, FLEISHERS CRAFT BUTCHERY, FOODFUTURECO, LGND, KDC AG, PERDUE FARMS, OAKSTONE FARM, SCHWARTZENTRUBER FARMSTEAD, AND WINROCK INTERNATIONAL'S WALLACE CENTER FOR THEIR PARTICIPATION IN THIS PROJECT.

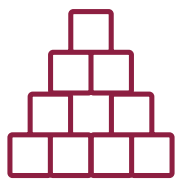




DAYS OF ENGAGEMENT

AMERICARES

Concordia was pleased to partner with Americares at the 2017 Concordia Annual Summit to bring a special, inclusive Day of Engagement to the Summit community. Through this Day of Engagement partnership, the Concordia Community put together 1,000 emergency response first aid kits, which have already been deployed to Houston as part of Americares' flood emergency response & relief efforts



**1,000 FIRST AIDS KITS CREATED
FOR HURRICANE RELIEF**



FORTUNE SOCIETY

Concordia partnered with the Fortune Society for a Day of Engagement on September 20th. The Queens-based nonprofit works with government and private sector partners to provide services for formerly incarcerated individuals as well as conduct advocacy work. Members participated in a Job Readiness workshop with Fortune Society clients and learned about the Fortune Society's innovative partnership with Bloomberg LP, through which the private sector helps address systemic challenges facing a marginalized community.



**30 MOCK INTERVIEWS
FACILITATED**





MEMBER EXCLUSIVE EVENTS

ADDRESSING CHILDHOOD TRAUMA: A PATH TO HOPE, HEALING AND A BRIGHTER FUTURE ROUNDTABLE

PRINCIPAL:

- Hon. Heidi Heitkamp, Senator, North Dakota

DISRUPTIVE INNOVATION FOR BETTER CHOICES ROUNDTABLE

Patron Member: Philip Morris International

PRINCIPALS:

- Adva Saldinger, Associate Editor, Devex
- Nevena Crljenko, Director of Regulatory Affairs, PMI

WINNING THE ONLINE BATTLE OF IDEAS: HOW GOVERNMENTS, TECH COMPANIES, AND CIVIL SOCIETY CAN COUNTER EXTREMISM ONLINE ROUNDTABLE

*Patron Member: Digitalis Reputation & The Tony Blair Institute
for Global Change*

PRINCIPALS:

- Tony Blair, former Prime Minister of the United Kingdom (Introductory Remarks)
- Dave King, CEO, Digitalis Reputation
- Mubaraz Ahmed, Analyst, Tony Blair Institute

PARTNERSHIPS TO COMBAT AMERICA'S OPIOID CRISIS ROUNDTABLE

PRINCIPAL:

Josh Shapiro, Attorney General, State of Pennsylvania

THE AMAZON RAINFOREST: KEY TO STABILIZING OUR GLOBAL CLIMATE ROUNDTABLE

Programming Collaborator: Fetzer Institute

PRINCIPALS:

- Lynne Twist, Co-Founder, Pachamama Alliance
- Domingo Peas, Achuar Indigenous Leader from Ecuadorian Amazon
- Atossa Soltani, Founder and President, Amazon Watch

LEVERAGING THE POWER OF PUBLIC-PRIVATE PARTNERSHIPS TO ACCELERATE GLOBAL HEALTH & DEVELOPMENT ROUNDTABLE

Patron Member: PATH

PRINCIPAL:

- Steve Davis, President & CEO, PATH

C-SUITE RISES TO THE CHALLENGE" ROUNDTABLE

Patron Member: Walk Free Foundation

PRINCIPALS:

- Cherie Blair, Chair of Omnia Strategy
- Andrew Forrest, Chairman of Munderoo Group & Founder of Walk Free Foundation

PARTNERING FOR PARITY: STRENGTHENING TRI- SECTOR COLLABORATIONS THAT ADVANCE THE STATUS OF WOMEN & GIRLS ROUNDTABLE

Patron Member: McKinsey Global Institute

PRINCIPALS:

- Tracy Nowski, Associate Partner, McKinsey & Company
- Mekala Krishnan, Fellow, McKinsey Global Institute



THE (ZERO GRAVITY) 0G SUMMIT - SPACE DIPLOMACY IN THE AGE OF NEW SPACE

Patron Member: 0G Summit, Space Trust

CO-CHAIR:

- Namira Salim, Founder & Executive Chairperson, Space Trust

CO-CHAIR & MODERATOR:

- Dr. Lance Bush, President & CEO, Challenger Center

CEOS AS ACTIVISTS: NAVIGATING A RISING TREND ROUNDTABLE

Sponsor: Weber Shandwick

PRINCIPALS:

- Micho Spring, Global Corporate Practice Chair, Weber Shandwick
- Leslie Gaines-Ross, Chief Reputation Strategist, Weber Shandwick

BREAKING THE SILENCE: GLOBAL LEADERS ENDING SEXUAL VIOLENCE ROUNDTABLE

Programming Collaborator: RISE

PRINCIPALS:

- Amanda Nguyen, CEO and Founder, Rise
- Leland Melvin, Former Astronaut, NASA, Former NFL wide receiver for the Detroit Lions

COLLABORATIVE PARTNERSHIPS TO ADDRESS THE MENTAL HEALTH NEEDS OF REFUGEES ROUNDTABLE

Programming Partners: Americares & Seleni

PRINCIPALS:

- Michael Nyenhuis, President & CEO, Americares, Leadership Council Member, Concordia
- Christine Squires, Senior Vice President and Chief Development Officer, Americares

EVIDENCE TO ACTION: WOMEN'S LEADERSHIP IN GOVERNMENTS ROUNDTABLE

Programming Partner: Wilson Center

PRINCIPALS:

- Gwen Young, Director, Global Women's Leadership and Women in Public Service Project, Wilson Center
- Martin Forst, Head, Governance Reviews and Partnerships Division, Public Governance and Territorial Development Directorate, OECD
- Laura Cox Kaplan, Adjunct Professor at American University and Former Principal-in-Charge of U.S. Government, Regulatory Affairs & Public Policy, PricewaterhouseCooper

BUILDING THE FOUNDATION FOR A PHILANTHROPIC CULTURE GLOBALLY ROUNDTABLE

Programming Collaborator: Fetzer Institute

PRINCIPALS:

- Robert Lehman, Board Chair, Fetzer Institute
- Jonah Wittkamper, Global Director, Nexus Global Youth Summit
- Timotheus Wanadjaja, Chairman, Indonesia Philanthropy Associations

WATER AND NATIONAL SECURITY: RIVERS OF PEACE OR OCEANS OF WAR? ROUNDTABLE

Programming Partner: Wilson Center

PRINCIPALS:

- Carl Ganter, Co-founder and Director, Circle of Blue
- Sherri Goodman, Senior Fellow, Wilson Center, Former Deputy Under Secretary of Defense
- Nick Mabey, Chief Executive, E3G
- Julia McQuaid, Director, Program on Transnational Challenges, CNA
- Lauren Herzer Risi, Senior Program Manager, Environmental Change & Security Program, Wilson Center



MEDIA & PRESS

The Concordia Annual Summit garnered significant media attention from local, regional, and international outlets. The Summit generated over 600 news articles and was featured in the New York Times and the Washington Post, among dozens of other leading outlets. Over 210 members of the press registered for the Summit and dozens of on-site interviews took place. “#Concordia17” was the third-highest trending hashtag in the city of New York and the Summit generated over 1,000,000 social media impressions online. Through a unique partnership with Facebook and Instagram, two studios were set up at the event where live interviews and interactive portraits took place. Over 5,000 people around the globe tuned into one of the many live streams and extensive coverage of the Concordia Annual Summit, helping position Concordia as the leading convener alongside the UN General Assembly.

MEDIA PARTNER:

POLITICO

MEDIA COLLABORATORS:





PRESS ARTICLES

<https://www.nytimes.com/2017/09/21/business/ceos-un-week.html>

<https://www.thenationalherald.com/175659/concordia-summit-concludes-optimism/>

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<http://www.pappaspost.com/obama-foundations-david-simas-shares-moment-visit-refugee-shelter-greece/>

<https://finance.yahoo.com/video/2017-concordia-annual-summit-september-155259684.html>

<http://usa.greekreporter.com/2017/09/19/2017-concordia-annual-summit-watch-the-debates-live/>

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