GOALMAKERS

2020 SUMMARY REPORT

GLOBALWA

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Executive Summary

In late 2018 Global Washington announced the launch of an initiative that would become known as Goalmakers, an effort to leverage our diverse membership in Washington state to accelerate progress toward the Sustainable Development Goals (SDGs) over the next decade. "Goalmakers" is also the term we use to describe the individuals who are dedicated to this work. Each of the 17 Global Goals includes specific targets to achieve by 2030, and while the COVID-19 pandemic has upended progress on many of these targets, it also has been an invitation to reset, reimagine, and rebuild existing systems in order to pursue a more equitable and sustainable future.

Practitioners and funders in the global development community, especially non-governmental organizations, corporations, and foundations, are responding to urgent needs that the pandemic has revealed, and re-evaluating their role in the world and the relationship between our work, society, and the natural world. The Goalmakers at this year's series of events encouraged one another to think in terms of fostering ecosystems that may be capable of addressing multiple challenges at once, rather than pursuing siloed solutions that ignore broader implications and consequences. Speakers also highlighted the ways in which vestiges of colonialism and its long-term effects have helped to perpetuate poverty and inequality globally. Whether those effects are driven by established systems and supply chains – from coffee exports to healthcare access to agriculture – speakers discussed ways to move forward with an eye towards engendering equity, inclusion, and respect. Speakers also emphasized how the wisdom of Indigenous communities can help point the way, as can greater involvement from up-and-coming leaders, who are already creating change in their communities, both online and off.

The conversations and events throughout the year culminated in a Goalmaker National Forum on December 7-8, 2020 with the following cross-cutting themes. A summary of these sessions is included in this report.

- Ensuring a Just Recovery
- Feminist Leadership
- Natural Capital and Sustainability
- Disruption and Leapfrogging to a Better Future
- Effective Partnerships and Social Capital
- Movement Building
- Next Generation Leadership for Global Development

Introducing a National Goalmakers Network

At Global Washington, we believe it is important for U.S.-based organizations to think about the Sustainable Development Goals as a framework for making progress globally. Through our 2020 Goalmaker Cities partnerships, global development practitioners in seven U.S. cities (Atlanta, Boston, Denver, Los Angeles, Minneapolis, New York, and Seattle) organized private and public discussions around each Global Goal, drawing on local expertise of practitioners working in low- and middle-income countries.

The majority of roundtable participants were residents of the Goalmaker cities that hosted them, however practitioners and leaders outside these cities with a particular skillset or viewpoint were also included, along with World Economic Forum "Global Shapers," and Bill & Melinda Gates Foundation Goalkeepers Advisory board members. In total, 207 thought leaders took part in 13 roundtables tied to one or more of the Global Goals.

Inspired by the "17 Rooms" model from Rockefeller Foundation and Brookings Institute, roundtable participants were asked to discuss proven interventions they felt could address the challenges we face globally and that could have an immediate and scalable impact. The following are some key takeaways from those events. The roundtables followed Chatham House Rules so the discoveries below are not attributed.

Atlanta – SDG 5: Gender Equality

Context

Twenty-five years ago, 189 countries unanimously agreed to an agenda that set out to achieve gender equality, which became known as the Beijing Declaration. This commitment included actionable steps to end gender-based violence. However, gender-based violence (GBV) continues to be a global epidemic. The World Health Organization estimates that more than one in three women have experienced physical and/or sexual intimate-partner violence or sexual violence by a non-partner in their lifetime. And estimates vary by region, revealing that in some countries, intimate-partner violence has affected up to 70 percent of women. GBV extends to men and boys, especially those most vulnerable during conflicts and the recent COVID-19 pandemic. Economic and leadership empowerment of vulnerable populations is needed to significantly impact the progress to end human trafficking and GBV. There are only 12 countries with female Heads of State and only 24% of all national government representatives are women. The exponential positive impact of empowering women in leadership positions supports all 17 of the global goals and could have a transformational effect to improve societies around the globe.

Challenges

- The second target under SDG 5: Gender Equality is the elimination of all forms of violence against all women and girls in the public and private spheres. Gender-based violence (GBV) is a systemic issue that requires comprehensive and holistic interventions.
- Some of the factors driving GBV globally include power imbalances, social norms, and a lack of gender diversity in policy-making.
- The COVID-19 pandemic has created an alarming, if predictable, spike in GBV globally.

Recommended Interventions

- Men and boys need to be involved in the conversations and interventions. The language used to describe GBV also needs to be inclusive so that it includes the LGBTQI community.
- Educating youth on GBV is vital, as young people can raise awareness among their peers.
- There is a need for better data tracking and access to information around this issue as well as collaboration between GBV organizations of all sizes.
- The group proposed submitting recommendations to the Biden/Harris administration focused on eliminating GBV and increased funding for proven interventions.

Boston – SDG 10: Reduced Inequalities

Context

Reducing inequalities and ensuring no one is left behind are integral to achieving the Sustainable Development Goals. Inequality within and among countries is a persistent cause for concern. Despite some positive signs toward reducing inequality in some dimensions, such as reducing relative income inequality in some countries and preferential trade status benefiting lower-income countries, inequality still persists. COVID-19 has deepened existing inequalities, hitting the poorest and most vulnerable communities the hardest. It has put a spotlight on economic inequalities and fragile social safety nets that leave vulnerable communities to bear the brunt of the crisis. At the same time, social, political, and economic inequalities have amplified the impacts of the pandemic. On the economic front, the COVID-19 pandemic has significantly increased global unemployment and dramatically slashed workers' incomes.

Challenges

- The first target for SDG 10: Reduced Inequalities calls for progressively achieving and sustaining income growth for those in the bottom 40 percent of the population at a rate higher than the national average. Unfortunately, this target is headed in the opposite direction. The COVID-19 pandemic widened inequality as poverty has deepened globally.
- Additionally, social contracts between companies and workers have eroded as the individual income gap has widened.

Recommended Interventions

- The group agreed that we need to create economies that support productive careers where people are able to make enough to live and retire well.
- Worker organizing, diversity and representation within corporations is critical to shifting the balance of power toward those at the bottom of the economic pyramid.
- Companies should increase their transparency and accountability for fair wages, supply chain management, and increase investments in human capital and social good.
- Government policies should support worker rights and corporate accountability.

Denver – SDG 7: Affordable & Clean Energy; SDG 13: Climate Action; SDG 15: Life on Land

Denver hosted two roundtables – one on energy and climate change, the other on climate change and life on land.

Roundtable: Affordable Clean Energy & Climate Action

Context

The United States is a world leader in clean energy technology and know-how. How can U.S. based NGOs and industry leaders ensure that those most vulnerable to pandemic impacts will have access to affordable and resilient energy? How can we shift from fossil fuels to cleaner, renewable energy sources that are affordable and reliable for rural communities and low- and middle-income countries? How can the clean energy industry drive economic opportunities in parallel with climate benefits, especially in lower-income, rural communities? How can private enterprise and NGO collaboration expand clean energy infrastructure, technology and reliability in low- and middle-income countries? What knowledge, technical expertise or lessons learned can be shared by U.S. industry leaders to speed up delivery of affordable, reliable, clean energy in areas of the world where access to energy remains a challenge?

Challenges

- The first target of SDG 7: Affordable and Clean Energy is to ensure universal access to affordable, reliable and modern energy services by 2030.
- Additional targets under SDG 7 and SDG 13: Climate Action call for expanding sustainable energy services and raising capacity for effective climate-change management in marginalized communities and least developed countries.
- Roundtable participants focused on how to make renewable energy accessible and reliable globally at the so-called "last-mile."

Recommended Interventions

- Develop a workforce that can support clean energy by co-creating locally-adapted training programs that lead to jobs, including hands-on training for young people.
- Engage communities around energy efficiency and advocacy.
- Mobilize financing from philanthropy and other sources to scale up small renewable projects that can achieve economies of scale.
- Invest in solutions and programs that provide for an equitable transition to renewable energy.
- Bring government and policymakers together with the private sector to facilitate utility and distributed energy resource development financing, shared experiences, and technology and information transfers. Implement a GAVI-type approach for facilitating an effective distributed, renewable energy development business model.

Roundtable: Life on Land & Climate Action

Context

In the U.S., industry leaders from the health, business and outdoor recreation sectors are coming together with NGOs, philanthropists and civil society to preserve our natural resources and take action to reduce climate change. With broad-based, bipartisan collaboration we can accelerate progress on SDG 15 targets for sustainable management of forests, combatting desertification, conserving mountain ecosystems, halting the loss of biodiversity and preventing the extinction of threatened species. How can we accelerate achieving these targets given the setbacks of 2020? How can U.S.-based NGOs and industry leaders ensure that nature-based solutions to climate change are embedded in COVID-19 recovery and wider development plans? How can we incentivize economic and financial systems to invest in nature? How do we protect biodiversity in a way that leaves no one behind? How can we better leverage indigenous knowledge and protectors of land and animals in the U.S. and around the globe?

Challenges

- Target 9 under SDG 15: Life on Land calls for integrating biodiversity values into development processes and poverty reduction strategies.
- Target B under SDG 13: Climate Action is to raise capacity for effective climate-change management in marginalized communities and least developed countries.
- Because the people at the decision-making table are not always those who will be impacted by land-use decisions, policies and financial resources are not always deployed where they are needed most.

Recommended Interventions

- Strengthen Indigenous land and forest rights around the planet and create equitable, trustworthy partnerships with Indigenous organizations in need of resources (financial, technical and/or advocacy resources).
- Top-down approaches that allow large corporations, organizations, and NGOs to provide money and resources for communities must be paired with bottom-up approaches that bring local community leaders to the table to advocate for what they need.
- Sustainable nature-based solutions to climate change should be scaled and aligned with investments in local livelihoods.
- Incentivize and invest more in efficiency of agriculture production and land management.

Los Angeles– SDG 6: Clean Water & Sanitation; SDG 16: Peace, Justice, and Strong Institutions

LA hosted two roundtables – one on water resiliency, the other on access to justice.

Roundtable: Water Resiliency

Context

Water security considerations flow throughout the 2030 Agenda and are made explicit in Goal 6: Ensure access to water and sanitation for all. SDG 6 is most known for its first two targets: (6.1) to achieve universal and equitable access to safe and drinking water, and (6.2) likewise for adequate and equitable sanitation and hygiene. However, SDG 6 demands achieving eight targets, including (6.3) improving water quality ("eliminating dumping and minimizing release of hazardous chemicals and materials"); (6.4) increasing water efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water security; and (6.6) protecting and restoring water-based ecosystems (including mountains, forests, wetlands, rivers, aquifers, and lakes); and (6.B) "support and strengthen the participation of local communities in improving water and sanitation management." Truly achieving the SDGs requires consideration for access and ongoing availability of clean water for all of the different and required uses for sustainable livelihoods over time. In many respects, the SDG targets about eliminating waste, and increasing efficiency, and restoring water-based ecosystems all relate to expanding the resilience of water supply systems to support earth's biodiversity of life and also human economic interests.

Challenges

- The primary challenge is how to establish water resiliency in existing and future cities – that is, resilient water management systems with a high ability to anticipate, absorb, adapt to, and/or rapidly recover from a potentially disruptive event.
- Target B of SDG 6: Clean Water & Sanitation to support and strengthen the participation of local communities in improving water and sanitation management.

Recommended Interventions

Existing Cities

- Outside experts from various industries (energy, security, health care) should be brought in to evaluate people-centered solutions and to accelerate innovation around water usage and system management.

Future Cities
- New cities can be built according to principles of conservation, sustainability, and resiliency – for example, systems that allow citizens to measure and monitor their water use.
- Water is not just a resource but an essential good linked to safety, health, education, and other social goods. There must be a system in place to hold water managers accountable.
- A diversified water supply can ensure that all water resources are being used effectively (e.g. recycled water, flood water, rain water, etc.).

Roundtable: Access to Justice

Context

At the center of the 2030 Agenda lies a clear understanding that human rights, peace, and security are paramount to developing a lasting sustainable existence for all on earth. Inextricably linked to these goals is the need for the rule of law. SDG 16: Peace, Justice, and Strong Institutions articulates the key role that good governance and the rule of law play in promoting peaceful, just, and inclusive societies and in ensuring sustainable development. Since the start of COVID-19, countries with compromised or underdeveloped institutions have struggled greatly in managing its spread. Without a strong and fair rule of law, including equal access to justice for all, efforts to deliver medicine and aid fall short of the need to manage the pandemic properly. For example, millions of jobless and underemployed Americans face impending foreclosures and evictions with limited recourse to legal remedies from an already slow and expensive justice system in the U.S. These and other unmet legal needs can have detrimental effects on health, relationships, and financial well-being.

Challenges

- The third target under SDG 16: Peace, Justice, and Strong Institutions is to promote the rule of law at the national and international levels and ensure equal access to justice for all.
- How can we ensure marginalized communities, such as migrants, receive adequate access to justice, legal benefits, protection from discrimination and violence, legal identity, and legal representation?
- In addition, what can citizens and governments do to curb corruption that undermines progress toward the SDGs?

Recommended Interventions

- Prioritize and address barriers that marginalized communities face in accessing legal services, affordable financial services (including money transfers, loans and banking), and health services, including access to COVID-19 vaccines.
- To address government corruption, civic space and rights must be protected so that citizens can hold their governments accountable.
- Civil society 'vehicles' need to be developed and expanded (e.g. independent media, freedom of press, whistleblower mechanisms, etc.).

Minneapolis – SDG 2: Zero Hunger; SDG 4: Quality Education; SDG 12: Responsible Consumption and Production

Minneapolis hosted three roundtables, one on each of the goals listed.

Roundtable: Zero Hunger

Context

As COVID-19 expanded around the world in early 2020, the World Food Program (WFP) was responding to another threat as it used its massive logistical network to bring food to 113 million people. From a hunger perspective, the start of 2020 was already a challenging year with conflict, drought, climate change effects, and massive swarms of locusts plaguing the most food insecure. Given the scope and timing of COVID-19, observers around the world are concerned that this global pandemic will soon lead to a hunger crisis, a "crisis within a crisis." In the best of times, food security is complex and involves many actors, systems, and value chains. Long-term efforts aimed at shoring up the rights of small-scale farmers, increasing agricultural productivity and access to markets, and bolstering small-and-medium food production enterprises (SMEs) have all contributed to gains, though the 2017 State of Food showed an increase in those experiencing food insecurity from 815 million to 821 million after decades of decline. Of course, food security is not only about quantity but also quality of food. Malnourishment is already a significant issue for many, and the leading cause of death worldwide. The WFP says COVID-19 could double the number of people with acute severe food insecurity by the end of 2020, to 265 million, compounding the number of people made more vulnerable to disease.

Challenges

- The first target of SDG 2: Zero Hunger is to end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.
- Covid-19 has put an enormous strain on global food supply chains. Nations in Africa are in an especially difficult situation with regard to fighting against the pandemic, as they cannot shut their economies down in the same way other countries have, or else hunger would kill millions of people before the pandemic would.

Recommended Interventions

- Hunger is not a stand-alone issue – it is affected by economic inequality, racial injustice, and fragile health systems to name a few compounding factors. As such, it must be approached from a holistic view, including as a health issue.
- Increased collaborations among funders, companies, farmers, and communities is needed for food security.

- More advocacy both within the U.S. and globally is needed to create the political will to address hunger.
- The group recommended follow-up discussions around disrupting and decolonizing existing trade and food systems in international aid, including by localizing food solutions.

Roundtable: Quality Education

Context

The world is more interconnected than ever before, with opportunities for people to travel abroad to study, volunteer or work. Such experiences enable participants to broaden their horizons, hone their language skills and make new, often lifelong, connections. There are also opportunities for teachers in the U.S. to develop future generations of global citizens by encouraging students to move beyond their comfort zones. In addition to benefiting individuals, creating globally-minded citizens benefits our community as a whole. Challenges we face in today's world, which range from poverty to preserving the environment, are too big for any one nation to tackle alone. A global education and mindset allows us to dismantle stereotypes and collaborate with those from different backgrounds. However, COVID-19 has caused the biggest disruption in history to global travel and education systems around the world. Globally, 94 percent of students have been impacted by school closures – 99 percent in low- and lower-middle income countries – and experts are warning that global education has been pushed back to levels not seen since the 1980s. Nationalism, xenophobia, and the closing of civil space for discourse have been increasing even before the pandemic. How are we to rebuild our systems and encourage a mindset of global citizenship for a more equitable and healthy world for us all?

Challenges

- Target 7 under SDG 7: Quality Education is to ensure that all learners acquire the knowledge and skills needed to promote sustainable development. This includes the promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity.
- There has been a downturn in civic education that has negative long-term consequences for global engagement.

Recommended Interventions

- For long-term change, we need a generation of globally-focused and aware citizens. To that end, education needs to stay a publicly-supported tool to improve our communities and work towards SDG innovation.
- The point of higher education should be to create a more globally aware population that is able to think across disciplinary boundaries. When we have more globally aware, educated, and politically informed citizens, we make better decisions as a democracy.
- Participants agreed on a point for follow-up: The COVID-19 pandemic has forced students and educators to become more tech savvy. How can this improve our education systems and what other opportunities can come out of this?

## Roundtable: Responsible Consumption and Production

Context

The global goal focused on responsible consumption and production states that "our planet has provided us with an abundance of natural resources. But we have not utilized them responsibly and currently consume far beyond what our planet can provide. We must learn how to use and produce in sustainable ways that will reverse the harm that we have inflicted on the planet." Sustainable development involves living within our means, and equitable sharing and use of resources. This relies on ethical supply chains, individual decisions about consumerism, and fair trade. How can we create a more equitable world through responsible production and consumption?

Challenges

- Target 8 for SDG 12 is to promote universal understanding of sustainable lifestyles. By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.
- Target C for SDG 12: Responsible Consumption and Production is to remove market distortions that encourage wasteful consumption.
- There is a serious problem with overconsumption in the Global North and the general public is not aware of how its everyday consumption behaviors negatively affect the world in terms of economy, human rights, and environments.

Recommended Interventions

- The Fair Trade Movement is changing the way the market works in terms of ethical consumption. It is possible, for example, to pay farmers what they believe their work is worth and still make a profit. Fair trade has shown the power of community both locally and globally.
- Develop more data and information to demonstrate that all individuals play a part in responsible production and consumption. But at the same time, participants noted, we cannot "shop our way out of this."
- Promote more stories of companies who practice ethical production to demonstrate the financial and social returns and encourage others.
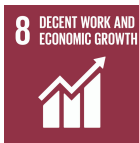
New York City – SDG 1: No Poverty; SDG 8: Decent Work & Economic Growth; SDG 9: Industry, Innovation, & Infrastructure; SDG 11: Sustainable Cities & Communities

New York held two roundtable events – one that encompassed vulnerabilities in quality jobs and economic development resulting from COVID-19; the other roundtable focused on sustainable cities and communities.

Roundtable: Decent Work and Economic Development

Context

Eliminating extreme poverty and promoting economic growth go hand in hand. However, for the future we need to explore innovative strategies to improve the global workforce, promote more sustained economic growth, and ensure these tactics are reaching and working for low- and middle-income countries around the globe. We can achieve higher levels of economic productivity through diversification, technological upgrading, and innovation. Increase access to information and communications technology (ICT) and access to the Internet in least developed countries would unlock greater innovation, and technological advancements could enable more inclusive and equitable growth in low- and middle-income countries. Furthermore, engaging local businesses and community stakeholders in developing countries is often the key to effective, long-term solutions. How can we ensure the benefits of technological advancements will reach people at lower income levels? What type of jobs are most appropriate for sustained economic growth in low- and middle-income countries? What is the role of NGOs and companies headquartered in the U.S. to build capacity and economic productivity in low- and middle-income countries? How can U.S.-based organizations leverage local relationships that lead to increased income-generating employment or entrepreneurial opportunities and stronger, more sustainable economies?

Challenges

- Target 1 of SDG 1: No Poverty sets an ambitious goal to eradicate extreme poverty by 2030, defined by those living on less than $1.25 a day.
- Target 2 of SDG 8: Decent Work and Economic Growth seeks to diversity, innovate, and upgrade economic productivity.
- Target C of SDG 9: Industries, Innovation, and Infrastructure aims to increase access to ICT and strives to produce universal and affordable access to the Internet in least developed countries.

Recommended Interventions

- Decent jobs today and in the future will require an increase in digital skills training, education, and better digital infrastructure. The digital economy has also helped bring informal workers into the formal economy and allowed them to take advantage of valuable job training and other educational opportunities.

- Workers in the informal economy have historically been excluded from financial markets. Increasing the number of people who have a bank account and identity credentials is often the first step into the formal economy and the associated benefits such as stimulus funding.
- We need to be better at providing training programs with a pipeline to demanded jobs in the economy. Better market analysis and incentives for companies to hire non-traditional employees.
- We can put credit to work in creating jobs and formal enterprises by increasing financial credit, getting it down to the bottom markets, and improving delivery models and services. We should extend SME credit with a near-zero interest rate to apply for credit and looser terms and an easier to access registration process.

Roundtable: Disaster Preparedness for Sustainable Cities & Communities

Context

According to the World Health Organization, natural disasters kill around 90,000 people and affect close to 160 million people each year worldwide. As we become more vulnerable to natural threats, we are seeing the devastating effects these have on communities around the globe, especially those entrenched in poverty. To achieve sustainable development we must first incorporate disaster risk reduction frameworks into our overall development strategies. Participants of this roundtable came together to consider building resiliency and disaster preparedness beyond relief response to reduce the impact of these events on humans' overall well-being.

Challenges

- Target 5 of SDG 11: Sustainable Cities and Communities aims to reduce the adverse effects of natural disasters on a community's livelihood and economy.
- Target B of SDG 11 states the need to increase the number of cities and human settlements adopting and implementing disaster risk related policies into their development plans.

Recommended Interventions

- Technology can help aggregate information around disasters and risk trends to better prepare and mount a stronger response.
- The most vulnerable people to a disaster should be centered in preparing for a response with a collective community voice to influence practices and policies. Building trust and social capital is imperative.
- Better alignment of needs and what is provided immediately after a disaster and then in long-term rebuilding.
- From the standpoint of local organizing, social capital models can build greater resilience and engagement:
  - Bonding: What does the bonding within communities look like? How are people increasing their psycho-social support, their asset sharing, group sharing, etc...?
  - Bridging: Is there conflict resolution and/or connection happening between communities or across cities that are disconnected or divided?
  - Linking: How are grassroots resilience efforts connected to formal structures & institutions?

Seattle – SDG 3: Good Health & Well-Being; SDG 14: Life Below Water

Seattle held two roundtable events – one on good health and well-being, the other on life below water.

Roundtable: Good Health & Well-Being

Context

The 2020 global pandemic has illuminated the global nature and inter-dependence of healthy populations. Viruses do not honor national boundaries and COVID-19 will not be fully under control until it is abated in every country. The pandemic has also revealed weaknesses in healthcare and the need to build health systems that provide high-quality health services and that address health emergencies. COVID-19 provides an opportunity for U.S.-based organizations to examine our role and responsibility to support health systems in low- and middle-income countries as well as vaccine distribution as a model for global health long-term. What is the role of U.S. based NGOs and companies in strengthening health systems and building capacity in low- and middle-income countries? How does the U.S. global health community play a unique role in advancing health innovation that can benefit vulnerable communities around the world.

Challenges

- Target B of SDG 3: Good Health & Well-Being states the need to support research, development, and universal access to affordable vaccines and medicines.
- In the midst of COVID-19 and beyond we still must find ways to strengthen health systems globally, invest in research & development, and promote universal access to affordable vaccines and medicines. This is challenging because of the increasing strain on healthcare workers from the pandemic, an endemic lack of trust in health and science information, and the rise of additional health challenges due to COVID-19 and associated pressures on health systems.

Recommended Interventions

- We need to re-establish trust in health systems at all levels. It's important to center local communities, healthcare workers and governments in responses.
- It is very important to build or strengthen platforms that countries can use to communicate with both communities and healthcare workers when emergencies arise. The global health community can build on past experiences from Polio, Ebola, and HIV/AIDS for logistics and building effective communications.
- Issues of vaccine nationalism, and inequities in distribution, and health system decision-making brought to light the need to decolonize global health.
- One interesting question that was raised: Could low- and middle-income countries be supported in developing their own manufacturing capacity for medicines and vaccines?

Roundtable: Life Below Water

Context

Oceans cover 70% of our planet and are vital to humans for food, energy, and livelihoods. Those in low- and middle-income countries are most reliant on ocean ecosystems and have been disproportionately impacted by their degradation. There is a lack of information to make good ocean management decisions, perpetuating a race to the bottom, and further marginalizing vulnerable communities most dependent upon oceans for their livelihoods. Are there technologies and methodologies that could be applied globally to protect ocean ecosystems and ocean-dependent populations? What are the challenges and limitations to applying technology in low-resource settings? Are there principles to use in knowledge and technology transfer that honor equity and cultures? How can organizations and companies in the U.S. create a more equitable system for those in low- and middle-income countries?

Challenges

- Target 2 of SDG 14: Life Below Water states the need to sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts.
- Target 4 of SDG 14 is focused on sustainable fishing and effectively regulating harvesting and ending overfishing, illegal, unreported, and unregulated fishing. This includes promoting science-based management plans.

Recommended Interventions

- More effective government oversight, including rules and enforcement, are key to sustainable fishing. When private industry steps in to fill the gap, consistency and sharing information can improve the industry.
- Centering local and Indigenous communities in solutions that balance livelihoods with environmental sustainability is critical.
- Data collection that can be done at the community level and shared more broadly could also improve the system.

Goalmakers National Forum

Emergent Cross-Cutting Themes

The Goalmakers National Forum, held December 7 - 8, 2020, represented the culmination of dozens of conversations that had taken place privately and publicly, driven by Global Washington and its Goalmaker partners. One speaker from each SDG specific roundtable was invited to share their perspectives with a broader audience and cross-cutting themes from the conversations were pulled out for deeper discussion. Following are seven themes that emerged and were explored in separate sessions at the National Forum.

Ensuring a Just Recovery

The COVID-19 pandemic has exacerbated existing inequities and power imbalances across the globe, forcing many people to reexamine the status quo within the global system. Jennifer Faust, executive director of the Pacific Council on International Policy, framed the challenge this way: "Let's not build back to the status quo. Let us make our 2021 decisions around the fundamental aspects of human rights, justice, and equity, and this will help ensure a just recovery."

Speakers in this session discussed what a just recovery should entail, keeping in mind these Sustainable Development Goals: SDG 3: Good Health and Well-Being; SDG 10: Reduced Inequalities; and SDG 16: Peace, Justice and Strong Institutions.

In its promotion of good health and well-being, VillageReach delivers healthcare products and services to communities at the so-called "last mile," typically the final leg of a supply chain and often considered the most challenging to reach. Carla Blauvelt, the director of programs at VillageReach, highlighted various systemic challenges preventing more equitable access to health services globally. The most pressing, she said, is how to decolonize global development, including addressing ongoing power imbalances. Blauvelt noted that VillageReach, other NGOs, governments, and even donors are evaluating how to "switch the dynamic of development being pushed by NGOs and donors to one in which the governments and the people benefiting from the services are really the ones driving the changes that are most important to them."

In addition, Blauvelt said, whereas VillageReach used to bring international experts to provide technical assistance to the communities where it works, "we're instead looking at developing the capacity of local innovators or, better yet, identifying that local innovators do exist and helping them build up their innovations in the countries and expand those beyond."

Oxfam, which has been looking at issues of inequality globally, has zeroed in on the role that multi-national companies have played in increasing inequality, as well as how they can be a positive force for change.

Irit Tamir, director of the Private Sector Department at Oxfam America, noted that an estimated 200 million to half a billion people could become more impoverished as a result of the pandemic. What Oxfam found in its research was that leading up to and during the pandemic, many global multinational corporations continued prioritizing shareholders and executives, rather than employees and the broader communities where they work.

To address this issue, Oxfam has proposed a systemic approach that it calls "The Four Ps": 1) Redefining the purpose of a corporation; 2) Putting people at the center of business; 3) Ensuring that there's a fair share of profits for all stakeholders; and 4) Transforming power by changing how corporations are governed.

Finally, in terms of driving a global and just recovery post-COVID-19, Ted Piccone, the chief engagement officer at World Justice Project, highlighted the importance of rule of law and access to justice. He said, "There's been an ongoing rule of law crisis, and this is not just our data, but many others that are documenting it. So I think we have to be serious about addressing that, and rebuilding the democracy - rule of law - human rights - infrastructure, the underpinnings of a law-bound society, a civilized society that allows us to moderate the power of corporations and other key actors," which he said have become "out of balance."

It's important, Piccone said, that "we pay attention to the infrastructure that we need in order for people to actually have a voice in a more just and inclusive recovery."

Feminist Leadership

Radha Friedman, who leads the Gender and Philanthropy Practice at Stanford Global Center for Gender Equality, moderated this session, where speakers drew from three Sustainable Development Goals – SDG 1: No Poverty; SDG 5: Gender Equality; and SDG 13: Climate Action.

Setting the stage for the conversation, Friedman said, "In order to achieve the Sustainable Development Goals... a feminist approach needs to be fundamental to the program design, to the implementation, and to the leadership." Further, she noted that achieving gender equality will require a shift from programs and services "for women" to "by women."

One of the targets for reducing poverty is increasing access to financial services. The CEO of Women's World Banking, Mary Ellen Iskenderian, said that over the last decade we have seen tremendous gains in financial inclusion, thanks in large part to digital technology. She called it "an extraordinary development [that is] really allowing us to reach that last mile in a way, and at a cost that we never even could have imagined back in the old microfinance days."

The success of digital financial services, however, obscures a persistent gender gap. "Women may be able to get the leftover flip phone, when the husband upgrades to the smartphone," Iskenderian said. "But what we know pretty much everywhere in the world is women won't bank or won't commit [to doing] financial transactions on a shared phone or a phone that it isn't one that they own themselves." Further, even if they are able to get access to the technology, women need both financial literacy and digital skills to benefit from digital financial services.

Besides customers, within financial institutions themselves, gender matters. Iskenderian noted how extensive research supports diverse female representation in financial institutions as not only good for those institutions, but also for financial stability more broadly. "I think the need for a leadership that is gender intentional, gender aware, is going to absolutely be essential, particularly coming out of this crisis environment," she said.

While gender representation is important, speakers agreed that teams also must be racially diverse to be successful. And thankfully there is growing recognition of that fact. Robbin Jorgensen, the founder and CEO of Women Igniting Change, said "We've actually had organizations, Fortune 500 companies, who have come to us… to do programming work in their organization, and literally from the very beginning, they will say… if you don't have any women of color on your team, it's really nice to know you, but we can just stop the conversation right here. Five years ago, that would've never happened."

Finally, the speakers noted that it is important to regularly check in with women about what they need. By way of example, Marie-Noëlle Keijzer, the co-founder and VP of the board for WeForest, discussed her team's experience meeting with communities in the Democratic Republic of Congo around climate action. During the mixed-gender discussions, women remained quiet. When the women and men were divided into separate groups to discuss the issues, however, the women raised a concern that the men had never voiced. "It was about family planning," Keijzer said, "and how to deal with the number of kids they have." In fact, she said, the women "weren't really interested in resolving the other things until that was resolved."

Natural Capital and Sustainability

Julia Kennedy, the development and communications director for Posner Center for International Development, led a discussion around balancing economic interests and environmental sustainability. Speakers on the panel represented SDG 2: Zero Hunger; SDG 7: Affordable and Clean Energy; and SDG 14: Life Below Water.

Kennedy noted that the discussion was a great example of "how important it is that all the SDGs work in conjunction with one another." By supporting healthy ecosystems, she said, "we also are giving everyone an equal opportunity to take care of their families, and live a healthy and prosperous life."

Natural capital is defined as the world's stock of natural resources – "We're talking about plants, animals, air, water, soil, minerals, all those things that combine and give benefits to people," Kennedy said.

One of the ways to leverage natural capital to benefit more people is by reducing food loss through post-harvest processing. According to Alexandra Spieldoch, the CEO of Bountifield International, this brings up an important question – "How do you save that food so that it doesn't rot in the field or lose its quality and its nutrients before it ever gets to the market?"

There has been a great deal of innovation in agricultural tools, Spieldoch said. Unfortunately, those tools are not easily available to farmers in low-and middle-income countries – and even if they can access them, the wrap-around support systems are often missing, such as information on when and how to use them most effectively, as well as parts and labor for proper maintenance and repair.

In his work, Luka Powanga, the executive director for African Energy Conference, approaches the issue of natural capital from the perspective of balancing energy investments and sustainability. He emphasized, "You can't decouple economic performance from the environment." Instead, he said what needs to happen is to create greater demand by using sustainable energy sources as a driver of economic activity. He used the example of solar pumps and solar dryers made available to rural soybean farmers who were then able to produce their crops year-round and process the extra for export. At the same time this approach generated demand for investment in more sustainable energy. By approaching a challenge in such a way you, he said, you "create an ecosystem that is suitable for that particular environment, but you are also creating economic activities. And at the same time, doing things that the locals really want."

Whereas generating demand for something can drive greater economic activity, sustainability limits such approaches when it comes to other types of natural capital – such as fish. Peter Battisti, the executive director of Future of Fish, noted, "Fisheries are a little bit unique in that the fish themselves are a resource in the common." Globally, he said, a third of fisheries are currently overfished. What's more, over 90% of them are at maximum sustainable yield. "Whether those continue to be at maximum sustainable yield or get pushed over the edge, due to climate change and other pressures" is a big question.

In higher-income countries, Battisti said, there is policy, the rule of law, and budgets "to reign in fishing activity." Unfortunately those same factors aren't in place for many lower- and middle-income countries. What works instead is "taking a human-centered approach" and working with fishers in communities to create positive incentives that can overcome some of the drivers that cause them to overfish. While a number of species are being over-fished for export from low- and middle-income countries this isn't the only driver. "We work in a number of fisheries that are not linked to export markets in high-income countries, where the same issues occur," Battisti said.

In considering ways to "unlock the potential of a blue and green economy," and foster greater environmental sustainability, the panelists emphasized the need to re-evaluate funding strategies, as well as to include more women in investment and training.

Spieldoch noted that while there has been tremendous emphasis on large-scale investments for large initiatives, smaller investments of patient capital, such as revolving funds for new tools and technologies, can unlock "new ways of incorporating social and environmental goals."

She added that it is important to recognize the role that women play in "everything related to food production and food preparation for their families." Spieldoch said she believes that investing in women's capacity, "their access to markets and their agency with regard to everything that has to do with traditional knowledge, which has to do with indeed safeguarding the environment and food, would be a huge step forward for seeing the kinds of results that we all talk about."

Powanga echoed that sentiment in his remarks: "I think for a long time you have noticed that in the energy sector, women were not so much involved, largely because it was more like a boys club… But we're beginning to see that change as more and more women emerge. If you look at Africa, you see a lot of women that are actually pushing the energy sector… And particularly in rural areas, because women are the ones who do most of the stuff. In fact, if you look at Africa, there is a saying that if you educate a man, you educate an individual. If you educate a woman, you educate the whole village."

Disruption and Leapfrogging to a Better Future

Moderated by James Bernard, the VP for corporate sustainability at Resonance, this session explored ways in which innovations can dramatically improve quality of life for people living in low- and middle-income countries, and especially how the pandemic has forced us to reevaluate established models.

"2020 has been a year of disruption like no other year any of us have seen in our lifetimes," Bernard said. "But it's also an interesting opportunity to rethink the systems, the tools, the technologies that may have constrained us in the past."

The speakers on the panel sought to explore such disruption in a post-COVID world from the standpoint of three different Sustainable Development Goals – SDG 6: Clean Water and Sanitation; SDG 8: Decent Work and Economic Growth; and SDG 7: Affordable and Clean Energy.

With tremendous migration to cities around the world, especially in low- and middle-income countries, Rachel Anne Cardone, the deputy director for water health and development at Stanford Woods Institute, noted that many cities are growing informally, without the structured density needed to achieve economies of scale for service delivery like water. In these contexts, she said, there's a huge need to go beyond the status quo, toward more distributed models, for example.

Atul Tandon, the CEO of Opportunity International, noted that for people on the margins of society who are not part of the formal economy, costs for services are extraordinarily prohibitive. "So let's not find solutions that work in the formal economy and somehow think they'll work in the informal economy," he said. "We've got to challenge ourselves to think very, very differently about both the creation of services, the delivery of services, and then what are the underlying economic models for sustainable delivery." He believes that's where the innovation and creative power should be applied.

In addition to rethinking the kinds of disruptive innovations we might pursue, Matthew Harris, the director of business development for Latin America at Solar Energy International, emphasized that it's also "time for us to start leapfrogging the old ways of how we relate to each other, how we make decisions and policies. Put equity and compassion at the center of our roadmap." As far as tangible outcomes of innovation, he noted with interest that "micro grids and distributed, renewable energy resources" are increasingly providing opportunities for resiliency and new business models for delivering energy.

In order to disrupt current models, the moderator Bernard noted that partnerships often are key. But how do you build and maintain them effectively? Tandon argued that collective efforts between the private and public sectors depend on NGOs tying it all together. "We've become in a sense ecosystem builders," he said. "I think that's the real movement COVID has accelerated, with a digital sort of foundation."

One barrier for partnerships in the water sector Cardone said is that "institutionally, the water sector sees itself as a standalone entity," rather than having a client focus. In many countries, the Ministry of Water only sees itself as having responsibility for households, but a shocking number of health facilities in low- and middle-income countries don't have clean water. And the same goes for schools that don't provide safe water for students. And yet for the Ministries of Education and the Ministries of Health, water access is managed separately.

Additionally, Cardone noted there's a tremendous role for utilizing mapping and data visualization technology to improve water delivery services. Unfortunately, donor-funded databases run by NGOs quickly become obsolete once the funding runs out. "It's not necessarily that government officials in lower-income countries don't value the data or the visualization," she said, "but there's no budget for it."

Instead, she said, there's an important role for the development community to partner with government agencies and ask at the outset: "What's the information we actually need from a regulatory perspective? And what kind of information do we need from an investment perspective?" Then they can build a database that addresses a shared set of needs.

Finally, in order to leapfrog current models, Tandon called out the critical need for people to have the resources, training, and support to take the next step. Harris concurred: "Really underneath our mission and our vision is we're all about human capital," he said. "We can see that there will be a need for more entrepreneurs and more trained workers to deliver renewable energy solutions… when you think about solving energy poverty and climate change, it's all about building the technical and business skillsets in our communities and providing those pathways of learning."

Effective Partnerships and Social Capital

Marty Kooistra, a Global Washington board member, moderated the panel on effective partnerships and social capital, and framed its focus this way: "No one sector of society will be able to achieve the SDGs on their own. Often incentives and objectives for stakeholders do not align to achieve equity and sustainability for those most marginalized in low- and middle-income countries. However, there are outstanding examples of effective partnerships among NGOs, private sector, faith leaders, and local governments. We want to talk about what the ingredients are that help us form effective partnerships to advance the SDGs. What's the appropriate role of each sector to maximize our success?"

Participants in the panel represented three Sustainable Development Goals – SDG 9: Industry, Innovation and Infrastructure; SDG 11: Sustainable Cities and Communities; and SDG 17: Partnerships for the Goals.

Jonathan Papoulidis, an executive advisor on fragile states for World Vision, said the value of partnerships lies in solving three problems. The first is understanding complex challenges. "To do that well, you need a diversity of perspectives," he said. "Not only from the innovation side of what big data analysis and machine learning can bring to understanding the problem, but also the political and social elements of a problem, as well as the environmental. You need multiple perspectives that you can't get from any particular organization or sector and that's where partnerships come in."

The second problem is collective action – getting disparate groups to work together to achieve a common objective. Partnerships can help solve the collective action problem, he said, by bringing in infrastructure, resources, and assets from multiple sectors.

And finally, collective financing. "We know that the SDGs are going to be trillions of dollars, and you're not going to get that from any particular single source," Papoulidis said. "Collective financing can come from the markets, including the capital markets, from philanthropy. It also comes from formal overseas development assistance."

As the CEO of the Consultative Group to Assist the Poor (CGAP), Greta Bull noted that everything CGAP does revolves around building coalitions of partners in private and public sectors in order to support inclusive finance, a target embedded in a number of SDGs. One example she gave of a partnership in the financial inclusion space is microfinance, which is where CGAP began.

"That was really a partnership between donors, investors and providers of services in the market," Bull said. "CGAP became involved in this work with the emerging microfinance community to help develop best practice and then metrics for this new industry… for investment to come in, they needed to understand what was going on. They needed to understand how the industry worked, what the growth prospects were, what the risks were and the performance of these increasingly formalized financial institutions."

As a more recent example, Bull talked about how governments in low- and middle-income countries worked with financial services providers in response to the COVID-19 pandemic, when it became clear that "getting money into people's hands was an urgent priority." Because of the mobile payment infrastructure that had already been established in Kenya and India, for example, those countries were able to collaborate to get money quickly to those who needed it.

"M-Pesa offered zero rate transactions over its systems in the early stages of the crisis to make them free, basically, both to facilitate the movement of funds around the country, but also to help the Kenyan government to deliver social payments to people's M-wallets without them losing a part of that payment to fees," Bull said. The Indian government also mobilized its collaboratively built public and private infrastructure to get social payments out to 200 million women. Bull cited a World Bank estimate that "around 200 countries have expanded or introduced social protection programs since the crisis began, and many of these are being delivered through these kinds of collaborative infrastructures."

As a company, Amazon has been deliberate about finding partners in other sectors to help in respond to the needs of its customers. Abe Diaz, senior TPM for disaster relief at Amazon, said, "Partnerships for me [are] a force multiplier. It is being able to leverage what every partner or every part of that formula or equation is really good at and then sort of double down on that. When you look at the landscape between governmental, non-profit and corporate, we all have different parts that we're really good at. A great partnership is being able to leverage the right parts of that equation towards a better future for our communities."

One of Amazon's core leadership principles Diaz said "is to work backwards from the customer." In an area that has been hit by a disaster, he said, the need for water is often the most immediate and pressing, as local water sources may be contaminated and people are displaced.

"There's different approaches we can use to help with that," Diaz said. For example, Amazon can make more bottled water available in those areas. That helps respond to the immediate needs, he said, but it's not always the best approach. "Deploying a water filter would not only help you in that immediate moment, but that filter can give you six, eight months of potable water," delivering longer-term impact than individual bottles of water.

After listening to the customer, the second thing Amazon does is put "all of our assets at the disposal of our partners," Diaz said. For example, he talked about Amazon's partnership with food banks in the U.S. when the COVID-19 pandemic lock-downs began. "Food banks are really world class in distributing food to the people that really need it the most," he said. But what they needed urgently during the pandemic was access to transportation. In response, Amazon leveraged its delivery drivers in 25 U.S. cities and around the world to deliver packages from food banks directly to people's homes, "people who are immune compromised, elderly, who [didn't have] any other way to get access to food."

Similar to Amazon's principle of working backwards from the customer, Greta Bull noted that CGAP has been working with the World Bank on an initiative to increase "collaborative social accountability," something they call Citizens Voice in Action. Bull explained: "Communities take an audit around what they're supposed to be getting [from] government, in terms of services or having support, and then what they're not getting. And from there, we facilitate the conversation with government and communities to figure out constructively, how do we meet that gap?" CGAP and others are then engaged to provide external facilitation that brings together third-party providers, along with governments, to co-create solutions.

"In the process we found that we ourselves become subject to scrutiny by communities as part of these audits," Bull said. This encouraged CGAP to ask what it was about its services that were not meeting people's expectations. "It becomes this ecosystem for creating mutual accountability and mutual understanding," she said.

Jonathan Papoulidis agreed this was a shift in the right direction. "We're slowly seeing in the development sector, a move from a more supply-driven culture (mass commodities, mass service provision) to a more demand-driven type of culture," one that is more carefully matching the response to the needs, he said. "I think that's really where we need to go if we're going to try to accelerate progress to the SDGs."

Beyond partnerships, the panelists noted that leveraging social capital is critical for strengthening resilience in communities and managing risks. One way that Amazon leverages social capital (and financial capital) is by providing its customers with an immediate and direct way to respond to disasters – by making it easy to donate to relief efforts. "We've had the capability of funneling traffic from our homepage to disaster relief campaigns," Diaz said. And they highlight their non-profit partners in the process.

Papoulidis provided a framework for how to think about strengthening social capital: "If COVID teaches us anything, if climate change and extreme weather teaches us anything, it's that we have to manage complex risks a lot better in a very interdependent world. And when you look at the evidence around this, the driver of resilience in states and systems, and in societies is this concept of social capital. And it's sometimes used interchangeably with the idea of social cohesion, which I think is very intuitive for many, but it's slightly more technical." It has three components, he said.

The first component is bonding – that is, people sharing assets and resources within their communities, providing psychosocial support, and responding to emergencies together. The second component is bridging, which involves connecting communities that are either in conflict with one another (which requires reconciliation and peace building) or are disconnected economically and socially. The final component is linking, where communities that are being bonded and bridged are linked to formal institutions, such as governments for services, safety nets, and cash transfers; the private sector for insurance, credit loans, etc.; and NGOs or multilateral organizations for relief and assistance.

When all three components are in place, resilience is strengthened. But Papoulidis cautioned that when the three components are not pursued in tandem, "then you have problems." Bonding without bridging, for example, can strengthen divides between communities. And an excess of linking and bridging without community bonding "can strengthen patronage and clientelistic networks."

Greta Bull embraced Papoulidis' framing, saying, "We're very much in the linking space... payments are essentially the lifeblood of the digital economy. You can't engage in e-commerce, social commerce, gig work, none of that is possible if you can't make and receive payment for the goods and services that are sold online. And so you need sort of these digital ecosystems to have payments and interoperable pay payment systems running through them."

As an online retailer, and also part of the "linking space," Amazon is looking at how it can respond to its customers' needs in the future. "We don't know what the next pandemic is going to look like," Diaz said. But Amazon's partners help the company provide an understanding not just of what its customers and communities need now, but what they will need five years from now.

Movement-Building

Speakers in the movement-building session brought their own perspectives to the question of how collective action can advance the Sustainable Development Goals. Specifically the conversation centered around three of the goals: SDG 4: Quality Education; SDG 12: Responsible Consumption & Production; and SDG 15: Life on Land. Jonathan Scanlon, a global development consultant, led the conversation, which he framed from the outset by noting the importance of strong collaboration in social movements across the non-profit sector, public sector, and private sector.

To Anne Costello, the director of coffee at Peace Coffee, Scanlon put the question of how consumer-based strategies further communitarian development goals. In response, Costello quoted a former U.S. senator from Minnesota, Paul Wellstone: "We all do better when we all do better." For Costello, the quote serves as a reminder of "our interconnectedness and our interdependence, especially during this time of chaos. And it also highlights the roles we play in each other's livelihoods, both locally and globally."

Peace Coffee's mission is "to produce a delicious cup of coffee that sustains the livelihoods of those who grow roast and sell it and also protects the environment that produces it," Costello said. The company incorporates principles of Fair Trade, as well as a B Corp designation, both of which came out of movement-building efforts.

Fair Trade represents "a vision for an economy based on solidarity," Costello said. In practice, it supports small, democratically organized farmer cooperatives. By working together as a group, they have "powerful economies of scale to access transparent information, fair prices, markets, technical, and economic assistance."

Within her industry specifically, Costello sees a critical role for this type of approach because the historical roots of colonialism are still felt within the coffee trade. She mentions this, she said, to point out that the vestiges of those colonial systems are still "working exactly as they were created to, which was to extract wealth and resources from one part of the world and amass it in another." This is the context within which her company and others in the Fair Trade movement are "questioning the status quo to create and promote radical change."

Colleen Scanlan Lyons, the project director for the Governors' Climate & Forests Task Force, shared lessons from the climate movement that are also widely applicable to other types of movement-building. "Number one is finding the people that have the power," Lyons said. "Oftentimes we think of power as just top-down, but I'm also talking about bottom-up power... we need to go to the people that actually have the power to make decisions or to influence decisions from the ground up, too."

Another thing the climate movement has taught us, Lyons said, is the importance of understanding what people care about. It's often a combination of things, she said: "… environment plus economy, economy plus health, health plus human rights. All of these things need to come together and we need to develop narratives as well as solutions that deal with scale, but also deal with the realities of the problems that people are facing." Adriana Alejandro-Osorio, a philanthropy officer for UNICEF USA, pointed out that the SDGs themselves were created with input directly from children, with UNICEF asking them what they felt would make their lives better and more equitable. "We have to democratize this process and decolonize this process," Alejandro-Osorio said.

With an estimated 10 years to dramatically reduce emissions and address climate change, Lyons said we also must be asking ourselves, "How can we do this faster?" She emphasized the importance of taking risks and building coalitions, such as the Goalmakers initiative. We must "be bold," Lyons said. "We don't have time to waste right now. Try things."

Next-Generation Leadership

Jennifer Butte-Dahl, a senior director at The Tembo Group, moderated the session on new leaders emerging in the global development space. As she opened the conversation, she said, "… young people are driving change on climate, on social justice and global development, not only by lifting their voices, but increasingly by moving into positions of power and influence and changing the way things have been done. They're speeding up the work, they're bringing in fresh perspectives and they're bringing a no more excuses attitude."

A social inclusion and design specialist who leads equity and inclusion for the Atlanta Hub of the World Economic Forum Global Shapers, Jasmine Burton agreed. "As a Millennial that works with a lot of Millennials and people from Gen Z, as well, we see generations that have come before us that have collectively risen to the challenges, tragedies, and crises of their time to pave a new normal that we get to live in," Burton said. "And so now it's our turn, right? … It's our turn to show up for the causes, for the voices that are underrepresented, and to be engaged in the civic process to make sure that we emerge from this time in history in a way that's the most sustainable and inclusive way possible."

Speaking about youth in India, Nikhil Taneja, a board member of the Goalkeepers, an initiative of the Bill & Melinda Gates Foundation, said, "Almost every young individual has a mobile phone, even some of the poorest Indians. This has revolutionized young India because for the first time ever, young Indians have the exposure and access to the rest of the world online that they did not have due to the circumstances offline."

"And for the first time ever," he said, "they're more aware of their identities and are taking charge of their own stories in a country where unfortunately you don't decide who you want to be, your parents or your society decides that. So in many ways, young people of India today are rebels with a cause, but they're rebels with empathy."

In terms of what youth most care about, Taneja said, "They are fighting for gender rights, they're fighting for climate change awareness, for mental wellbeing." And at the same time youth are pushing for change, he said, they feel very alone, "because they're progressives living in a conservative society, with parents who don't really understand them." But they are also very self-aware, he said, and "they understand that their parents don't understand. So they try to negotiate their truths at home" and they find online communities that support their identities and truths "that make them feel less alone, that make them feel more represented and more accepted."

Laura Vergara, a board member of FRIDA, a global young feminist leadership fund, agreed with Taneja about the influence of these online communities. "This new virtual reality allows us to be so interconnected and work together, because one movement that occurs in India will definitely impact Latin America," she said.

Vergara also made a point of highlighting youth in Indigenous communities, whose ancestral practices and knowledge informs their view of global challenges. Many, she said, are saying, "'Here we have the answer to many of the challenges that we're experiencing.'"

Asked how to support youth movements globally and encourage the next generation of global development leaders, the panelists offered their advice. Vergara encouraged funders to advocate for practices that are centered on social justice and trust. She also emphasized for funders that it's important to be honest about the sources of their wealth. "Many funders have come from funding and wealth that came from a really dark history," she said. "Tell the story how it is… especially when you're working with youth leaders that have already done so much and are very critical in the way that they analyze the world."

Jasmine Burton gently took issue with the framing of the question itself. "I think there's a lot of power in the way that we structure the words that we use," she said. "Like in terms of saying, 'next generation leaders.' I think youth leaders are leaders now."

Taneja agreed. "Young people now don't need to wait for someone with power and privilege to hand them opportunities. They're finding a way to tell their stories the way they want to, in the vocabulary they feel that best suits them."

He concluded with some thoughts on what to expect from young leaders, and how established leaders can best support them. "We need to be comfortable with the idea that tomorrow a 12-year-old will probably be way smarter than us, even if they don't have that lived experience as we do. That's where we come in. We need to use our lived experiences to guide them... this is a generation where everyone is fearless. They have brilliant ideas... Let them help us navigate our global development because we are doing this for them. They're not living in our world. We are living in theirs."

Goalmaker Roundtable Hosts & Participants

Roundtable Hosts and Facilitators

- Selen Beduk, SDG, Curriculum Development Co-lead, RCE Greater Atlanta
- Elizabeth Carty, Organizing & Alliances Manager, Oxfam America
- Kristen Dailey, Executive Director, Global Washington
- George Durham, Executive Director, Linksbridge
- Nastasha Everheart, Director of Strategy, Pacific Council on International Policy
- Jen Faust, Executive Director, Pacific Council, on International Policy
- Raina Fox, Executive Director, Boston Network for International Development
- Scott Jackson, President and CEO, Global Impact
- Robbin Jorgensen, Founder and CEO, Women Igniting Change
- Brad Kahn, Founder, Groundwork Strategies
- Julia Kennedy, Development & Communications Director, Posner Center for International Development
- Abby Maxman, President & CEO, Oxfam America
- Ashley McKenzie, Senior Project Manager, External Affairs, Pacific Council on International Policy
- Robin Miller, Partner & Global Digital Practice Lead, Dalberg Advisors
- Tim Odegard, Program Director, Global Minnesota
- Yoshitaka Ota, Director, Ocean Nexus, University of Washington
- Nalat Phanit, SDG Director, United Nations Association Atlanta
- Ted Piccone, Chief Engagement Officer, World Justice Project
- Tony Pipa, Senior Fellow - Global Economy and Development, Brookings Institution
- Mark Ritchie, President, Global Minnesota
- Lauren Rutledge, Manager Western Region, Global Impact
- Leslie Tsai, Director of Social Impact, Chandler Foundation
- Diana Walker, Founder, Walker Impact Strategies

Roundtable Participants

- Donna Adams Roman, Director of Global Curriculum Development, Stillpoint Engage
- Samuel Afrane, Ghana Country Director, The Hunger Project
- Tobias Aguirre, CEO, FishWise
- Newsha Ajami, Director of Urban Water Policy, Water in the West; Senior Research Associate, Stanford Woods Institute for the Environment
- Adriana Alejandro Osorio, Philanthropy Officer – Midwest, UNICEF USA
- Chris Anderson, Aquatic & Fishery Science, University of Washington
- Shawn Archibeque, Ruminant Nutritionist, Colorado State University's Department of Animal Sciences

Roundtable Participants (continued)

- Emily Bancroft, President, VillageReach
- John Barros, Chief of Economic Development, City of Boston
- Peter Battisti, Executive Director, Future of Fish
- Tim Bauer, Co-founder, Envirofit
- Morgan Bazilian, Executive Director, Payne Institute for Public Policy, Colorado School of Mines
- Laxman Belbase, Co-Director and Global Secretariat, MenEngage
- Ron Benioff, International Program Manager, National Renewable Energy Lab
- Rose Berg, Director of Advocacy & Communications, Chandler Foundation
- Cameron Birge, Senior Program Manager Humanitarian Partnerships, Microsoft Philanthropies
- Carla Blauvelt, Director of Programs and former Country Director, VillageReach
- Angela Boag, Policy Advisor for Climate Change and Forest Management, Colorado Department of Natural Resources
- Rachel Breene, Artist
- Heidi Breeze-Harris, Executive Director, PRONTO International
- Suzanna Brickman, Pro Bono Counsel, DLA Piper
- Karen Brown, Director, Interdisciplinary Center for the Study of Global Change, University of Minnesota
- Sarah Brusseau, Law School Student, Global Climate Change Law & Policy, University of Denver
- Brett Buckner, Seeds to Harvest
- Greta Bull, CEO, CGAP
- Jasmine Burton, CEO and Founder, Wish for WASH
- Rachel Cardone, Deputy Director, Program on Water, Health & Development, Stanford University
- Jessica Carey-Webb, Latin America Campaign Advocate, Natural Resources Defense Council (NRDC)
- Bryce Carter, Colorado Program Director, Solar United Neighbors
- Andres Cisneros-Montemayor, Deputy Director, Ocean Nexus, University of British Columbia
- Tanski Clairmont, Director of Tribal Accelerator Fund, GRID Alternatives
- Laura Clawson, Senior Lead, Grants & Partnerships, International Justice Mission
- Kathryn Compton, Chief Development Officer, World Vision
- Richard Conant, Natural Resource Ecology Laboratory & Department of Ecosystem Science and Sustainability, Colorado State University
- Anne Costello, Director of Green Coffee, Peace Coffee
- Bill Dewey, Director of Public Affairs, Taylor Shellfish Farms
- Abe Diaz, Senior Technical Program Manager for Disaster Relief, Amazon
- Kristi Disney Bruckner, Executive Director, Sustainable Development Strategies Group

Roundtable Participants (continued)

- Vijay Dixit, Chairman, Shreya R. Dixit Memorial Foundation
- Maury Dobbie, Executive Director, Colorado Energy Research Collaboratory
- Tamara Downs Schwei, Coordinator, Homegrown Minneapolis
- Martin Edlund, CEO, Malaria No More
- Cyril Engmann, Senior Director of Integrated Program Quality and Impact, PATH
- Gerald Espinosa, Business Development Manager, Pivot Energy and SEI Board Member
- Hamid Farhad, Consultant, WATERisLIFE
- Carlos Fernández, Colorado State Director, The Nature Conservancy
- Eliane Fersan, Strategist, Catalyst, Consultant; Middle East & North Africa, Civil Society Expert
- Tom Figel, Director of Community Solar, GRID Alternatives
- Chris Filardi, Chief Program Officer, Nia Tero
- Paul Fleming, Water Program Manager, Microsoft
- Shivani Garg Patel, Chief Strategy Officer, Skoll Foundation
- Gemara Gifford, International Program Director, Trees, Water & People
- Charles Gillig, VP of Operations and Legal Technology, Neighborhood Legal Services
- Chandra Gilmore, Senior Advisor and Senior Project Manager, International Medical Corps
- Vitaly Glozman, Partner, PwC Advisory, Pharma and Life Sciences
- Richard B. Goetz, Partner, O'Melveny & Myers LLP
- Monica Gorman, Vice President, Responsible Leadership & Global Compliance, New Balance
- Brian Gower, Senior Foundations Director, Foundations and Partnerships, World Vision
- Carol Hamilton, Former Commissioner, United States National Mission, UNESCO
- Kelly Harrell, Fisheries Chief Officer, Sitka Salmon Shares
- Matthew Harris, Director of Business Development – Latin America, Solar Energy International
- Trina Helderman, Health Advisor, Medical Teams International
- Cullen Hendrix, Director of Sustainability Initiatives, Josef Korbel School of International Studies
- Kristen Hite, Associate Director for Climate, Oxfam America
- Tegan Hoffman, Executive Director, Coastal Quest
- Michelle Horovitz, Vice President of Innovation, Appetite for Change
- Jeanette Huezo, Executive Director and Popular Educator, United for a Fair Economy
- Mary Ellen Iskenderian, President & CEO, Women's World Banking
- Aisha Jumaan, Founder, Yemen Relief and Reconstruction Foundation
- Brighton Kaoma, Consultant, World Wildlife Fund
- Shaheen Kassim-Lakha, Director, Strategic Partnerships, Conrad N. Hilton Foundation

Roundtable Participants (continued)

- Kate Kauer, Associate Director, Oceans Program, The Nature Conservancy
- Marie-Noëlle Keijzer, Co-founder and CEO, WeForest
- Michelle M. Kezirian, Attorney at Law
- Monya Kian, U.S. Program Director, Whitaker Peace and Development Initiative
- Cammie Kirby, Manager of Business Development, Lightsource BP
- Terrie Klinger, Co-Director, Washington Ocean Acidification Center, University of Washington
- Eric Klunder, Senior Executive, Lynden International
- Marty Kooistra, Former Senior Director of Global Program Design and Implementation, Habitat for Humanity International
- Julie Kuchepatov, Founder, SAGE
- Kirk Larsen, Technical Lead, Allen Coral Atlas, Vulcan
- Asma Lateef, Director, Bread for the World
- Giovanna Lauro, VP of Programs and Research, Promundo
- Laté Lawson-Lartego, Interim Co-Vice President, Oxfam America
- William Lazonick, Professor Emeritus, Economics, University of Massachusetts Lowell
- Luna Lee, Human Rights Leader, Eileen Fisher
- Bailey Leuschen, Director, Programs & Impact, Girl Up, UN Foundation
- Peter Lilienthal, Founder, Homer Energy
- James Litch, Executive Director, Global Alliance to prevent Prematurity and Stillbirth (GAPPS)
- Brie Loskota, Executive Director, Center for Religion and Civic Culture, University of Southern California
- Andrew MacCalla, Vice President, Emergency Response and New Initiatives, Direct Relief
- Jennifer Macfarlane, CFO, CleanSourcePower
- Muffy MacMillan, Director, Cargill Foundation
- Brooke Magnuson, Global Health Partnerships Manager, Adara Development
- Madden Manion, Executive Director, Corporate Partnerships & Business, CARE
- Felicia Marcus, Chair, California State Water Resources Control Board
- Kimberly Marteau Emerson, Principal, KME Consulting & Board of Directors, Human Rights Watch
- Jana Martin, FoodRx Manager & Registered Dietitian, Second Harvest Heartland
- Leonie Maruani, Senior Advisor, Rockefeller Foundation
- Neha Mathew-Shah, International Representative for the Environmental Justice and Community Partnerships Program, Sierra Club
- John McArthur, Director, Center for Sustainable Development, Brookings Institution
- Emily McAteer, CEO & Co-Founder, Odyssey Energy
- Patricia McIlreavy, CEO, Center for Disaster Philanthropy
- Sarah E. Mendelson, Distinguished Service Professor of Public Policy, Head of Heinz College in DC, Carnegie Mellon University

Roundtable Participants (continued)

- Erin Meyer, Director of Conservation Programs and Partnerships, Seattle Aquarium
- Geralyn Miller, Senior Director, AI for Health, Microsoft
- Ellen Morris, Director of University Partnerships @ NREL, Founder of Sustainable Energy Solutions
- Bryan Murphy-Eustis, Vice President of Programs, The Max Foundation
- Amelia Myers, Deputy Director for Southwest Region, Sierra Club's Beyond Coal Campaign
- Ingrid Nava, Associate General Counsel at SEIU Local 32BJ
- Nicole Neeman Brady, Principal and COO, Renewable Resources Group; Commissioner, Los Angeles Department of Water and Power
- Jason Neff, Director of the Sustainability Innovation Lab at Colorado (SILC), University of Colorado, Boulder
- Jane Nelson, Director of Corporate Responsibility Initiative, Harvard Kennedy School
- Laura Neuman, Director, Rule of Law, The Carter Center
- Peter Newton, Interdisciplinary Research on Agriculture, Food, Forests, Environment & Sustainability, University of Colorado Boulder
- Gituku Ngene, Regional Senior Advisor on Employment and Innovation, Mercy Corps
- Josphat Ngonyo, Founder and Executive Director, Africa Network of Animal Welfare
- David Nicholson, Senior Director for Environment, Mercy Corps
- Josie Noah, Chief Global Officer, SightLife
- Michelle Nunn, President and CEO, CARE USA
- Ferdouse Oneza, CEO, Spreeha Foundation
- Ruth Oniong'o, Founder, Rural Outreach Africa
- Daisy Owomugasho, Regional Director, East Africa, The Hunger Project
- Ben Packard, Executive Director, EarthLab, University of Washington
- Jonathan Papoulidis, Executive Advisor on Fragile States, World Vision
- Lucas Pena, Director, Framework Plan for Implementation, Office of High Commissioner of Peace, Republic of Colombia
- Karla Peña, Director Of Puerto Rico, Mercy Corps
- Lance Pierce, CEO, NetHope
- Will Poole, Managing Partner, Capria
- Luka Powanga, Regis University and Co-founder of the African Energy Conference
- James M. Prince, President, Democracy Council
- Jeff Riedinger, Vice Provost for Global Affairs, University of Washington
- Peter Riggs, Director, Pivot Point and Co-coordinator, CLARA — Climate Land Ambition and Rights Alliance
- Dennis Ripley, Chief Program Officer, Opportunity International
- Kari Rise, Teacher, Highland Park Senior High School

Roundtable Participants (continued)

- Tim Roman, Co-Founder & CEO, Ecotone
- Alice Ruhweza, Africa Region Director, World Wildlife Fund
- Naria Santa Lucia, Senior Director of Digital Skills and Employability, Microsoft Philanthropies
- Aminatou Sar, Senegal Country Director, PATH
- David Sarley, Senior Program Officer, Gates Foundation and Senior Advisor, Restart
- Emily Sarmiento, President and Chief Executive Officer, Tearfund
- William Sarni, Founder and CEO, Water Foundry
- Colleen Scanlon-Lyons, Project Director, Governors' Climate Task Force and Co-Director, Laboratory for Energy and Environmental Policy (LEEP) Innovation
- Russell Schnitzer, Senior Natural Resources Program Officer, Gates Family Foundation
- Margaret Schuler, Senior Vice President for International Programs, World Vision US
- Brendan Schwartz, Senior Researcher on Natural Resources, International Institute for Environment and Development (IIED) and Board Member, Sustainable Development Strategies Group
- Peter Seligmann, CEO, Nia Tero
- Aditi Sen, Policy Advisor on Climate Change, Oxfam America
- Irantzu Serra Lasa, Director for Disaster Risk Reduction and Response (DR3), Habitat for Humanity International
- Lisa Shannon, Co-founder and CEO, Every Woman Treaty
- Jason Sharpe, CEO, Namasté Solar
- James Sherwood, Principal, Africa Energy Program & Empowering Clean Economies, RMI
- Gerald Singh, Faculty, Memorial University of Newfoundland
- Maria Sjödin, Deputy Executive Director, OutRight International
- Chris Skopec, Executive Vice President, Project Hope
- Anna Slattery, Executive Communications Officer, The Hunger Project
- Jordan Smoke, Director, Water, Sanitation, Hygiene, World Vision
- Ana Spalding, Assistant Professor of Marine and Coastal Policy, Oregon State University
- Alexandra Spieldoch, CEO, Bountifield International
- Kristin Stevens, Director, Preparedness and Disaster Risk Reduction, Americares
- Blake Stok, Aquaculture Program Manager, Fair Trade USA
- Fatema Sumar, Vice President of Global Programs, Oxfam America
- Martice Sutton, Founder, Girls Going Global
- Irit Tamir, Director, Private Sector Department, Oxfam America
- Atul Tandon, CEO, Opportunity International

Roundtable Participants (continued)

- Jacob Taylor, Senior Project Manager, Brookings
- Ezra Teshome, Board Member, Rotarian Malaria Partners
- Barton Thompson, Robert E. Paradise Professor of Natural Resources Law, Stanford Law School
- Christina Tobias-Nahi, Director of Communications & Public Affairs, Islamic Relief USA
- Pat Tomaino, Director of Socially Responsible Investing, Zevin Asset Management
- Roy Torbert, Empowering Clean Economies, Islands Energy Program, Rocky Mountain Institute
- Christian Vanizette, Co-founder of Makesense.org and Advisory Board Member, Bill and Melinda Gates Foundation's Goalkeeper Initiative
- Joe Verringa, Director of Corporate Social Responsibility, Arrow Electronics
- Doug Vilsack, Assistant Director for Parks, Wildlife and Lands, Colorado Department of Natural Resources
- Eric Wanless, Director of Technology and Innovation, Power Initiative, Rockefeller Foundation
- Anna Wasescha, West Central Initiative
- Judith Wasserheit, Chair, Department of Global Health, University of Washington
- Victoria Weatherford, Gibson, Dunn & Crutcher LLP
- Diana Wells, President, Ashoka
- Allen White, Vice President and Senior Fellow, Tellus Institute, director of Program on Corporate Redesign
- Robert Wilson, Jr, Research Analyst, MFS Investment Management
- Bryan Wilson, Executive Director, CSU Energy Institute, Colorado State University
- Tim Wood, Senior Program Officer, Bill & Melinda Gates Foundation
- Colleen Zakrewsky , Senior Vice President, FINCA

Goalmakers National Forum Speakers

Keynote Speakers

- Elizabeth Andersen, Executive Director, World Justice Project
- Akhtar Badshah, Author, The Purpose Mindset
- Kate Behncken, Vice President and Lead, Microsoft Philanthropies
- Jasmine Burton, World Economic Forum Global Shaper
- Clarence Edwards, Legislative Director, Sustainable Energy and Environment, Friends Committee on National Legislation
- Dan Glickman, Former Secretary of Agriculture and Senior Advisor, USGLC
- Monica J. Gorman, Vice President, Responsible Leadership & Global Compliance, New Balance
- Zia Khan, Senior Vice President for Innovation, Rockefeller Foundation
- Tjada McKenna, Chief Executive Officer, Mercy Corps
- Ali Mokdad, Chief Strategy Officer, University of Washington Population Health
- Blessing Omakwu, Deputy Director, Goalkeepers, Bill & Melinda Gates Foundation
- Laurel Patterson, Head, SDG Integration UNDP
- Will Poole, Managing Partner, Capria
- Tazin Shadid, Founder, Spreeha Bangladesh
- Rick Steves, Travel Writer
- Nikhil Taneja, Global Advisory Board, Goalkeepers, Co-Founder and CEO, Yuvaa
- Laura Vergara (She/Her), Board Member, FRIDA

Additional Speakers

- Adriana Alejandro-Osorio, Philanthropy Officer – Midwest, UNICEF USA
- Peter Battisti, Executive Director, Future of Fish
- James Bernard, Vice President, Resonance
- Carla Blauvelt, Director, Programs, VillageReach
- Greta Bull, CEO, Consultative Group to Assist the Poor (CGAP)
- Jennifer Butte-Dahl, Senior Director, The Tembo Group
- Rachel Anne Cardone, Deputy Director, Water Health and Development, Stanford Woods Institute
- Anne Costello, Director of Green Coffee, Peace Coffee
- Abe Diaz, Senior TPM, Disaster Relief, Amazon
- Jennifer Faust, Executive Director, Pacific Council on International Policy
- Radha Friedman (She/Her), Lead, Gender and Philanthropy Practice, Stanford Global Center for Gender Equality
- Matthew Harris, Director of Business Development, Latin America Solar Energy International
- Jason J. Hunke, Vice President, Communications, Vulcan Inc.

Additional Speakers (Continued)

- Michael Igoe, Senior Reporter, Devex
- Mary Ellen Iskenderian, President & CEO, Women's World Banking
- Robbin Jorgensen, Founder & CEO, Women Igniting Change
- Marie-Noëlle Keijzer Co-founder, CEO WeForest France
- Julia Kennedy, Director, Development and Communications Strategies, Posner Center for International Development
- Marty Kooistra, Executive Director, Housing Development Consortium, Seattle-King County
- Colleen Scanlan Lyons, Project Director, Governors' Climate & Forests Task Force (Colorado)
- Jonathan Papoulidis, Executive Advisor on Fragile States, World Vision
- Ted Piccone, Chief Engagement Officer, World Justice Project
- Anthony F. Pipa, Senior Fellow – Global Economy and Development, Center for Sustainable Development, Brookings Institution
- Luka Powanga, Ph.D. Professor Economics and Finance and Founder, Energy Africa Conference, Regis University, Anderson College of Business and Computing
- Jonathan Scanlon, Scanlon Consulting
- Alexandra Spieldoch, CEO, Bountifield International
- Irit Tamir, Director, Private Sector Department, Oxfam America
- Atul Tandon, Chief Executive Officer, Opportunity International

Goalmakers is a project of Global Washington, a non-profit organization based in Seattle, Washington. Global Washington supports the global development community that is working to create a healthier and more equitable world. With over 160 members, including some of world's most respected companies, NGOs, academic institutions, and foundations, Global Washington promotes our members, brings them together to spark new ideas and partnerships, and strengthens the global development ecosystem.