

# William J. Clinton Distinguished Lecture

Smart Power, Smart Philanthropy: The United Nations and the Sustainable Development Goals

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Thank you Nouroudine Alassane for the kind introduction.

I am delighted to be in Little Rock and so grateful to **Nikolai DiPippa**, Director of Public Programs and Strategic Partnerships at the Clinton School of Public Service, for having me as a part of your wonderful program, which has included many successful and brilliant people, like my friend, **Ali Velshi**. I am truly honoured to be here at the home of **President Clinton** – my President!

I am delighted, also, to meet so many bright young men and women, bursting with energy. I would like to thank you all and the Clinton School of Public Service for the opportunity to give this lecture today. Earlier today, I had the privilege of visiting the Clinton Presidential Library. It was an amazing experience, and I would like to thank the entire team, for their generous hospitality. Bob Gee was such a gracious host, and I learned so much about the inner-workings of the White House.

Thank you again, Nikolai, for making my visit to beautiful Little Rock truly memorable.

I am delighted to see in the audience my good friend **Jerry Jones** from Acxiom – he is a great leader in Arkansas, doing wonderful work to support President Clinton's noble mission.

So, today, I would like to share some thoughts about the **power of partnerships** in making a difference in society. The word "partnership" means different things to different people – the one word that defines and unites this concept is "**relationships**." In virtually every facet of life, you need to engage and collaborate with others, be it in the early stages of learning to all aspects of working life, including marriage and family! The same applies to the United Nations.

If we are to make a real dent in addressing the imbalances in society, we must work together to create a better humanity. The betterment of our common humanity can only be achieved through strong collaboration.

#### **United Nations**

The United Nations is where all kinds of discussions take place, ranging from conflict prevention, peace-building as well as addressing human rights challenges around the world. At the same time, the UN helps many many people around the world by tackling basic human needs, such as food, health, education, water, sanitation, etc. None of these global challenges can be addressed without the power of partnerships.

You will be interested to know that the United Nations takes up 18 acres of land on Manhattan Island. However, the UN is international territory – which means, technically, it is neither in New York City nor even the United States of America. Among other things, the UN has its own security and its own post office.

The US has always been a major player in the UN, since it was established in 1941. It was President Franklin Delano Roosevelt who coined the term "United Nations." And it was another American, the businessman and philanthropist John D. Rockefeller who purchased and donated the land to the United Nations. The lead architect of course was also an American, Wallace Harrison. The US dollar is the UN currency.

The UN Charter, its "constitution," was inaugurated 70 years ago on October 24, 1945, an event we celebrate each year. The Charter begins with "We the Peoples of the United Nations." Therefore, it is your UN. The purpose of the Charter and the United Nations was to create a multilateral forum where representatives from around the world could come to discuss and promote peace and security, economic and social well-being, human dignity and prevent the world from ever having to again go through the scourge of world war.

Today 193 countries form the membership of the United Nations, a huge leap from the original 51, all of whom have committed to the **preservation of peace through international cooperation and collective security**. The last to join was the Republic of South Sudan on July 14, 2011. Note the reference to cooperation – partnerships!

The United Nations reaches every corner of our globe, and means many things to the billions of people who live on our planet. While it is best known for its peacekeeping, conflict prevention and humanitarian assistance, there are many ways the United Nations system affects our lives and makes the world a safer, more equal and better place to live.

# **The United Nations**



Provides food to 90 million people in 80 countries



Vaccinates 58 per cent of the world's children, saving 3 million lives a year



Assists over 38.7 million refugees and people fleeing war, famine or persecution



Works with 193 countries to combat climate change and make development sustainable



Keeps peace with 120,000 peacekeepers in 16 operations on 4 continents



Fights poverty, helping improve the health and well-being of 420 million rural poor



Protects and promotes human rights on site and through some 80 treaties/declarations



Mobilizes USD 22 billion in humanitarian aid to help people affected by emergencies



Uses diplomacy to prevent conflict: assists some 60 countries a year with their elections



Promotes maternal health, saving the lives of 30 million women a year

United Nations - Department of Public Information - 2014/2015

2015 is an important milestone for the UN – the UN will be 70 in October. In September, 193 heads of State and Government will gather at the United Nations for a historic summit on the Sustainable Development Goals (SDGs), to approve a new set of development goals and targets for the next 15 years, in place of the MDGs, which expire at the end of the year. This ambitious agenda includes addressing the plight of the underprivileged around the world, and will cover key issues such as

- "End[ing] poverty in all its forms everywhere"
- "End[ing] hunger, achiev[ing] food security and improved nutrition and promot[ing] sustainable agriculture"
- o "Conserv[ing] and sustainably us[ing] the oceans, seas and marine resources for sustainable development".



#### Sustainable Development Goals: Engaging All the Actors

Governments will likely adopt all of the proposed 17 Goals and the attendant 169 targets. Though it is quite clear that these governments alone will not be able to make a real dent in this effort without the effective engagement of non-state actors, including captains of industry, civil society leaders and, increasingly, social entrepreneurs.

Putting together the SDGs has required an intricate and inclusive multi-stakeholder process, through Open Working Groups, which Secretary-General Ban Ki-Moon instituted initially at the RIO+20 Summit in Brazil and then formally launched it in March of 2013. He emphasized:

"The SDGs should contribute to transformative change, in support of a rights-based, equitable and inclusive approach to sustainability at global, regional, national and local levels."

This mantra is the cornerstone for the SDGs, and he appointed the dynamic Nigerian Diplomat, **Amina J. Mohammed**, as his Special Adviser on Post-2015 Development Planning.

The Open Working Group process has been overseen by another UN veteran, **Nikhil Seth**, Director of the Division for Sustainable Development, who has ensured that civil society and the business community actively participated in these consultations. It is a first for the UN to engage all the actors for such an important global agenda.

For the first time in the history of development cooperation, the international community has been engaging with a broad group of stakeholders across the economic and social spectrum in crafting the SDGs, in a way that will hopefully be mission-driven and results-based.

Donor governments do not have the same financial flexibility as might have existed before the Great Recession, and it is quite clear that the international community needs to consider all forms of capital and financing if we are to address the imbalances in society.

One of the principle organs of the United Nations – the Economic and Social Council (ECOSOC) – is also doing great work in raising awareness and helping to develop new partnerships and alliances for the SDGs. I am privileged to work with the **Navid Hanif** and his dedicated team, including **Leslie Wade** and **Ajit Yogasundaram**. In May of 2015, they will be hosting their annual Partnerships Forum, and we are honoured to be one of their Strategic Partners.

### Engaging the Private Sector

The private sector is often seen as having their own agenda (focused on the bottom line), which is understandable: their mission and indeed, their responsibility, is to provide returns for their shareholders. However, they will be key for this process, and they are increasingly seeing the importance of maximizing returns for all of their **stakeholders**, in order to achieve long-term sustainability.

We often point out that the international community should look at the prism that wealth creation and poverty alleviation are two sides of the same coin.

Overseas Development Assistance (ODA) runs at around \$120 billion a year while Foreign Direct Investment is somewhere around \$1.5 trillion. The international community should therefore, see the private sector as a key <u>partner</u> in its collective efforts to bring about positive social change.

Governments (developed and developing countries) as well as multilateral and bilateral aid institutions should view the business community as collaborators and partners for creating a better planet. With the exception of certain business segments such as Alcohol, Tobacco, Firearms, and Gaming (ATFG) most businesses sectors produce value for the economy in general, be it manufacturing or services.

Governments provide the policy leadership and direction, academia brings credibility through research and data, while foundations and social entrepreneurs can provide valuable risk capital. However, if we

were to engage business leaders in ways that they can 'do well and do good' at the same time, they would be willing to invest in social impact projects, which in turn will increase the chances of achieving the Sustainable Development Goals by 2030.

We need to bring all businesses to the development table as equal partners. It is not just multinationals who can contribute but also SMEs (Small and Medium sized Enterprises), which make up nearly 66% of the global economy.

# CHANGING LANDSCAPE OF PARTNERSHIPS

Multi-stakeholders partnerships – working with governments, private sector, civil society and international organizations



#### Ted Turner and the Multi-Stakeholder Partnerships Model

The idea of multi-stakeholder partnerships is relatively new, in comparison to the lifetime of the UN. The event that set in motion this novel concept was in 1997, when Ted Turner committed \$1 billion dollars to support UN causes.

In September of that year, **Ted Turner** was due to receive an award from the United Nations Association, so he went to see **Kofi Annan**, who was the Secretary-General at the time, and said: "Kofi, I have looked at my balance sheet. In January 1997 I was worth \$3 billion and now in September I am worth \$4 billion. The additional \$1 billion does not make a big difference to me. I have also noticed that my government has not paid its dues, so I would like to pay you the \$1 billion."

Kofi Annan almost fell off his chair! He responded: "We cannot take money from you since we are a Member States-led organization. Moreover, that would be subrogation of sovereign debt. This is an issue between the United States government and the United Nations." Ted would not take NO for answer: He replied: "I want to contribute to the well-being of the Planet, and I am committed to supporting the work of the United Nations."

# Thinking about how best to deploy Ted's extraordinary gift was itself a significant challenge.

We came to the important realization, that the diverse social and economic challenges facing us today — ranging from sovereign debt crises, health and development issues, access to clean drinking water, food security, the health of our oceans, to global telecommunications protocols and micro finance, etc. — are far too complex to be solved unilaterally by single actors or sectors confronting or managing them alone. Instead, we needed a whole new paradigm that would involve multiple constituencies engaged collaboratively in support of common goals.

This was the genesis of the **Multi-Stakeholder Partnerships Model**, dedicated to addressing needs of the underprivileged through a broad range of social programs and sustainable development activities.

As you can imagine, the UN saw a sea change in culture after the arrival of Ted Turner in 1997. Many foundations, companies and civil society organizations pointed out the good work they were also doing, and were also interested in working with the UN. And the UN benefited from their engagement. It is clear that the needs of the under-privileged cannot be addressed by one single sector, but rather requires multiple constituencies to collaborate in support of common goals. Multi-Stakeholder Partnerships use the management expertise and financial acumen of the private sector, the normative leadership of the public sector, and the successful delivery mechanisms of civil society.

Many organizations, including companies, wanted to be part of this new and exciting initiative. The Bill and Melinda Gates Foundation, Coca-Cola, Dow Chemical, Microsoft, and countless others, generously donated and supported the work of the United Nations. At the last count, this unique partnership had raised an additional \$750 million. This is what I like to call "The Turner Factor". This unique partnership led to the creation of the UN Foundation (UNF) under the leadership of Senator Tim Wirth from Colorado who, like Ted, had the vision that innovative collaboration is not only good for the welfare of society, but also good for U.S. foreign policy. We can certainly say that the rest is history.

Within the United Nations, we set up the UN Fund for International Partnerships to serve as a counterpart for UNF and I was privileged to lead this effort. Today, as a result of the UN Foundation's leadership under the current President and CEO, **Kathy Calvin**, many innovative partnerships are being developed using their creative engagement strategies and the passionate commitment of the team. The UN Office of Partnerships, led by **Anne De La Roche** and very ably aided by **Will Kennedy** and **Lucie Brigham**, is helping facilitate many new forms of partnerships and alliances.

In September, when all the Heads of State and Government meet at the UN, the UN Foundation and the Global Partnerships Forum are planning to host a special event, which will focus on concrete actions for achieving the Sustainable Development Goals, and we are working with **Kathy Calvin** and her team, including the creative **Susan Myers**.

You will be interested to know that Ted's daughter, **Laura Seydel**, is also a passionate philanthropist and a global advocate for the environment. She runs the <u>Captain Planet Foundation</u>, which promotes handson environmental projects worldwide, and of course all of which is built on partnerships.

# PARTNERSHIP ACTORS AND ROLES



#### Member States

- o Policy direction
- o Intergovernmental advisory function
- o Use convening power and catalytic role

# • UN System

- o Coordination function
- o On-the-ground knowledge and experience
- o Clear objectives through the SDGs

#### Non-State Actors

- o Leverage know-how, capacity and resources
- o Catalyze enterprise solutions
- o Provision of goods & services, and employment opportunities

Companies of course understand that many of the drivers for long-term profitability and success — such as access to energy, good governance, and sustainable economic development — overlap with the UN's priorities, from the 8 Millennium Development Goals (MDGs) and soon to be approved, 17 SDGs. Everyone has a role to play.

#### As I mentioned previously,

The betterment of our common humanity can only be achieved through strong collaboration.

Imagine the power and potential behind effective public-private partnerships...

We can harness and leverage the collaborative expertise and goal-directedness of business, the capital of philanthropy, the local knowledge of governments, the grassroots efforts of NGOs, the intellectual capital of academia, competitive market forces and so forth. These constituencies, effectively working together could become a force to be reckoned with, developing and delivering innovative and system-changing solutions.

#### Business and the SDGs - Moving beyond CSR

The last decade has seen a substantial increase in private sector collaboration, mainly with multinationals, which are finding that consumers are increasingly buying products and services from companies that are seen as responsible corporate citizens. While companies generally act on the basis

of market forces, there is a growing band of CEOs who see as a part of their role to include a responsibility for society as a whole. There are a number of emerging initiatives that cover "People Planet Profit" and "Creating Shared Value," which are successors to the traditional corporate social responsibility agenda. In fact, CSR of the 8os and 9os is more or less defunct – companies are beginning to realize that they must find ways to at least ensure that they are providing some benefit to society. To do so, they are partnering with the public sector for social good, through innovative partnerships and alliances.

The last decade has seen the emergence of multistakeholder partnerships that are focused on social impact projects. Food and beverage companies, for example, are taking on tough social agendas such as nutrition and health, in collaboration with international organizations. They are increasingly willing to commit their own resources to help the underprivileged. While some may argue that this is good public relations, the reality is that they are filling a gap that governments cannot fulfill. And of course the bottom line is that it enhances their image, with the consequential expectation of increased revenue by accessing new markets.

Nevertheless, working with the private sector is not as straight forward – there is an expectation that businesses will fund social programmes, simply by handing over a cheque. The public sector has a greater degree of accountability and responsibility for the resources, and often expects stringent processes, with the appropriate ethics and rules, to be implemented. Private sector on the other hand looks to results in the most expeditious matter. These cultural differences have in the past put strains on the collaboration model.

We need to understand the different corporate cultures right at the outset, perhaps by answering the question for each side, "what is in it for me?" There is also a tendency to expect too much at the early stages of the process; it is often easier and simpler to start with pilot projects that work and might lend themselves for replication.

# Smart Power, Smart Philanthropy, and Smart Partnerships at the UN

The UN System is increasingly seeing the merits of engaging state and non-state actors to raise awareness and encourage concrete actions by the private sector and civil society.

The UN Global Compact is probably one of the best examples of smart partnerships. It is the world's largest corporate citizenship initiative with 10,000 corporate and other stakeholders from over 130 countries with two objectives: "Mainstream the ten principles in business activities around the world" and "Catalyse actions in support of broader UN goals, such as the Millennium Development Goals. Its founder, Georg Kell, is a true visionary. He singlehandedly has mobilized the private sector to become a force for good, and he has a great team behind him, including Gavin Power, Melissa Powell, and Ursula Wynhoven. They, along with many other bright young people, are creating a major impact in society.

You will be interested to know that in recent years, a number of successful global campaigns have been launched by the Secretary-General Ban Ki-moon, such as <u>Every Woman Every Child</u>, a global movement that invites the private sector and civil society to work with governments and international organizations to support programmes and projects to improve the health of women and children around the world. It is an ambitious effort to help 16 million women and children, prevent 33 million unwanted pregnancies, and protect millions of children from basic communicable diseases. Within the UN family, the H<sub>4</sub>+, (UNICEF, UNFPA, WHO, World Bank UNAIDS, and UN Women) was established to bring cohesion to this process and it is a great model for collaboration.

The Zero Hunger Challenge is another example of Mr. BAN's leadership to create a world without hunger and within that rubric, Scaling Up Nutrition now consists of 54 countries around the world working to address the challenges of malnutrition and stunted growth of children, especially in least developed countries. This is another powerful coalition, which is led by FAO and actively supported by IFAD, WFP, and The World Bank, as well as Biodiversity International.

Another example is the <u>HeForShe</u> campaign, a solidarity movement for gender equality led by the dynamic Executive Director of UN Women, **Phumzile Mlambo-Ngcuka**. Empirically speaking, a locality is healthier, happier, and richer when its women are empowered; families are more stable and expenditures are smarter. Firms that sign on to the programme stand to not only improve the lives of millions of women and men, but also improve their own profits: as demand for products will increase as people become wealthier.

I also want to share with you an exciting new partnership in the making – this is the first time it is being discussed in public – the Global Partnership to Protect Children – the brain child of another dedicated UN veteran, **Susan Bissell**, who is the Chief of Child Protection at UNICEF. As part of the Post-2015 strategy, many governments are coming together to address the scourge of violence against children and at the same time help families and communities. **Marta Santos Pais** who is the Special Representative of the Secretary-General on Violence against Children is part of this very important and much needed program. The vision is clear and compelling, "No child should live in fear." This project will be a global forum for setting standards and creating a culture of accountability, and also serve as a catalyst for financing this issue, as it builds an alliance of countries around the world.

#### Other notable initiatives

The last decade has seen an exponential growth in new forms of collaboration and alliances, often under the overarching term of "partnerships," which means different things to different people. Often people see this as an injection of unencumbered funds, while increasingly some of the new funders are seeing the MDGs and the future SDGs as social impact investment opportunities.

Over the years, we have seen a marked shift from traditional charitable giving to smarter philanthropy and social investing. Fifteen years ago, the international community saw the private sector as a tap, and over the years they have become partners and problem-solvers in addressing some of the biggest challenges of our society. For instance, new technologies are being developed to provide clean water, clean energy, better health, etc. Business, by its very nature, is driven by the need to create profit, and is increasingly seeing its role to include responsibility for society.

While the math may not always be very simple in the short-term, when a child is healthier, she/he learns better, later earns better, and becomes a productive member of society, thus engendering a more peaceful and secure world.

<u>The IDP Rising Schools</u> program was launched a few years ago by Irene Pritzker and her daughter, Liesel Pritzker. It serves as a unique model which moves away from the traditional "hand out" concept to a culture of empowerment by helping bottom of the ladder private schools become self sustaining, through multistakeholder engagement of government, private sector, and civil society; financial literacy training; parent teacher engagement; and much needed micro-finance.

The Geena Davis Institute on Gender in Media is another remarkable initiative - it aims to change the mind-set of the creative community to view women and girls as intellectual and equal partners. **Geena Davis** is an amazing global leader – she is a Special Adviser to UN Women and the Global Partnerships Forum is privileged to have her as our Ambassador. **Geena** is on an elegant mission to make people, especially us men, understand that women are great intellectual partners, and have a key role to play in society. Her passionate CEO, **Madeline Di Nonno** focuses on the premise that smart partnerships are the only way to go.

Another unique empowerment program is the <u>Cherie Blair Foundation for Women</u> which is directed towards creating a sustainability model by making women business-ready. **Cherie Blair's** mission is simple: empower women around the world, through training in business, including use of mobile technologies, and provide them with much-needed mentoring, all elegantly threaded by partnerships!

The New York Academy of Sciences is another great partnership, which brings together people from around the world to collaborate on science and technology programs to solve health, climate, and other challenges. Last September, we had the privilege of working with them to launch the Global STEM Alliance - a partnership of governments, industry, philanthropist, schools, nongovernmental organization, and leading academic institutions around the world. My good friend, Ellis Rubinstein, who is the President and CEO, is actually moving mountains to bring science and research to improve the quality of lives of the underprivileged.

The <u>New York Global Leaders Dialogue</u> focuses on bringing together international leaders to exchange ideas and solutions, fostering international dialogue, and nurturing young leaders. Headed by the energetic and passionate Founder and Chairman, **Phil Scanlan**, NYGLD's mission is to promote worldwide understanding, collaboration, harmony, inter-generational connectivity, cultural enrichment and prosperity.

<u>The PVBLIC Foundation</u>, co-founded by the young global leader, **Sergio Fernández de Córdova**, harnesses the powers of media - both social and traditional - to drive concrete and significant social change through grant-making. From online banner ads to magazine pages, from billboards to bus shelters, and beyond, PVBLIC emphasizes the need for "getting the message out" for great projects that otherwise may not have had much awareness.

Moreover, the <u>Global Sustainability Foundation</u> is an initiative that works to establish many socially responsible partnerships, all with the intention of building sustainable economic, sociocultural, and environment practices all around the globe. Its Founder and CEO, **Sheri Yan**, and her colleague **Heidi Park** - both incredibly driven leaders – are focused on ensuring that every person has the tools, knowledge, and opportunity for personal empowerment so that not only can we build resilient and respectful societies, but also to maximize our harmony with the planet.

<u>The Presidents United to Solve Hunger (PUSH)</u> is a coalition of university Presidents from around the world who are committed to a food-and-nutrition-secure world, and is the brainchild of the <u>Hunger Solutions Institute</u>, led by Executive Director **June Henton** and her dynamic Director of Strategy and Policy, **Paula Hunker**.

The <u>Pearl Initiative</u> is a great example of a private-sector led effort, which brings together regional and global business leaders, international institutions, government bodies to promote a corporate culture of transparency, accountability, good corporate governance and best business practices in the Arab world.

It was co-founded by my good friend, **Badr Jafar**, and we are so pleased to have **Imelda Dunlop**, who runs the operations, as our Executive Director - she has really grown the Initiative.

The <u>Social Innovation Summit</u> is another very effective model for innovative collaboration. Created by social entrepreneur **Zeev Klein**, its goal is very simple – bring smart people together to move the needle from talk to action.

Many of these initiatives work well because of the power of collective engagement and by getting the message out, and we are privileged to work with <u>Captive Minds</u>. Led by their fantastic Founder and CEO, **Marcus Chidgey**, and benefitting from their enterprising Chairman, **Bob Wigley**, and creative Board Member **Dominic McVey**, Captive Minds is using the power of branding and social good to help brands to become socially responsible.

Of course, you know everything about one of the most important global networks ever set up: the <u>Clinton Global Initiative</u> and the Bill, Hillary & Chelsea Clinton Foundation. The latter's mission is truly noble: "strengthen the capacity of people throughout the world to meet the challenges of global interdependence." The Clinton Global Initiative is one of the largest conveners of global leaders, and through that platform, President Clinton has enabled tens of thousands of new innovative partnerships to bring about positive social change. CGI meets during the UN General Assembly, and it has become the go-to place for Presidents and Prime Ministers – giving the UN a run for its money!

# A Virtual Marketplace for Projects

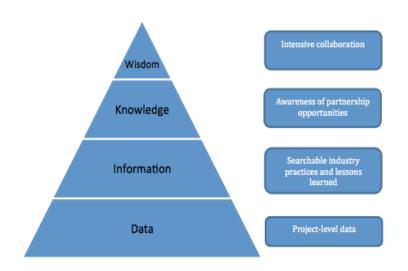
As you can see, there are many exciting partnerships which are taking place – there are countless others, or dare I say, millions more. We see this as a lacuna for more cohesive and collective action, and we plan to tackle this in a small way.

One of the biggest challenges of the digital age is the lack of organized data: search engines use unique algorithms, which do not necessarily catalogue and index data in a prioritized format that take into account the nuanced needs of the social sector. Technology allows individuals, organizations and governments to connect and interact directly, the benefits of which are far-reaching.

While there are a number of organizations that provide project data related to their own programs, there is no single platform that can thread these resources together. Policymakers, academic experts, as well as aid organizations, often rely on their own research and informal peer-to-peer communications. At the same time, civil society focuses on social programs based on demand and news-driven issues, without the benefit of deeper knowledge of existing players on the ground. In addition, traditional investment vehicles in the current financial services industry and simple business-building tools are often inaccessible to entrepreneurs who need the most support.

To address this, the Global Partnerships Forum proposed, in 2011, the creation of an open "marketplace," an **online portal** that would enable the sharing of various industry practices and non-financial resources. Such a centralized platform could also provide a more transparent mechanism for donors and investors to make capital available to prospective NGOs and entrepreneurs. The **Portal** will collaborate with academic institutions, bilateral and multilateral aid agencies, business and civil society, and is currently exploring cooperation with GLG, the largest peer-to-peer learning platform, to address the expertise gap within the social sector.

We are currently in the focus group consultation stage, and our aim is to create a kind-of "Google of Development," an all-encompassing online platform—organized by issues, sectors, regions and countries—which would serve as an aggregator of various efforts globally, and provide access to information and lessons learned. This mega-relational database platform would assemble the experience in a coherent and structured format, providing guidance to those who are thinking about cross-sector collaboration for the first time, and insights from those who have worked on these issues for years.



Ideas for new and innovative collaboration can be developed and exchanged online, benefitting from different perspectives and diversified knowledge. At the same time, the platform could serve as a mechanism for crowdfunding social programs. The aim is to move the needle from an "aid to an investment model" for poverty alleviation.

We are very grateful to the **Shelley** and **Donald Rubin Foundation** for providing us the start-up capital to

undertake the initial research on this important project. **Donald and Shelley Rubin** are great philanthropists, who are committed to creating a better understanding across cultures and people, through collaboration.

#### Center of Excellence for Global Partnerships

The Global Partnerships Forum is collaborating with The George Washington University's Institute for Corporate Responsibility to build a unique research and education platform for partnerships. We are privileged to work with the Institute's Director, **Dr. John Forrer**, on this exciting project. His creative thinking on innovative partnerships will help advance the cause for the SDGs.

Our vision is quite simple: To provide a **Learning Platform** and a **Partnership Lab** to address the world's most daunting problems. We aim to harness the energy and resources from NGOs, governments, business, local communities and international organizations.

# Looking Ahead

We have a rare opportunity to make addressing the Sustainable Development Goals our collective missioned, owned by us all. Whatever we do, we should **move from talk to action**.

Partnerships that bring about real sustainability in the quality of lives of the underprivileged are poised to become the biggest rallying cry for achieving positive change. Together we can.

Thank you very much for joining us, to embark on this important journey together.