

RESULTS and RESULTS Educational Fund
Board of Directors

Minutes – February 15, 2014 12:00 p.m. E.T.

Board Members attending: Scott Leckman, Chair, Heide Craig, Sam Daley-Harris, Kul Gautam, Patrick Hughes, Ernie Loevinsohn, Lydia Pendley, Jan Twombly, Treasurer, Ginnie Vogts, Beth Wilson, Secretary

Staff attending: Joanne Carter, Executive Director, and during discussions related to their responsibilities: Nick Arena, Expansion Manager, Meredith Dodson, Director of Domestic (U.S. Poverty) Campaigns, Mark Butler, Finance Director, Larry Reed, Director of Microcredit Summit Campaign (by phone)

2013 Accomplishments:

Joanne reviewed the 2013 accomplishments of the organization:

- Global Fund to Fight AIDs, Tuberculosis and Malaria: The U.S. pledge \$5B for three years, as matching funds (\$1 U.S. for each \$2 provided by other donors) – a major success. While many said that achieving a pledge of “up to \$5 billion” would be difficult, we wanted to make our ask for the pledge meaningful. The grassroots and legislative team worked hard to achieve this goal.
- \$1.65B has been provided to the Global Fund for 2014 already.
- Nutrition for Growth June 2013 event: RESULTS/REF helped lead the push for U.S. bipartisan support and World Bank support for increased resources and stronger policies and strategies. 14 Republican Members of Congress signed letters calling on the Obama administration to make nutrition a higher priority. The administration committed to a new nutrition strategy, but not specific funding increases. However, Congress, with support from RESULTS advocates, approved a final amount for nutrition that was 20% over the Obama Administration’s budget request. The World Bank will contribute \$600M by 2017.
- Education for All: RESULTS is using the bill to drive support for international basic education and specifically the Global Partnership for Education. The bill now has bipartisan support in the House.
- Muhammad Yunus received the Congressional Gold Medal in April 2013, thanks almost entirely to the work of a set of key Congressional allies and RESULTS volunteers (not to mention his huge personal leadership and contribution to global poverty reduction).
- The final SNAP reductions were far less than originally sought in the House, but the \$8B cut will still reduce funding to 850,000 households in the U.S.

Strategic Plan:

We reviewed the Strategic Plan accomplishments:

Nick Arena, Expansion Manager, reported that we have contracted three .25 FTE grassroots organizers distributed geographically throughout the U.S. He also works for RESULTS .25 FTE overseeing the effort. Nick and Meredith are working to link the efforts of the global and domestic expansion to support each other. The effort to create new groups has scaled up. Work is also going on with other non-profit groups to help with our pipeline for new groups and members. The expansion of the International Conference also supports expansion.

Meredith Dodson, Director of Domestic (U.S. Poverty) Campaigns, stated that we are working on expanding both our reach and our impact, evidenced by more face-to-face meetings with Members of Congress in 2013.

Globally focused expansion is targeted particularly to states and congressional districts of members of the State, Foreign Operations and Related Agencies Subcommittees of the Appropriation Committees in both the Senate and House, as well as a few other priority small states. Domestic expansion is focused particularly on reaching Senate Finance Committee states, and regionally had focused on the Northeast, but has shifted to the deep South. We are also working to create issue champions in both the House and Senate. We are also working with other NGOs, to increase our impact.

Kul Gautam suggested:

1. Because the world is changing, we ought to be sure we are using the best strategies to reach our poverty reduction goals, including social media and new communication tools.
2. We should reach out to retired Peace Corps members who are pre-qualified for RESULTS.
3. It is interesting that in the rest of the world there was not awareness that SNAP would be cut. People in other nations would be surprised to know that the U.S. would cut back on its support for its own poor.
4. The U.S. media doesn't seem to notice global poverty. What can we do to move the public?

Determining RESULTS' new Domestic Poverty Reduction Agenda:

Meredith Dodson made the presentation.

One overarching goal is to align a domestic ending poverty goal or goals with the World Bank goal of ending extreme poverty globally by 2030.

Proposed multi-year campaign: Creating Economic Mobility: Building Ladders out of Poverty (with three key issues)

1. Making sure that family earnings meet their basic needs.
 - a. EITC expansion
 - b. Social innovation
2. Supporting families as they get on their feet by eliminating the "Cliff Effect"
3. Provide opportunities for families to save for the future by Asset Building

The staff will be exploring and building support for this agenda over the first half of 2014 and preparing for action at the International Conference, including exploring the potential for a Cliff Effect Bill. Currently Meredith anticipates two potential policy asks: 1) possible Cliff Effect legislation and 2) Financial Security Credit (already a House bill with a Senate bill coming).

Meredith credited an Albuquerque Domestic RESULTS member with bringing these issues to RESULTS and talking with her Members of Congress about them at the 2013 International Conference.

Lydia moved and Sam seconded a motion that the staff researches the viability of the proposed agenda for achieving legislative success in implementing poverty reduction strategies. If the research suggests viability, then the "Creating Economic Mobility" agenda will be implemented. The motion passed.

Meredith shared a “Plan B” agenda should the first agenda not be assessed as viable or strategic right now: Expand EITC to childless workers who otherwise qualify.

By implementing either of these two agendas, an important national domestic leadership role will emerge for RESULTS.

Financial Report:

Joanne reported that in January she received confirmation that the Bill & Melinda Gates Foundation (BMGF) has awarded RESULTS Educational Fund (REF) a three year, \$23.6M grant for ACTION, our global health advocacy partnership. The grant includes support for our U.S. advocacy, education and oversight work on global health priorities noted below, sub-grant funding to ten ACTION country partners, and support for the ACTION Secretariat housed at REF. The grant provides funding to advance advocacy campaigns in three major global health pillars 1) TB; TB-HIV; and Global Fund to Fight AIDS, TB and Malaria; 2) child immunization and child health; and 3) child undernutrition.

REF is in final discussions for renewed funding for 2014-2016 from the Children’s Investment Fund Foundation (CIFF) to address child malnutrition, supporting efforts in the U.S. and with partners in Europe. A no- cost extension of the prior grant was provided to continue advocacy activities into 2014 until the new funding is available.

RESULTS has improved its capacity in donor stewardship due to new software and staffing. Grassroots fundraising increased significantly in 2013. Our work with new foundations and major donors will also increase in 2014.

The Board extended grateful congratulations and thanks to the staff and Joanne for their wonderful successes in 2013, especially for the BMGF grant.

Jan Twombly, Treasurer, stated that the Finance Committee has incorporated three additional goals into the 2014 budget: 1) hire a Senior Manager, 2) support the Microcredit Campaign Summit in its fundraising and 3) engage a marketing and branding consultant to build a plan for increased recognition of RESULTS/REF. The Finance Committee will track expenditures on an ongoing basis and propose mid-course corrections in the budget to the Executive Committee as improvements in revenues and savings from expenditures are identified. Should it be possible, building our reserves is top priority.

In response to a question, Jan explained that the difference between RESULTS and RESULTS Educational Fund is essentially a tax issue. RESULTS is a 501(c)(4) non-profit organization, for which contributions are not tax deductible, and which supports issue lobbying. Much of our work is educational in nature or consists of oversight or issue research, and operates through RESULTS Educational Fund, which is a 501(c)(3) tax- deductible entity. The work is coordinated and carefully assigned to the appropriate legal entity.

2014 Global Poverty Issue Discussion:

Joanne stated that our 2014 goals are:

1. accelerating progress on reaching the MDG goals by 2015;
2. building support for what will come after the MDGs, which includes ending extreme poverty by 2030 and reducing inequality in the lowest 40%; and
3. specifically in 2014: advocating for increased resources for health and education by

- a. building support for a U.S. pledge of \$250M over 2 years at the June 2014 pledging conference for the Global Partnership for Education and for other donor country support through our global network of RESULTS affiliates worldwide, and
- b. advocating that the U.S. actively support the pledging conference for GAVI in late 2014 or early 2015 and increase our U.S. pledge.

We discussed the relationship between what the U.N. will set as global poverty reduction goals post 2015 and the World Bank goals. Opinions differed as to with which set of goals RESULTS ought to align (hopefully the goals themselves will align). Generally we want to be sure that whatever goals are set, that they advance efforts and do no harm.

Larry Reed, Director of MSC (by phone), stated that in 1980 52% of the world's population was living in extreme poverty. Now it is 19%. Extreme poverty can be eliminated, a new global concept.

A concern was raised that as it improves the economies of developing countries, World Bank's investments tend to benefit the non-poor more than the poor. The World Bank needs to measure: poverty reduction for the poorest and avoid strategies that might increase poverty

Kul offered to try and set up a meeting for Jim Kim with a number of the former UNICEF and allied experts and leaders who worked with Jim Grant at UNICEF. Joanne that this strategy could help establish an additional useful "brain trust" for Jim Kim as he leads the World Bank towards ending extreme poverty Jan suggested that we support the regular periodic review of achievement of the poverty reduction by the World Bank.

Larry suggested the following measures/goals for accountability regarding the financial inclusion movement and beyond:

1. organizations should measure the poverty level of their clients by using the Progress Out of Poverty Index (POPI), developed by the Grameen Bank or its equivalent;
2. design products and services for the extreme poor that are more effective in serving their needs; and
3. identify what kind of tools and partners are needed by the extreme poor to move out of poverty.

Bob Sample's poverty conference the day before the Microcredit Summit (MCS) in the Philippines received 167 commitments made by MCS partners to end extreme poverty.

At the next Microcredit Summit in Mexico, Larry expects that they will be working on developing more tools for the very poor. The World Bank has developed a Poverty Scorecard for measuring poverty. The MCS will create a matrix for tracking this by partner. The True Lift Award will honor excellence for best microfinance practices to reduce extreme poverty. We need to identify how RESULTS can help MSC get this impact and discuss it at the International Conference and the next MSC Summit. Our next steps are for MCS to follow up on the 167 commitments to make them a reality. Unless we have a clear way to measure that goal, there is a tendency for those dollars to migrate away from serving the very poorest.

It was noted that it is important to be using the poverty measurement tools and to continue the work moving the 100 million families out of poverty (a MCS goal set in 2006). There is campaign and technical work on poverty measurement we can do with the World Bank to help

align these efforts. We can also help the Bank to be more systematically measuring who is benefiting from its investments.

It was suggested that at the International Conference, we have a discussion with Jim Kim about how the World Bank will achieve extreme poverty elimination by 2030.

Patrick suggested we should support Jan's strategy idea by making this an annual event. Jan suggested that we could be a convener with other partners around tracking progress while all partners are working towards the end of poverty.

Joanne noted that we will need to work with these ideas and opportunities in preparing for the International Conference with an expectation that this is the beginning of the process, not a single event.

Ginnie and Lydia cautioned that we need to use transparency with our grassroots and engage the domestic side of our work in this effort as well. Lydia reminded us that Bob Sample requested through the grassroots Board Members an endorsement from the Board for the Partnerships Against Poverty Summit Declaration. The Executive Committee has referred this to the Board for action.

Lydia moved that RESULTS and RESULTS Educational Fund sign onto the Partnerships Against Poverty Summit Declaration. Ginnie seconded the motion. The motion passed.

Ginnie noted that this discussion will be of interest to grassroots volunteers and that we can invite them to review the meeting minutes once they are posted on the website. They will reflect that we are signing the declaration and engaging in a strategy discussion about how RESULTS engages with the movement to end extreme poverty.

Board Chair Succession Planning Discussion:

We discussed the position of Board Chair and what role the person should play.

Adjourned at 6:00 p.m.

Sunday, February 16, 2014 9:00 a.m.
Meeting Minutes

The Board reconvened the next day at 9:00 a.m. E.T. All present on Saturday continued to attend on Sunday. They were: Scott Leckman, Chair, Heide Craig, Sam Daley-Harris, Kul Gautam, Patrick Hughes, Ernie Loevinsohn, Lydia Pendley, Jan Twombly, Treasurer, Ginnie Vogts, Beth Wilson, Secretary

Board Chair Succession Planning: (continued)

Patrick moved and Heide seconded that we ask Scott to complete his term as Board Chair through fall of 2016. The motion was amended to include that we "charge the Board

Development Committee with developing an overall plan for strengthening the Board and creating a succession plan for the Chair.” The motion passed.

Revisiting the End of Extreme Poverty Discussion:

We discussed potential slight changes we would prefer to see in the Partnerships Against Poverty Summit Declaration that we voted to endorse the previous day, and made some recommendations to Joanne.

Ernie moved and Sam seconded a motion that the Board give Joanne the authorization to sign the Declaration while exercising the recommendations given to her during the discussion. The motion passed.

Board Committee Reports

Marketing Committee:

Heide, Patrick and Nick jointly reported that they interviewed two consulting firms for consideration for contracting to develop a marketing plan for RESULTS/REF.

Extensive discussion yielded a consensus that we need a marketing plan that will:

1. take RESULTS to the next level to be the catalyst to achieve the end of the worst aspects of poverty;
2. make it easy for people to understand and be excited about what we do;
3. encourage personal transformation;
4. provide tools for the grassroots volunteers, for expansion efforts in our strategic plan, and for earned media opportunities;
5. build on the growing concern about poverty in the U.S. and around the world; and
6. reach out to and empower 1) young people, 2) the people we serve and 3) retired people who have the values, time and financial resources to invest in our mission.

The Committee clarified that the final decision as to which consulting firm with which to contract is entirely up to Joanne and her staff; as is assisting with the development of the plan and the implementation.

Board Development Committee:

Jan reported that the Board Development Committee is working on a Board Policy Manual. Many of the sections are ready. We will need to add the work on the Board strengthening and Chair succession planning elements. It will be ready for adoption at our next face-to-face meeting in June.

Each Board Member was provided a pledge form to help identify ways to contribute to fundraising for RESULTS/REF, with the request that we complete it and send it to Scott. The Board Policy Manual will identify what is the expectation of Board Members to contribute to and/or raise contributions for RESULTS/REF.

Board Members asked for information about what is contributed by people we personally solicit so that we can thank them appropriately.

Strategies and Issues Committee:

The members of this committee are Ernie Loevinsohn, Chair, Scott Leckman, Senator Bob Bennett, Kul Gautam, and to assist with consideration of domestic issues: Joan Lombardi (U.S. early childhood expert and former HHS) and Scott Allard (University of Chicago).

We discussed the potential for RESULTS to work at the state level on domestic issues, reaching a consensus that there is a lot of work to do at the national level to identify our next issues and determine a strategy, so we need to stay focused there. But we can explore if some grassroots groups are already working at the state level as is happening in New Mexico, and to allow staff to support these efforts if resources become available.

At the global level, there is a lot of excitement about the issue of ending extreme poverty by 2030, which is becoming the next focus of the Strategies and Issues Committee. Ernie asked Kul to lead their continuing discussion on this issue.

Board members discussed our strategic plan, which needs to be renewed in 2015. We should begin considering what additions or changes should be made. New issues could be considered for inclusion, i.e. environmental movement, migration & remittances, migrant worker human rights, adding new countries (i.e. South Korea, countries in Sub-Saharan Africa, Gulf countries, India) to our global RESULTS network (both globally and nationally focused), water sanitation, subsistence agriculture, malnutrition.

Kul related that in some countries remittances comprise 25 – 33% of their GDP and is the biggest source of poverty reduction. In many countries in South Asia, a huge number of young people are leaving to find work as “guest workers” in other countries. Many of them lose their human rights when they leave their home countries and are exploited terribly, denied health care and often suffer terrible abuses and are trafficked. Human rights of migrant labor could soon emerge as a global poverty issue.

Kul also pointed out that Qatar is preparing for the 2020 World Cup by building \$120B in tourist infrastructure primarily using migrant labor. Qatar could provide an opportunity to work towards improvement in migrant worker conditions (housing, health care, education, human rights) while also reducing poverty.

He also mentioned that there are now many models of on-line distance education, Open University, etc., for those who cannot attend normal campus-based universities, e.g. working professionals, migrant laborers, etc. One interesting model being developed is "The University of the World" (www.oftheworld.org). This model is flexible enough to possibly cater to many migrant workers who are high school graduates but cannot afford to go to college and improve their skills and earning capacity. Arrangements could be made with employers in countries like Saudi Arabia, Qatar and elsewhere to allow their employees to enroll in such on-line universities, to improve their skills and productivity - which could also be beneficial to the home countries of migrant laborers when they return home.

Sam suggested that we also look closely at water sanitation and subsistence agriculture as future issues for RESULTS.

Kul noted that malnutrition is a huge issue. South Asia has twice the malnutrition rates of Sub Saharan Africa. UNICEF conducted a study that identified what was the difference that contributed to that increased rate of malnutrition. The causes identified were:

1. the role and status of women in S.E. Asia throughout their life cycle is much worse than in Africa;
2. sanitation is a big problem, especially since Asia is so much more crowded than Sub Saharan Africa; and
3. Africa has better health practices, such as higher rates of breastfeeding.

Beth shared that research has recently revealed when individuals experience high stress, there are epigenetic (biological) changes that occur that impact the health of the next generation, and the stress is actually accumulated and passed from one generation to the next. It is thought that this process can be reversed and improvements can also occur generationally.

Joanne asked how we can best identify the strategies that will impact the three factors Kul pointed out. If we can mobilize resources, how would they be most effectively used? She is concerned about corporations corporatizing the solutions without improving poverty.

Lydia noted that we need to keep true to our mission – to address the root causes of poverty.

Jan pointed out that we need to start considering the process we will use to create the next iteration of the strategic plan. We all agreed that we need an even better process.

Ernie stated that the Strategies and Issues Committee will begin to examine all of these issues and bring forward some recommendations for the strategic plan update.

Closing

Lydia asked that the Board Development Committee consider diversity as we build the Board. We all agreed that diversity should include ethnic, race, income and age. The Real Change program could be a source of young leaders for consideration.

Scott stated that it has been important to have this second face-to-face Board meeting. All agreed that it had been a very useful meeting.

Next meeting was set for Friday, June 20th. The Executive Committee will meet from 9:00 – 12:00 and the Board will begin its meeting at 12:00 noon.

Lydia moved, Jan seconded that we adjourn. Passed.