

IT TAKES A VILLAGE

How the world's most influential change agents mobilize for action

BY BILL CLINTON

▶ ALSO: JENNY AMARANENI, BILL GATES, MO IBRAHIM, CHRISTINE LAGARDE, JEAN ROGERS, BUNKER ROY



In this together Former President Clinton visits Dar es Salaam, Tanzania, where a Clinton Global Initiative project is teaching this community to save and manage money

I've long believed that building networks of creative cooperation among governments, the private sector and nonprofits is the key to overcoming the challenges, both great and small, of our newly

interdependent world. And it works—"We are all in this together" beats "You're on your own" every time. Through my years in public office and my work with the Clinton Foundation, I've seen many instances where the negative forces of our interdependent world, such as conflict and poverty, are overcome by people with good intentions, good ideas and the ability to work with others to implement them.

But it's not enough to just talk about solving the world's problems. A core principle behind the Clinton Global Initiative is what we call the commitment to action: our members work together to identify specific challenges and opportunities and then commit to finding local, sustainable solutions with the ultimate goal of working ourselves out of a job. Because solutions are effective only if they are implemented, this year our special emphasis is on rallying people, organizations and

resources to do that. We're calling it mobilizing for impact.

To see what this looks like on the ground, consider the efforts of just two of our members working in Africa. Last year the Tony Elumelu Foundation committed to a five-year, \$1 million effort to design and implement a technical and vocational training curriculum to tackle the

MOBILIZING FOR IMPACT EMPOWERS PEOPLE FASTER, MORE EFFECTIVELY AND AT LOWER COST THAN OTHER ALTERNATIVES



skills gap and unemployment problems in Nigeria. They're teaming up with public, private and philanthropic partners to deliver innovative and low-cost courses paired with an apprenticeship program to help 1,200 students transition from theory to practice in such skills as masonry, carpentry, plumbing and electrical work.

Another example is a CGI partnership that includes Barclays, CARE International U.K. and Plan U.K. This project, called Banking on Change, uses a community-led savings model where individuals join together in self-governing groups to save regularly, pool the savings and make small loans to members from the fund. Over three years, the partners aim to provide approximately 400,000 people with access to finance. I visited one of the Banking on Change groups in Dar es Salaam, Tanzania, this summer and heard from the people whose lives and family stories have been improved through this program, and I visited one of the small businesses—a young woman's small hair salon on a crowded street—which had been expanded with loans from the community fund. I don't think I've met a prouder entrepreneur anywhere in the world.

And last year, INJAZ al-Maghrib committed to training 26,155 Moroccan students in entrepreneurship over three years. Through this program, INJAZ will coordinate with 70 corporations to provide volunteers who will deliver the Junior Achievement Program directly to middle school, high school and college students. The volunteers will also mentor the students to create and manage their own small businesses over the course of a year.

These are just a few examples of the way CGI and our partners are helping people create better stories for themselves all over the world. In the next few pages, you'll hear from other CGI members on how mobilizing for impact helps empower people faster, more effectively and at lower cost than other alternatives. Some of their names will be familiar; some may not, but I think you'll agree that all of them have a unique and fascinating perspective on how best to bring together great ideas, good people and the necessary resources to solve our world's most pressing challenges.

Family matters Clinton and his daughter Chelsea pitch in to help young South Africans in Johannesburg, part of the City Year Service Project



WORKING TOGETHER IN A CRISIS

► **CHRISTINE LAGARDE**
MANAGING DIRECTOR,
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HOW CAN WE SECURE THE global economic recovery? That question will be at the top of policymakers' minds at October's Annual Meetings of the IMF and World Bank. The short answer is that we need stronger policy actions to move beyond the financial crisis and to restore stability and growth.

To achieve this, global policymakers must strengthen their cooperation. In a world where cause and effect flow seamlessly across borders, reaching our goals depends on working together, on putting the broader interest above narrow domestic interests. With 188 member countries, the IMF is uniquely well placed to mobilize this kind of cooperation.

When the crisis hit, our membership came together to boost the IMF's financial firepower. We lent more than \$300 billion to countries facing testing times, from Europe to Latin America to the Middle East. We increased support for the poorest nations—especially in sub-Saharan Africa—for which we reduced the interest rate on our lending to zero.

The IMF's job is to shine a light on the risks and vulnerabilities that face our member countries in this new world of interconnections, while proposing and supporting actions to help make them—and the overall global system—safer.

ILLUSTRATIONS BY MELINDA JOSIE FOR TIME; PHOTO REFERENCE: LAGARDE, GATES; GETTY IMAGES (2); ROGERS; AMY PERL

IN THE WAR ON DISEASE, MEASUREMENT MATTERS

► **BILL GATES** FOUNDER AND CHAIRMAN OF MICROSOFT AND CO-CHAIR OF THE BILL & MELINDA GATES FOUNDATION

ALL THE GOOD BUSINESS leaders I know are maniacal about measuring things. They know their sales data and customer-satisfaction numbers, which divisions of their company are beating expectations and which are lagging behind. Some even analyze their calendars to make sure they're spending time on the right priorities. (I admit I'm one of those.)

Measurement is a big part of mobilizing for impact. You set a goal, and then you use data to make sure you're making progress toward it. This is crucial in business—and it's just as important in the fight against poverty and disease.

As people gather in late September at the U.N. and at the Clinton Global Initiative to discuss ways to make the world better, there will be a lot of talk about future efforts and new strategies. I hope there will also be a lot

of talk about measurement and evaluation. If you want a better world, you need to constantly take stock.

Consider what happened when the U.N. adopted the Millennium Development Goals (MDGs), a set of eight targets for improving health, education and other areas. Before the MDGs, there was no global consensus on the biggest problems in human development. Rich countries gave aid to poor ones, but without shared goals or a common way to measure progress, they often worked at odds with one another.

The MDGs helped enor-

mously. Governments, corporations and donors set targets for measuring progress. They could see which countries did well and which fell behind. This made it possible to target funding and effort where they would do the most good. The results were phenomenal. For example, deaths among children under age 5 have dropped more than 40% since 1990, the baseline year for the MDGs. That's one of the biggest reductions in child mortality ever recorded.

If that's not mobilizing for impact, what is?

In 2015, the current MDGs will expire and the U.N. will adopt new goals. Whatever they are, I hope the new MDGs will include clear, measurable targets. We can afford to make time for gathering data and crunching numbers. In fact, when it comes to saving lives, we can't afford not to.



HOW TO HOLD BUSINESSES ACCOUNTABLE

► **JEAN ROGERS**
FOUNDER, SUSTAINABILITY
ACCOUNTING STANDARDS
BOARD



Who ever thought accountants could save the world? Accounting standards for sustainability data can tell investors which companies are adapting to challenges like population growth and climate change. Investors can then reward companies that serve society's needs.

When a company owns up to nonfinancial risks, everyone benefits. Coca-Cola is just one example of a leader in this area: in mandatory filings it admits facing issues like water scarcity and obesity.

Can we save the world with accounting standards? Maybe not entirely. But SASB's standards help get sustainability information into the hands of investors. To address our most pressing challenges, we must change business behavior and investor decisions. We'll get there through accounting.