Unlocking Human Potential

CLINTON FOUNDATION 2013–2014 ANNUAL REPORT
We believe that the best way to unlock human potential is through the power of creative collaboration. That’s why we build partnerships between businesses, NGOs, governments, and individuals everywhere to work faster, better, and leaner; to find solutions that last; and to transform lives and communities from what they are today to what they can be, tomorrow.
DEAR FRIENDS,
This past year has been a good one, as the Clinton Foundation has worked with inspiring partners and supporters around the world to empower people and advance causes important to our future. Over again, we have seen that the best results are produced by creative cooperation, and that we have only scratched the surface of what can and should be done.

Whether we are scaling up some of our longest running programs, like strengthening health systems in developing nations and helping smallholder farmers increase their incomes or beginning new efforts to empower women and girls and improve early childhood learning, we believe each of our initiatives can make a measurable difference. Because we want to be accountable for making that difference and because the power of success changes everyone's consciousness about what is possible, we incorporate data and metrics into all of the Foundation’s work and constantly examine how we can touch more lives around the globe.

At the end of the day of course, the most important piece of data is the number of lives saved, improved, and empowered – or as we like to say, the number of people who are now living better life stories. We hope you will be inspired by the stories in the pages that follow.

We all make a decision every day about what we will do with our minds and hearts, and our family is grateful that so many gifted, dedicated people have chosen to work at the Clinton Foundation and grateful that you have done so much to make their work possible. The progress chronicled in the report belongs to you, too.

Sincerely,

PHOTO: President Clinton, Secretary Clinton, and Chelsea Clinton attend the Clinton Global Initiative University Opening Plenary at Arizona State University in March 2014.

Max W. Orenstein / Clinton Foundation
At the Clinton Foundation, we work to tackle global challenges where we know we can make a difference. Our programs focus on improving global health, increasing opportunity for women and girls, reducing childhood obesity and preventable disease, creating economic opportunity and growth, and helping communities address the effects of climate change. By creating opportunity, convening unlikely partners, and building on what works, we believe that we can empower people to take control of their own destinies.
WE CREATE OPPORTUNITY

Throughout the world – where intelligence, hard work, and ability are evenly distributed, but opportunity is not – we work to accelerate economic progress by providing people with access to the tools, capital, and markets they need to create profitable and diversified local businesses.

We connect people with better market opportunities, and provide them with agricultural training and business knowledge. Across Peru, Colombia, India, Haiti, El Salvador, and Mexico, our programs are expected to reach more than 350,000 people. In Malawi and Tanzania, we empower more than 36,000 smallholder farmers through agribusiness development, and in Haiti, we developed a full-cycle investing model to spur economic growth, increase incomes, and clean up the environment.

By offering the necessary resources and capacity development to sustain enterprises in Africa, Asia, Latin America, and the Caribbean, we can help people lift themselves out of poverty – and create opportunity for future generations.
WE CONVENE UNLIKELY PARTNERS

To create lasting solutions to both local and global challenges, we cultivate strategic partnerships and develop collaborative, collective approaches across sectors to work faster, better, and leaner.

After turning ideas into action for over a decade, we know that partnerships work. By working with governments and manufacturers, we have transitioned the markets for antiretroviral treatments to a high-volume, low-cost model – helping **8.2 million people** get access to life-saving treatments. We also create more resilient communities by partnering with local employers and governments to reduce **more than 33,500 tons of greenhouse gas emissions** in the U.S. annually, and conserve land and scale energy-efficient technologies globally. In an effort to reduce the prevalence of preventable disease and obesity rates in the U.S., we create health programs by engaging with local community stakeholders to reach **8 million people** and collaborate with leading food and beverage companies to provide access to healthier food options in **26,000 schools**. And to help ensure that our youngest generation can achieve success in the 21st century, we work with businesses and communities to educate parents on the importance of early language development.

By bringing expert partners together, we can overcome major barriers and expand the reach and impact of our work.
WE BUILD ON WHAT WORKS

When we bring people together from across sectors to solve both local and global challenges, we encourage partners to share their successes, as well as their failures, so we can build upon what works and create lasting solutions for a better tomorrow.

We provide platforms for people and organizations to share information and data so that we can scale solutions that work, overcome barriers, and galvanize action for partnerships to achieve more. These platforms have enabled more than 3,100 Commitments to Action to be made, reaching more than 430 million people around the world. Globally, we are working to collect and analyze data from more than 190 countries to assess the progress of women and girls, and chart a path forward for a 21st century policy agenda to ultimately achieve full participation. To make a difference at the local level, we have worked with 15 service partners to mobilize volunteers to help address community priorities. And for 10 years, we have provided an important venue for school children, scholars, and others to explore President Clinton’s work and that of our Foundation in Little Rock, Arkansas – helping educate and inspire more than 3.3 million people from around the world.

As we have seen through our initiatives, when we work together, we can impact more lives – more than any individual or organization can on their own.

PHOTO: The Union Des Apotres – Prodev School – which was built through a Clinton Global Initiative Commitment to Action – is the first school in Cite Soleil, Haiti, to have solar capacity. The Clinton Foundation helped facilitate the solar installation.

Max W. Orenstein / Clinton Foundation
Empowering kids nationwide to make healthy lifestyle choices

The Alliance for a Healthier Generation will reach 5.5 million young people through its work in improving access to healthier foods and physical activity in afterschool settings.

Dominic Arizona / Clinton Foundation
Childhood obesity has almost tripled in children and adolescents in the past 30 years. Today, nearly 1 out of 3 young people in America – ages 2 to 19 – is already overweight or obese, putting them at risk for serious health problems. The Alliance for a Healthier Generation (Alliance), founded by the Clinton Foundation and the American Heart Association, empowers kids to develop lifelong, healthy habits. The Alliance works with schools, companies, community organizations, health care professionals, and families to build healthier environments for millions of children.
INDUSTRY AGREEMENT MILESTONES

Over the past two years, the Alliance for a Healthier Generation has continued to engage some of America’s leading food and beverage companies to increase access to healthier options. Building on the success of its previous effort to remove calories from beverages sold in schools across the U.S. by 90 percent, in 2014 the Alliance negotiated a new voluntary agreement with the American Beverage Association, The Coca-Cola Company, Dr Pepper Snapple Group, and PepsiCo to reduce beverage calories consumed per person nationally by 20 percent by 2025. This effort will allow the beverage companies to leverage their marketing, innovation, and distribution strength to increase and sustain consumer interest in and access to beverage options in order to help consumers reduce the calories they consume. Additionally, the Alliance worked with 14 food companies and group purchasing organizations to expand industry school agreements already in place with the Alliance to the out-of-school time environment, and added General Mills as a partner to all existing agreements. Finally, in 2013 the Alliance joined with McDonald’s to increase customers’ access to fruit and vegetables and help families and children make informed choices in keeping with healthy, balanced lifestyles. See opposite page for details about the agreement.

HEALTHY SCHOOLS PROGRAM

Every day, 95 percent of school-aged kids and teens attend school. Aside from their home, it’s the place where kids spend most of their time, making schools a powerful place to shape the health, education, and well-being of students and staff. The Alliance’s Healthy Schools Program, launched in 2006, reaches more than 15 million students by helping more than 26,000 schools across the U.S. increase quality physical activity, health education, and healthy eating. Through guidance, tools, and resources, the Healthy Schools Program supports schools’ efforts to implement policies and practices that meet federal requirements and further local health and wellness goals. Eighty percent of schools that receive assistance from the Healthy Schools Program’s field staff have made measurable progress toward creating healthier environments, and 95 percent have met or exceeded federal nutrition standards for school meals. Since the program’s inception, more than 1,000 schools have achieved national recognition from the Alliance for their schools’ health achievements. In 2014, six schools earned the National Healthy Schools Gold Award, doubling the number of schools in just one year to achieve Gold status since the inception of the Alliance’s Healthy Schools Program.

HEALTHY OUT-OF-SCHOOL TIME

Outside of the school day, millions of young people spend the majority of their time in structured, out-of-school time programs, including before- and after-school programs, summer camps, community centers, and faith-based organizations. In order to positively impact these children, in 2014 the Alliance announced a national expansion of its work to increase access to healthier foods and physical activity into out-of-school time environments. Through an unprecedented partnership with the Boys & Girls Clubs of America, announced at the Health Matters Annual Activation Summit, as well as a similar commitment from the National Recreation and Park Association, the Alliance’s work in out-of-school time settings will reach 5.5 million young people in more than 6,300 out-of-school time sites, including 4,000 Boys & Girls Clubs. By utilizing the Alliance’s programs, these community organizations will be able to improve access to healthier foods, increase physical activity opportunities, and engage in positive youth development.

Building healthier school environments for more than 15 million students in more than 26,000 schools

Ensuring 5.5 million young people – through 6,300 out-of-school time providers – have access to healthier foods and physical activity afterschool

2.8 million children receiving health care benefits through a network of 56,000 health care providers
The Alliance for a Healthier Generation is partnering with McDonald’s to promote balanced food and beverage choices in 20 of McDonald’s major markets. The Alliance and McDonald’s announced their unprecedented partnership at the 2013 Clinton Global Initiative Annual Meeting.

MCDONALD’S COMMTS TO*

- Provide customers with a choice of a side salad, fruit, or vegetable as a substitute for French fries in value meals
- Promote and feature only water, milk, and juice as the beverage in Happy Meals on menu boards and in-store and external advertising
- Offer new fruit, vegetable, low/reduced-fat dairy, or water options in the Happy Meal and generate excitement for produce and dairy
- Ensure 100% of all advertising directed to children includes a fun nutrition or children’s well-being message

THESE ACTIONS WILL AFFECT

85% OF MCDONALD’S GLOBAL SALES

McDonald’s will take these actions in restaurants in 20 major markets that represent more than 85 percent of global sales.

*All pieces of this commitment are expected to be implemented in 30–50% of the 20 major markets within three years and 100% of the 20 markets by 2020.
IT IS IMPORTANT FOR KIDS TO HAVE A VOICE, BECAUSE WE ARE THE ones affected by this epidemic. We are the future. The Alliance for a Healthier Generation gives kids like me a voice.

The Alliance has supported me in what I want to do. Hockey is a big part of my life and I spend a lot of time at the ice rink. That’s where I teach nutrition classes to the younger kids. I teach them simple things that they can remember, like how to read labels and stay away from sugar. They try to listen to me because I am a hockey player and they know me. It feels really good to teach.

My mom now makes healthier choices too. We eat more home-cooked meals and we check the labels. I definitely like my mom’s cooking better than fast food.

The Alliance has helped me learn the skills I need to give a good speech and has given me opportunities to speak in public. I’m starting to get the hang of it and get over my nerves. I feel more confident now.

Mostly, what I like about speaking is showing people that not all youth are going on a wrong path and eating unhealthy. I understand how to convince other people in our age group.

Kaseir Archie
Youth Advisory Board Member
Alliance for a Healthier Generation

PHOTO: Kaseir Archie, member of the Alliance for a Healthier Generation’s Youth Advisory Board, acts as a role model to younger kids by living healthy and teaching nutrition classes.

Dominic Arizona / Clinton Foundation
From systemic thinking to systemic action: creating resilient communities

In Awassa, Ethiopia, the Clinton Climate Initiative’s Forestry Program provides tools and financial models to help restore degraded lands.

Aaron Minnic / World Resources Institute
The Clinton Climate Initiative (CCI) collaborates with governments and partners to increase the resiliency of communities facing climate change and creates replicable and sustainable models for others to follow. CCI’s models encourage cross-sector collaborations and work to address climate challenges systemically by identifying and activating leverage points that create significant impact in climate change mitigation and energy transition for communities around the world. CCI’s approach addresses major sources of greenhouse gas emissions and the people, policies, and practices that impact them, while also saving money for individuals and governments, creating jobs, and growing economies.
FORESTRY PROGRAM

Environmental degradation is one driver of poverty in developing countries as well as a contributor to climate change, with deforestation and forest degradation contributing approximately 15 percent of global carbon emissions. The Clinton Climate Initiative’s (CCI) Forestry Program works with governments and communities in developing countries to reduce emissions by creating sustainable solutions for managing forests and lands. CCI Forestry’s goal is to provide developing countries with the knowledge and tools to improve land use while also helping to reduce carbon emissions by planting and conserving trees and restoring degraded lands to improve productivity.

In 2013, CCI Forestry launched a new $12.5 million program with the Kenyan government to deliver reliable greenhouse gas emissions data as well as planning tools for the land sector. Additionally, CCI’s deforestation program in Indonesia issued over 10 million carbon credits, helping to support sustainable community development and forest conservation. In 2014, CCI launched a program in Ethiopia and Kenya to catalyze large-scale restoration by providing tools and financial models necessary to restore degraded lands, including national maps that identify priority sites for forest restoration, and reforestation plans for local communities.

ISLANDS DIESEL REPLACEMENT PROGRAM

Small island nations are highly vulnerable to climate change, yet have the potential to position themselves as global leaders in climate change action by taking advantage of their rich natural resources. CCI provides technical, financial, policy, and regulatory assistance that is critical to the development and execution of clean energy projects across a range of technologies, specifically in developing nations and small island nations which typically lack capacity and specialized skills to access these resources. CCI’s Islands Diesel Replacement Program assists small island nations in developing and implementing sustainable energy, waste, and water solutions, in turn reducing reliance on imported fossil fuels, limiting greenhouse gas emissions, and leveraging the financial and human development benefits of a low-carbon economy. CCI’s Islands Diesel Replacement Program also supports developing countries with technical, financial, and policy advice, developing solutions to catalyze market transformation, and creating innovative models that can be scaled and replicated in other islands worldwide.

ENERGY EFFICIENCY PROGRAM

More than one-third of worldwide energy is consumed in buildings, yet studies show that we could reduce that energy use by as much as 30 percent. Reducing building energy use through energy efficiency and monitoring strategies can have significant environmental, occupant health, and economic impacts, yet achieving energy efficiency at scale in homes and businesses has remained a challenge. Through its building retrofit program and Home Energy Affordability Loan (HEAL) program, CCI is working to address barriers to achieving large-scale reductions in building energy use globally. Piloted in Arkansas, the HEAL program facilitates a commercial retrofit to employers’ facilities and then provides a turnkey engagement process, similar to an employee benefit program, by which employees can make energy-efficiency improvements in their homes. Building on the successful efforts of HEAL in Arkansas, in 2013 CCI launched pilot replication efforts in six states including California, Wisconsin, Vermont, Michigan, Missouri, and North Carolina. Agreements are in place or under negotiation to pilot two additional sites outside of Arkansas in 2014. In total, HEAL has directly impacted more than 5,600 lives by helping create healthier homes while simultaneously saving money on energy bills. Together, CCI’s HEAL and building retrofit programs are reducing more than 33,500 tons of greenhouse gas emissions annually across the U.S.

More than 33,500 tons of greenhouse gas emissions being reduced annually across the U.S.

Launched a $12.5 million program with the Kenyan government to deliver reliable greenhouse gas emissions data and planning tools

100 KW of installed solar capacity through the Seychelles Rooftop Solar Photovoltaic Rebate Program
Since launching the Home Energy Affordability Loan (HEAL) Program in 2009 in Little Rock, Arkansas, HEAL has worked with partners across the U.S. to expand the program in six states. As the first employer-sponsored energy efficiency program in the U.S., HEAL is designed to improve quality of life at both the corporate and homeowner levels through energy upgrades for companies and their employees’ homes.

### SCALING ENERGY EFFICIENCY

- **2009**: HEAL launches in Arkansas
- **2013**: HEAL expands to six more states

- **5,600** people benefiting from audits and home retrofits
- **$3.7 million** in local retrofit construction activity, helping to create local jobs
- **$650,000** in annual energy savings, expected to continue for 10–15 years
OVER 70 PERCENT OF KENYANS RELY ON AGRICULTURE AS THEIR primary source of income. However, delivering reliable and accurate information to enable farmers to make informed production decisions is a constant challenge. Over the past year, I’ve been very pleased to work with the Clinton Climate Initiative (CCI) to develop the System for Land-based Emissions Estimations in Kenya (SLEEK) – a cutting-edge system to improve information about Kenya’s land sector and find innovative ways to deliver this information to Kenyans.

SLEEK’s primary aim is to allow Kenya to accurately estimate and track its emissions in the land sector. This includes forestry, agriculture, and other land uses. To do this, we need to bring together a wide range of data sources and scientific information – climate data, models of Kenya’s plants and crops, information about the carbon content of our soils and maps of land use. This system will guide our reforestation effort, help reduce emissions from agriculture, and allow us to benefit from carbon markets.

By putting this information in the hands of farmers and communities we expect to have even more impact. Kenya is a society that embraces technology – over 75 percent of us own a mobile phone and we’ve pioneered M-Pesa, one of the most successful mobile money systems in the world. SLEEK will provide the data to develop apps that can help farmers in a wide range of ways, such as helping them make better decisions about which crop to plant, how many cattle their land can support, and where trees are most likely to survive.

SLEEK is bringing together scientists and policy makers from across the government, strengthening our capacity to share knowledge, and working across our academic boundaries. CCI has played a key role in supporting this process, providing Kenya’s scientists and government officials with technical support, advice, and leadership. I look forward to seeing the incredible impact that this system will have on people’s lives.

Elizabeth Adobi Okwuosa  
Senior Soil Scientist, Kenya Agriculture and Livestock Research Organization  
Government of Kenya
Empowering smallholder farmers by improving access to agricultural knowledge, resources, and markets

As part of the Trees of Hope Project in Malawi, 2.6 million trees have been planted by more than 2,300 smallholder farmers, resulting in carbon offsets of more than 200,000 tons of CO₂.

Peter Kasengwa / Clinton Foundation
The Clinton Development Initiative (CDI) develops and operates agribusiness projects that empower smallholder farmers to increase their economic potential. In Malawi, Tanzania, and Rwanda, CDI integrates commercial farms and other agribusinesses with smallholder outreach to increase smallholder farmers’ access to local markets and enable them to participate equitably in those markets. CDI’s model puts farmers first by increasing their access to knowledge, inputs, services, and markets to improve their crop yields and increase and diversify their incomes. CDI works in close collaboration with governments, nongovernmental organizations, social investors, and farmer organizations.
THE ANCHOR FARM PROJECT

Farmers in Malawi and Tanzania face obstacles in both agricultural production and access to markets. Yields are declining as a result of weak linkages to farming resources, soil degradation, and erratic weather patterns due to climate change, while limited knowledge of market opportunities and prices hinders farmers’ post-harvest profitability. The Clinton Development Initiative (CDI) established the Anchor Farm Project to enable smallholder farmers to gain access to improved seeds and inputs, training in climate-smart agronomic practices, linkages to buyers, and support in the formation of farmer clubs.

In Malawi, CDI’s Anchor Farm Project is in its sixth season of operation, and engages with more than 31,000 farmers. In 2014, CDI transitioned to focus on seed multiplication and commercial crops such as maize and soya. This coming planting season, CDI is expanding its agribusiness operations by improving groundnut production through a joint venture, Moyo Nuts & Seeds, and increasing access to crop storage services through a community warehouse program. As the Anchor Farm Project continues to expand, CDI is working to better support farmers and their families by opening the first of three health clinics on three Anchor Farms in 2015. The clinics will provide health services and nutritional education to staff members and the surrounding communities.

In 2013, CDI expanded the Anchor Farm Project to Tanzania, and is currently working with more than 5,000 farmers. After making significant investments in infrastructure on its first commercial farm, CDI will plant 400 hectares of maize, soya, and sunflower this year to increase the local supply of high-quality seed and support community outreach.

THE TREES OF HOPE PROJECT

CDI established the Trees of Hope Project in 2007 in Malawi to reverse deforestation, adapt to and mitigate climate change, and bolster a self-sustaining marketplace by making tree farming more profitable and attractive for smallholder farmers. The project coordinates community-led efforts in climate change adaptation through agroforestry and reforestation activities, reducing vulnerability of local communities to climate change through benefits derived from tree-based land-use systems that sequester carbon. Since the inception of the program, 2.6 million trees have been planted by more than 2,300 smallholder farmers. In 2014, CDI sold 11,524 carbon certificates for a total of $88,367.

INVESTING IN AGRIBUSINESS: SOY & COFFEE

Through its partnership with the Hunter Foundation, CDI helped to establish two agricultural businesses in Rwanda: SoyCo Ltd and the Rwandan Farmers Coffee Company (RFCC). SoyCo’s demand for soya will provide a market for more than 100,000 farmers and employ more than 200 individuals with factory jobs. RFCC built a coffee-roasting and packaging facility in Kigali with the capacity to process 3,000 tons of beans every year – which could improve the incomes for more than 50,000 smallholder farmers. Over the next year, CDI will shift its focus and work to apply its Anchor Farm model to expand the number of farmers benefiting from their agronomic training program in Rwanda, provide farmers access to improved seed, and increase the production and quality of key crops such as maize, soya, vegetables, and potatoes.

INCREASING AGRICULTURAL OPPORTUNITY

Farmers in Myanmar face many agricultural value chain challenges due to the country’s weakened infrastructure, lack of investment, and barriers to communication. In 2014, CDI plans to launch its Seeds to Sale Project in Myanmar to focus initial efforts on providing a range of services to smallholder farmers – access to seeds and inputs, training, climate-smart agronomic practices, appropriate mobile financing products, and market linkages to buyers and processors. CDI plans to reach 15,000 farmers in the Rakhine and Shan states within the first three years of operation, targeting the production of high-value crops, such as chilies and onions.

More than 36,000 smallholder farmers increasing their incomes through the Anchor Farm Project in Malawi and Tanzania

2.6 million hardwood, citrus, and mango trees planted through the Trees of Hope Project in Malawi

150 percent average increase in soya yields by smallholder farmers in Malawi
To help farmers improve agricultural production and access to markets, CDI created the Anchor Farm Project in Malawi in 2008. In 2012, CDI scaled the project from one farm to five, and in 2013 CDI began working with the government of Tanzania to apply the successful model which works to improve farmers' livelihoods through access to better inputs, agronomic training, and market access.

THE ANCHOR FARM PROJECT MODEL

Step 1
Agricultural Education Campaign

Farmers learn about the Anchor Farm Project in three ways: hear an advertisement over the radio, observe a neighbor's successful crop achieved through the project, or attend an open field day sponsored by CDI.

Step 2
Join the Anchor Farm Project

Farmers join the project in groups of up to 20 people and learn about new agronomic techniques and make joint decisions about contracts and finances. One lead farmer serves as a field-based agricultural adviser.

Step 3
Crop Yields Increase

CDI accelerates farmers' access to high-quality seeds and inputs. Farmers plant their soya, maize, and groundnut crops using improved agronomic techniques, and their yields increase.

Step 4
Sell Crops & Increase Revenue

CDI connects and delivers farmers' crops to buyers to ensure profit. Farmers’ spending power increases, and they can repay loans to establish a credit history and put the extra profits into savings.

Improving livelihoods for more than 36,000 smallholder farmers in Malawi and Tanzania
I FIRST LEARNED ABOUT THE ANCHOR FARM PROJECT IN 2012 after a visit to a friend’s field. It was just before harvest. Upon walking through her field I noticed how strong, healthy, and productive her maize and soya crops were. She told me about the project, and how it had helped her improve her crop yields. I wanted to have healthier crops too. It was then that I joined the project. Lustia, the field officer who works for the Clinton Development Initiative in my village, has taught me to use new farming techniques to help improve my soil, make my land more productive, and increase yields of my crops.

Before joining the Anchor Farm Project, I produced about twenty-two 50 kg bags of maize and four to six 50 kg bags of soya beans each year. After the second growing season with the Anchor Farm Project, my annual production of maize increased to sixty 50 kg bags and my annual soya bean harvest to thirty-seven 50 kg bags, which has increased my yearly income from $50 to $750. Now, with this extra income, I have been able to build a new house and purchase a solar panel that brings light into my home, which enables my children to study at night.

After the second growing season with the Anchor Farm Project, my income increased further, and I was able to buy an ox cart – one of only seven ox carts in my village of more than 500 people. I also bought one full-grown ox to draw the cart, and one younger ox, which will soon be old enough to draw the cart too.

This year, I hope to increase my soya production, finish my house by pouring a concrete floor to replace my current dirt floor, and buy a vehicle. Having a vehicle will help me and others in my village access markets to buy and sell goods and reach hospitals for health care. I now serve as secretary of my local farmers’ club which hosts demonstrations of new farming techniques, so I can help other farmers improve their crops and incomes so they can better support their families too.

**Lucy Banda**
Farmer
Anchor Farm Project

PHOTO: Lucy Banda, a smallholder farmer with the Anchor Farm Project in Malawi, has been able to build a new house from the extra income earned through higher yields.

*Ariana Constant / Clinton Foundation*
Empowering individuals in developing nations to work themselves out of poverty

In Maharashtra, India, the Clinton Giustra Enterprise Partnership will help farmers double their income over five years.

Kim Seidl / Clinton Giustra Enterprise Partnership
The Clinton Giusta Enterprise Partnership (Enterprise Partnership) combines the best of non-profit and for-profit approaches. The Enterprise Partnership creates new enterprises that capitalize market opportunities to generate both social impact and financial returns by addressing existing market gaps in developing countries’ supply or distribution chains. The Enterprise Partnership works to enhance the economic and social benefits of marginalized and underserved communities by incorporating these individuals into one of three market-driven models – distribution enterprises, supply chain enterprises, and training center enterprises. Through these models, the Enterprise Partnership seeks to help people work themselves out of poverty.
DISTRIBUTION ENTERPRISES

A high degree of poverty often exists in rural areas due to the challenging terrain, scattered populations, and lack of infrastructure, which undermine opportunities for viable economic activity. As a result, these rural communities often have little or no access to basic, everyday staples. In 2013, the Clinton Giustra Enterprise Partnership (Enterprise Partnership) launched a distribution enterprise in one of the most rural and remote parts of Peru that is expected to equip nearly 3,000 women with sales skills training and consigned products such as packaged foods, personal care items, pharmaceuticals, solar lamps, and clean cookstoves. The Enterprise Partnership is working with partners such as Nestlé and Procter & Gamble to engage these female entrepreneurs in skills training by providing them with nutrition and hygiene education, which enables them to add value in the sales of these products. By selling these products to others within their communities, female entrepreneurs provide essential, life-changing goods that are otherwise hard or impossible to access, and are expected to be able to at least double their current incomes within one year of joining the enterprise.

SUPPLY CHAIN ENTERPRISES

Smallholder farmers and producers in developing countries often lack the resources, skills, and capital needed to sell their outputs to regional and multinational markets. Additionally, market buyers are unable to reliably source the quality and quantity of products they want and it is also expensive and impractical for buyers to source directly from a highly fragmented producer base. Through supply chain enterprises, the Enterprise Partnership works to bridge the gaps between markets, smallholder farmers, and producers. By efficiently consolidating and rapidly developing fragmented producer bases, and linking producers to quality buyers, the Enterprise Partnership works to bring real economic value to supply chains. In 2014, the Enterprise Partnership launched a cashew supply chain enterprise in Maharashtra, India, which purchases both cashew apples and cashew nuts from smallholder farmers and consolidates, delivers, and sells the products directly to high-quality buyers. To further improve the livelihoods of thousands of cashew producers in the region, the Enterprise Partnership also launched a partnership with PepsiCo, where smallholder farmers will supply cashew apple fruit for PepsiCo’s local juice business. By facilitating the sale of both cashew apples and cashew nuts to large markets while simultaneously improving the yield and quality of the crop, the Enterprise Partnership will help farmers to double their incomes over five years, and anticipates scaling the program to 15,000 farmers in the coming years.

In the Central Plateau and North regions of Haiti, the Enterprise Partnership is working to connect farmers with a network of over 40 strategically placed community depots as well as to provide good agricultural training, inputs, and purchasing of their harvests. Through a peanut supply chain enterprise which was launched in 2014, the enterprise will improve the livelihoods of 12,000 Haitian peanut farmers.

TRAINING CENTER ENTERPRISES

There is a shortage of quality labor to meet the growing demands of many industries within developing countries. Skill disparities often exist because there is frequently a mismatch between the workforce requirements of local industry and the existing competencies held among the pool of available workers. The Enterprise Partnership’s training center enterprises support a range of employability programs aimed at improving the livelihoods for thousands of disadvantaged youth around the world. In 2013, the Enterprise Partnership launched a training center enterprise in Cartagena, Colombia, to prepare and place marginalized youth in quality hospitality jobs by providing them with the specific competencies and skill sets needed for housekeeping, hotel guest services, and as kitchen aides, baristas, food and beverages patrons, and administrative and accounting assistants. The training center will provide new training and education opportunities to more than 20,000 youth.

Nearly 3,000 female entrepreneurs targeted for a new rural and peri-urban distribution network in Peru

20,000 youth to receive new training and education opportunities through a training center enterprise in Colombia

Expected to double farmers’ incomes through a cashew supply chain enterprise in India over five years
The Clinton Giustra Enterprise Partnership creates social enterprises to provide communities in developing nations with opportunities and tools to participate along the enterprise value chain. By creating replicable models, the Enterprise Partnership is bringing these solutions to rural and remote communities around the world, scaling the programs, and helping people improve their livelihoods and strengthen their communities.

SCALING UP SOCIAL ENTERPRISES

More than 350,000 people expected to be reached by existing enterprises
More than 1 million people targeted to benefit from scaling and replicating enterprises
MY NAME IS ARNOLD, AND I LIVE IN TIERRA MUSCADY, HAITI.

As a farmer, I take care of the land and grow peanuts, which is an important crop in Haiti. I grow peanuts to support my wife and three kids – two girls and one boy. In the past, I’ve struggled with planting and growing peanuts. Sometimes I could plant a little, which would help me earn some money. But other times I didn't have money, so I couldn't purchase seeds, and my family struggled.

When the Clinton Giustra Enterprise Partnership (Enterprise Partnership) came to help us, they completely supported us with credit, and taught us a way that we could break ground, organize the land, prepare the land, and plant the peanuts on our own. And as long as we were willing to work for it, we would be able to follow this new process and increase our yields.

I can say that the difference is huge. The way we were planting before was a little disorganized. We were planting any which way and the assistance we have been receiving from the Enterprise Partnership has completely changed our current yields from what we used to yield. Now we find that the yields are a lot higher and there is a progression taking place – we’re increasing our yields rung by rung, like a ladder. So far this year, I've earned $500, which is more than four times what I've earned before. Now I don't need to worry about not having enough money to support my family.

Arnold Petion Balde
Peanut farmer
Clinton Giustra Enterprise Partnership

PHOTO: Through the Clinton Giustra Enterprise Partnership’s peanut supply chain enterprise in Haiti, Arnold Petion Balde learned new techniques for peanut farming, helping to improve his income fourfold.

Jacquelain Constant / Clinton Foundation
The New York Times’ Nicholas Kristof leads the “Putting Education to Work” Plenary session at the CGI 2014 Annual Meeting with John Chambers, Chairman and CEO, Cisco; Reem Al Hashimy, Minister of State, United Arab Emirates; Nisreen Mitwally, Alumna, Education For Employment; and Ashish Thakkar, Founder, Mara Group; Founder, Mara Foundation.

Cibele Vieira / Clinton Global Initiative
Established in 2005 by President Clinton, the Clinton Global Initiative (CGI) convenes global leaders to create and implement solutions to the world’s most pressing challenges. CGI Annual Meetings have brought together more than 180 heads of state, 20 Nobel Prize laureates, and hundreds of leading CEOs, heads of foundations and NGOs, major philanthropists, and members of the media. To date, members of the CGI community have made more than 3,100 Commitments to Action, which have improved the lives of over 430 million people in more than 180 countries.
In December 2013, the Clinton Global Initiative (CGI) convened CGI Latin America in Rio de Janeiro, Brazil, where leaders from across the region and around the world developed commitments to carry Latin America’s social and economic progress into the future. Participants focused on developing human capacity, designing for green growth, and harnessing innovation and technology in the region. Commitments to Action made at the meeting will positively impact the lives of more than 500,000 people in Latin America and beyond. Commitment-makers include The Coca-Cola Company, The Republic of Colombia, Conservation International, IKEA Foundation, Inter-American Development Bank, Nestlé, and Nike, Inc.

At the fourth annual meeting of CGI America, held for the first time in Denver, Colorado, attendees made more than 100 Commitments to Action, adding to the existing portfolio of CGI America commitments that are already affecting nearly 1.4 million lives. Among the highlights at the event, the AFL-CIO announced the progress of its 2011 commitment, which encouraged the investment of $10 billion in workers’ capital and skilled labor to catalyze the large-scale reconstruction of America’s built environment. Raising their investment goal with contributions from CalPERS, CalSTRS, and teacher and public employee funds, the AFL-CIO reported the creation of more than 33,500 jobs and training of 900,000 workers.

In 2014, CGI hosted its 10th Annual Meeting, bringing together CGI members under the theme of “Reimagining Impact” to reflect on the progress of Commitments to Action made since CGI was founded in 2005 – and determine how to best address the urgent social, economic, and environmental challenges that lie ahead.

Over the past two years, members of the CGI community have increasingly looked to address the interconnected issues of climate change, oceans, and conservation. At the 10th Annual Meeting, Leonardo DiCaprio, founder of the Leonardo DiCaprio Foundation, was honored with a Clinton Global Citizen Award for his leadership in addressing ocean stewardship and climate change. Later at the Annual Meeting, Ted Waitt of the Waitt Foundation joined President Clinton in announcing a full-day convening of the CGI Oceans Action Network, taking place in Boston in March 2015.

Partnerships between private sector and NGOs have more than doubled from 2005 to 2013

Over 10 years, CGI commitments have become increasingly focused on direct interventions such as skills development, access to capital, STEM, and access to education

3,100 Commitments to Action, improving the lives of over 430 million people in more than 180 countries
Working with CGI member Palantir Technologies, CGI conducted an analysis of its Commitments to Action portfolio to better understand how CGI members are improving lives around the world – and understand how these findings can inform the next 10 years of commitment-making. Announced at the 10th Annual Meeting, the findings confirmed trends that have been observed over the first decade of CGI – notably that effective partnerships have become central to addressing global challenges.

Commitments implemented through partnerships produced results that, on average, reflected 20% more impact relative to initial goals than commitments carried out by a single entity.
AS PRESIDENT AND CEO OF INTERNATIONAL MEDICAL CORPS,
I know my own work with the Clinton Global Initiative (CGI) has helped to lift our organization to new levels. We have built partnerships, thought big, and reached high. Much progress has been made. But recent disasters have vividly illustrated that our work is not finished.

The convening power of CGI was displayed most dramatically with the birth of the Haiti Action Network in 2008, and was further galvanized after the 2010 Haiti earthquake. In 2012, CGI’s Response & Resilience Track was created – focusing on the idea that to be effective, we must work together to build resilience and prepare for a disaster before it strikes.

Building resilience acknowledges that individuals, families, and communities are the true First Responders.

That’s why, in 2013, International Medical Corps developed its First Responders Commitment to Action, to give over 100,000 women in Africa the tools they need to be their own best First Responders to recurring emergencies, such as drought and famine. By investing in a community before these emergencies take hold, we can create greater resilience.

As we reflect on the history of CGI and look toward the challenges of the decade ahead, I believe the community’s new focus on resilience will prompt the world to reimagine what can happen when all of us – including those directly affected by adversity – work together to meet those challenges with creative answers. I am honored to contribute to CGI’s mission of working together to create solutions to the world’s most pressing challenges.

Nancy Aossey
President and Chief Executive Officer
International Medical Corps

PHOTO: International Medical Corps’ 2013 commitment, First Responders: A New Approach to Resilience, aims to mitigate the shock of recurrent emergencies by addressing maternal health, mental health, nutrition, and improved sanitation services through peer-to-peer education, training of frontline health care workers, and increasing the capacity of health care systems.

International Medical Corps
Investing in sustainable economic growth

In 2014, the Clinton Foundation, NRG Energy, Urban Zen, Happy Hearts Fund, and Digicel supported the completion of the solar panel installation at the Union Des Apotres – Prodev School. The Union Des Apotres – Prodev School is the only solar powered school in Cite Soleil, Haiti.

Max W. Orenstein / Clinton Foundation
The Clinton Foundation has been actively engaged in Haiti since 2009, focusing on economic diversification, private sector investment, and job creation in order to create long-term, sustainable economic development. After the 2010 earthquake, President Clinton formed the Clinton Foundation Haiti Fund and raised $16.4 million from individual donors for immediate relief efforts. Since 2010, the Clinton Foundation has raised a total of $36 million for Haiti, including relief funds as well as funds for projects focused on restoring Haiti’s communities, sustainable development, education, and capacity building. The Clinton Foundation continues to concentrate on creating sustainable economic growth in sectors including energy, tourism, agriculture, and apparel/manufacturing; to work to develop new markets for Haitian products; to engage international companies and investors; and to strengthen local organizations, entrepreneurs, and businesses.
SMALL BUSINESS GROWTH AND DIVERSIFICATION

The Foundation has continued to work alongside the government of Haiti to foster economic development and improve the business environment. The Foundation continues to collaborate closely with the Haitian Center for Investment Facilitation, providing pro-bono consulting through an initiative with the New York University Stern School of Business & Strategy, and has worked to promote small- and medium-sized enterprises in Haiti by identifying new investors, partners, and distribution channels and by assisting with business development skills and training. In 2014, the Foundation supported the growth of 20 entrepreneurial businesses and organizations across Haiti, including Sustainable Recycling Solutions (SRS). With initial support from the Clinton Foundation of $200,000, SRS has received additional investments to scale their work. As a result, SRS has doubled the number of their direct employees to more than 50 people and has installed a flaking machine to further refine their recycled plastic products and increase their profit margins, which they are passing along to 2,000 plastics collectors.

ECONOMIC, ENVIRONMENTAL, AND SOCIAL IMPACT

Working in Haiti, President Clinton has championed a model of sustained economic growth coupled with positive social and environmental results. The creation of good jobs and economic diversification are paramount to these sustainability efforts. The full-cycle investing model launched by the Haiti team in 2012 has continued to be successful by looking at the entirety of applicable value chains for businesses and recognizing that comprehensive engagement yields greater results than a single intervention at one point. For three years, the team has been working with Caribbean Craft, the largest exporter of Haitian artisan and handicrafted products, on developing and diversifying its business model, as well as connecting it to numerous international retailers including West Elm and TOMS. The Clinton Foundation has also assisted with the creation of a new TOMS shoe factory in Haiti, which is working to achieve a monthly production of 50,000 pairs of shoes.

The Clinton Foundation has continued to focus on developing international markets for Haitian agricultural products such as coffee, which more than 100,000 Haitian farmers rely on as their main source of income. To help coffee farmers improve their livelihoods, the Clinton Foundation collaborated with La Colombe, the L. Shaw Foundation, and others to create the Haiti Coffee Academy in Thiotte, which delivers basic and financial literacy training to area farmers, grows new varietals of coffee, collaborates with farmers on improved agricultural practices, and links smallholder farmers with large international buyers like Four Seasons Hotels and Resorts.

TARGETED INVESTOR MISSIONS

During 2013, the Foundation continued to facilitate high-level visits to Haiti from more than 50 leaders in international business and philanthropy. These visits highlighted important industries throughout the country, and have led to new investments in renewable energy, agriculture, and tourism. In 2013, the Clinton Foundation helped to facilitate more than $30 million in foreign direct investment into Haiti.

EDUCATION

In 2014, with support from NRG Energy, Urban Zen, and the Happy Hearts Fund, the Clinton Foundation helped to facilitate the completion of a large solar installation at the Union Des Apotres – Prodev School in Cite Soleil, Haiti. The school was built by Digicel as part of their Clinton Global Initiative Commitment to Action to build 150 schools throughout Haiti. The Clinton Foundation, the government of Haiti, and the University of Haiti’s Faculty of Sciences – Haiti’s largest public university – are working together to revitalize the campus’s main building in Port-au-Prince by utilizing green building construction.

ENERGY, AGRICULTURE, AND ENVIRONMENT

To address Haiti’s high-energy costs and associated environmental and agricultural concerns, the Clinton Foundation is working to develop commercially viable projects which holistically address these needs. In 2013, the Foundation worked with NRG Energy and other partners to install over 225 KW of solar power at schools, medical facilities, and small businesses, and has facilitated the planting of more than 350,000 trees and plants throughout the country.

Committed $36 million in overall assistance to Haiti
More than 117,000 lives impacted through programs and partnerships
More than 11,200 short- and long-term jobs created through the Foundation’s work
In Haiti the Clinton Foundation focuses on creating sustainable economic growth, developing and supporting local businesses, and creating access to new markets. By supporting local businesses through a full-cycle investing model, the Clinton Foundation is empowering Haitians to strengthen and reinvest in their own communities.

FULL-CYCLE INVESTING: HOW RECYCLING CAN STRENGTHEN A COMMUNITY

**Step 1**
Business Idea

In 2012, Sustainable Recycling Solutions (SRS) was founded to create employment opportunities for Haitian waste collectors and recycle the plastics into high-quality consumer products – a financially sustainable business model that would improve public health, create jobs, and strengthen the economy.

**Step 2**
Investor Facilitation

Identified as a need to improve environmental and social conditions, and an opportunity to create jobs, the Clinton Foundation provided initial support to SRS, which spurred additional investments and support from international investors and plastics buyers.

**Step 3**
Markets

Having collected an estimated 4.5 million pounds of recycled plastics, SRS has been able to access new markets with support from the Clinton Foundation and attract international buyers interested in purchasing their recycled products.

**Step 4**
Impact

SRS is facilitating economic, social, and environmental impacts – helping clear the streets and developing profitable opportunities for recycled products.

**PROJECT IMPACT**

- 4.5 million pounds of recycled plastic collected
- 2,000 collectors engaged
- 50 employees hired
MY NAME IS TANIA AND I HAVE BEEN WORKING AS A POTTER FOR Papillon Enterprise for the last two years. Shelley Clay started Papillon Enterprise in our community in Delmas to create jobs for mothers so we can afford to take care of our families. We make jewelry and pottery that we sell to people from all over and I am one of 300 proud employees. I became a mother at age 16 and shortly after, the father of my baby died. I had to quit school after ninth grade to take care of my baby. I have six brothers and sisters, and we all live together with my mother in a one room wooden shelter. My brother Ronald also works for Papillon Enterprise and the two of us support our whole family with our earnings. My daughter is now in the first grade and I am making sure that she is able to get a good education.

I would love to someday use my earnings to start a little commerce business that some of my family members could run while I am at work. I love being a potter and would be happy if I could do that for the rest of my life. Learning how to make mugs, cups, bowls, and plates has helped me, not only economically, but it has given me pride and dignity and my mother is so proud of what I have accomplished. We started the pottery program with support from the Clinton Foundation and now we also have solar power to help us with the electricity for the kilns. I now have the opportunity to teach other people how to do pottery and it makes me so happy to be able to have this opportunity.

Tania Sylvert
Potter
Papillon Enterprise
Increasing access to life-saving medicines and strengthening health systems

Community members in Sialwindi, Zambia, stand outside the Manyemunyemu Health Post, which serves more than 3,000 people. To increase health services in the area, the Clinton Health Access Initiative is supporting the training of nearly 3,000 Community Health Assistants over the next five years.

Max W. Orenstein / Clinton Foundation
The Clinton Health Access Initiative (CHAI) began its work by addressing the HIV/AIDS crisis and strengthening health systems in the developing world. At the invitation of national governments, CHAI works to lower the prices of and increase access to life-saving medicines and diagnostics, and build stronger health care infrastructure in underserved countries. CHAI creates and implements these programs with a sustainable model so that its government partners will eventually run the programs without assistance. CHAI has expanded this model to increase access to treatments for malaria, diarrhea, and tuberculosis; accelerate the rollout of new vaccines; and lower maternal, child, and infant mortality.
HIV/AIDS

The HIV work of the Clinton Health Access Initiative (CHAI) is centered on the overarching vision of supporting partner governments to create a sustainable, efficient, and effective response with quality prevention and treatment services made available to all in need. In 2013, CHAI helped several countries implement the new World Health Organization (WHO) guidelines for lifelong care and treatment of HIV-positive pregnant and breastfeeding women, as part of its focus on pediatrics and prevention of mother-to-child transmission (PMTCT) of HIV. In Uganda, for example, CHAI supported the government to improve the supply chain for PMTCT commodities, develop training curriculums, and coordinate partners. In 2013, more than 95 percent of the country’s 1,500 health facilities providing PMTCT services had transitioned to the new guidelines, which call for all HIV-positive pregnant and breastfeeding women to be put on life-long treatment. In 2014, CHAI worked with Roche Diagnostics to reduce the cost of HIV viral load tests in low- and middle-income countries. By increasing access to viral load testing, this agreement will dramatically improve the quality of HIV treatment services and strengthen capacity to achieve the global goal of ensuring that 90 percent of all people receiving antiretroviral therapy achieve viral suppression.

CHAI has also worked to scale up HIV testing, particularly point-of-care (POC) CD4 technologies that facilitate timely initiation of treatment through prompt delivery of test results to HIV positive patients. Globally, CHAI’s work to expand access to POC CD4 facilitated an 18 percent increase in the number of these optimal testing devices across Ethiopia, Kenya, Lesotho, Mozambique, Swaziland, and Zambia. Across these countries, POC CD4 testing volumes of 500,000 tests in 2013 have resulted in an estimated 200,000 additional test results received by patients; 50,000 additional patients initiated on antiretroviral therapy; a reduction in the price per result received from $19.45 to $12.43; and savings from reduced wastage of $3.4 million.

HUMAN RESOURCES FOR HEALTH

In nearly all of the 70 countries where CHAI works, there is a severe health workforce shortage. In 2013, CHAI continued to support the government of Rwanda’s Human Resources for Health (HRH) Program, by convening support from a consortium of schools: thirteen universities, nine medical schools, six nursing schools, one school of public health, and two schools of dentistry. In 2013, more than 100 U.S. faculty members in medicine, nursing, midwifery, and health management went to Rwanda for one-year assignments, where more than 1,200 lectures and over 80,000 clinical hours of teaching time were delivered. CHAI’s HRH team supported the Ministry of Health of Rwanda by providing daily strategic, analytical, and operational support. In December 2013, the Rwanda HRH program successfully transitioned management of the program to the government of Rwanda – another sign of the success of CHAI’s emphasis on capacity transfer to government partners. Today, the HRH program continues to work with more than 25 U.S. academic institutions to advance health workforce training in Rwanda.

VACCINES

To make immunization supplies more available, CHAI is designing and rolling out improved vaccine stock management systems in Ethiopia, Nigeria, and Tanzania, as well as working to improve the supply chain design and replenishment process for vaccines. In Nigeria, CHAI is piloting a new vaccine replenishment system based on improved ordering and delivery models in Lagos and Kano states. In this pilot program, the percentage of CHAI supported health facilities with sufficient vaccine stocks has dramatically increased, from 43 percent to 100 percent in Lagos, and from 31 percent to 80 percent in Kano, over the course of the 10 vaccine delivery cycles completed thus far.

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8.2 million people in more than 70 countries with access to HIV/AIDS treatment at CHAI-negotiated prices
Assisted in securing a 45 percent reduction in the price for pentavalent vaccine
Assisted in securing a 50 percent reduction in the price of long-acting reversible contraceptives
Since 2002, the Clinton Health Access Initiative (CHAI) has been working to lower the cost of and expand access to life-saving treatments. By collaborating with manufacturers on the supply side and governments on the demand side – and transitioning the medicine market to a high-volume, low-cost model – CHAI has enabled millions of people to receive life-saving treatments. In 2006, CHAI began working in partnership with UNITAID to catalyze the pediatric market for antiretrovirals and diagnostics, which has substantially increased access to pediatric treatment globally.

**INCREASING ACCESS TO LIFE-SAVING PEDIATRIC ANTIRETROVIRAL TREATMENT IN PARTNERSHIP WITH UNITAID**

- **2006:** 70,000 children available antiretroviral treatments for children
- **2012:** 647,000 children available antiretroviral treatments for children
THE CURRENT OUTBREAK OF THE EBOLA VIRUS IN WEST AFRICA

is the largest Ebola outbreak ever recorded, both in terms of numbers of cases and geographical spread. The Clinton Health Access Initiative (CHAI) in Liberia, a trusted partner in rebuilding Liberia’s post-conflict health system, has contributed to the government of Liberia’s strategic Ebola response since the end of March by providing direct support to case management, training, and supply chain management.

As soon as Ebola was confirmed in Liberia, the Ministry of Health and Social Welfare (MOHSW) appointed CHAI Country Director, Dr. Moses Massaquoi, to be the chair of the national Case Management committee, responsible for coordination of case investigation, ambulances, disinfection, burial, and treatment centers. As the response grows, the CHAI team continues to play a pivotal role in coordination, and has spearheaded the government’s efforts to standardize treatment protocol, develop policy, protocol, and guidelines for the compassionate use of experimental medication and alternative therapies, and significantly increase bed capacity at Ebola Treatment Units.

At the onset of the outbreak, CHAI created and nationally distributed a triage flowchart to guide health workers in identifying suspected and probable Ebola cases. In late August, with the generous support of the Norwegian government, CHAI mobilized a team to rapidly source and procure over $170,000 worth of critical PPE items to help Liberian health workers protect themselves from infection. Additionally, CHAI supported the establishment of a novel new training center which can train 60 people per week and combines traditional classroom learning, ‘cold’ training in a mock Ebola treatment unit with Ebola survivors serving as expert patients, and ‘hot’ training in an operational Ebola treatment unit. So far, CHAI has facilitated training for over 200 students, including Liberian health workers, African Union Staff, International Rescue Committee, the Cuban Team, and members of the U.S. Military.

CHAI was the first partner to provide targeted support to Ebola-related supply chain management through the establishment and management of a temporary warehouse at the MOHSW in June. Additionally, CHAI helped to standardize the requisition process, developed a basic inventory management system, created a pipeline monitoring tool, and served as the secretariat for the logistics subcommittee until the UN Logistics Cluster was activated.
CLINTON HEALTH MATTERS INITIATIVE

Reducing the prevalence of preventable disease in the United States

The Clinton Health Matters Initiative is working with local organizations in Coachella Valley, California, to increase access to fresh produce in underserved communities.

Adam Schultz / Clinton Foundation
The Clinton Health Matters Initiative (CHMI) works to improve the health and well-being of people across the U.S. by activating individuals, communities, and organizations to make meaningful contributions to the health of others. By implementing evidence-based systems, environmental, and investment strategies, CHMI aims to ultimately reduce the prevalence of preventable diseases, close health inequity and disparity gaps, and ultimately reduce health care costs associated with preventable diseases, thus improving the quality of life for people across the U.S.
NATIONAL HEALTH TRANSFORMATION

To address the detrimental effect of rising rates of chronic and non-communicable diseases on the health of individuals in the U.S., the Clinton Health Matters Initiative (CHMI) is developing and implementing programs that tackle some of the nation’s most pressing health issues: prescription drug abuse, diabetes and pre-diabetes, military and veterans health, inequitable access to healthy foods, and worksite wellness. In 2013, CHMI launched “Project Play” with Nike and the Aspen Institute to build campaigns, share knowledge, and facilitate research to increase regular physical activity for children across the country. At the 2014 Health Matters Annual Activation Summit, CHMI and the James Beard Foundation announced America Cooks with Chefs: The 800 Calorie Challenge, a cooking competition that pairs six home cooks with six celebrity chefs to create healthy, approachable meals. Additionally, CHMI, in partnership with the Jed Foundation launched the Jed & Clinton Health Matters Campus Program in 2014 to promote emotional well-being and mental health programming, reduce substance abuse, and prevent suicide among college and university students. The Campus Program is now working with more than 60 colleges across the U.S.

COMMUNITY HEALTH TRANSFORMATION

Manageable, good health is a basic need for all residents regardless of zip code or demographics, but over the past several decades, poor health outcomes and the resulting disparities have been steadily increasing. To help address these challenges, CHMI works in regions disproportionately impacted by chronic disease to close these gaps. Since CHMI began its community transformation work in 2012, it has expanded its focus communities to include Northeast Florida and the Greater Houston Area, alongside the Coachella Valley, California, and Central Arkansas. In each community, CHMI publishes a regional Blueprint for Action – a five-year strategic plan developed with input from over 150 stakeholders in each region which sets local priorities and outlines action steps to improve health indicators unique to each community. CHMI’s community transformation programs are reaching 8 million people. CHMI will hold its Blueprint for Action meeting for its newest focus community of Adams County, Mississippi, in December 2014.

INTEGRATING DIGITAL HEALTH & INNOVATION

Today, 80 percent of all Internet users – 59 percent of whom are adults in the U.S. – are searching for health information online. By working with start-ups, government, non-profits, and corporations to leverage technology and innovation, CHMI helps provide access to tools and resources to help empower people, communities, and organizations to live healthier. In 2013, CHMI launched a health-based codeathon series with Ace Hotel and Jawbone across the U.S. which challenged developers and designers to create mobile or online applications focused on the social determinants of health. In 2014, CHMI launched a women’s health codeathon series to spur greater participation of women in digital health. In addition, CHMI formed strategic partnerships in 2013 with both The Jed Foundation and Facebook to create Help A Friend In Need – an online guide to help people identify and help friends in distress. Facebook has translated the guide into 20 languages and has rolled it out across 9 different countries.

HEALTH MATTERS ANNUAL ACTIVATION SUMMIT

The Health Matters Annual Activation Summit showcases the Clinton Foundation’s systemic approach to the issue of health with specific examples from CHMI’s work with communities and organizations across the country. The summit combines topical conversations, active working sessions and think tanks to highlight the leading opportunities and innovations in health advancement with the country’s foremost health and innovation experts. At the summit in 2013, CHMI generated more than 50 strategic partnerships with national and local entities, which collectively reflect an investment of more than $100 million in health and wellness. The summit in January 2014 led to 30 additional new strategic partnerships, totaling $200 million in investments, which will touch 75 million people across the U.S.

Strategic partnerships worth $200 million which will touch 75 million people in the U.S.

Working with 40 organizations to improve employee wellness

Online audience of more than 75,000 participated in our health-focused conversations and events
Whether it’s working to reduce health disparities in a community or collaborating with health and technology start-ups to create new health-focused applications, the Clinton Health Matters Initiative follows a six-step process to drive systemic change and create measurable results.

**APPRAOH**

1. **BUILD SUPPORT**
2. **ACCESS ORGANIZATIONAL CAPACITY**
3. **DEVELOP STRATEGIC PLANS**
4. **EXPLORE AND CONNECT WITH RESOURCES**
5. **IMPLEMENT STRATEGIC PLANS**
6. **EVALUATE AND REVISE**

**REACH**

- **8 Million People**
  - Implemented health transformation programs reaching 8 million people in Coachella Valley, Central Arkansas, Northeast Florida, Greater Houston, and Adams County, Mississippi
- **150 Developers**
  - Worked with 150 developers to create 40 digital health prototypes and bring three of these digital applications to market
- **60 Colleges**
  - Launched the Jed & Clinton Health Matters Campus Program focused on improving mental health and substance abuse in over 60 colleges in the U.S.
THERE ARE TWO NATIONAL HEALTH ISSUES THAT ARE AFFECTING college campuses across the country, and that are leading causes of death for college students: mental illness and substance abuse and misuse. Mental health and substance abuse issues affect every campus, yet not enough people are talking about them.

According to the 2013 American College Health Association–National College Health Assessment, in the past year, more than half of college students have experienced “overwhelming anxiety,” and about 32 percent have reported feeling “so depressed that it was difficult to function.” In addition, almost 1 in 4 of the nation’s college students meet medical criteria for substance abuse.

That is why we are breaking the silence. We've teamed up with the Clinton Health Matters Initiative to launch The Jed & Clinton Health Matters Campus Program, which is designed to help colleges and universities promote emotional well-being and improve mental health programming, reduce substance abuse, and prevent suicide. To participate in the Campus Program, schools take a confidential, online self-assessment about their current mental health, suicide prevention, and substance abuse programming, which is then evaluated against recommended practices. We then jointly provide a confidential feedback report and on-the-ground technical assistance with practical recommendations for enhancement. Already, we've been able to provide guidance to more than 60 colleges across the country.

By creating the space for constructive dialogue and change, we can help ensure that our young adults are able to reach their full potential.

John MacPhee  
Executive Director and CEO  
The Jed Foundation

PHOTO: The Jed & Clinton Health Matters Campus Program is working with more than 60 colleges across the U.S. to build their capacity to promote student health and improve mental health programming.  
_Jed Foundation_
CLINTON PRESIDENTIAL CENTER

Inspiring and educating visitors from across the state and around the world

In 2014, the Clinton Presidential Center featured the artwork of renowned American artist Dale Chihuly, who is credited with revolutionizing the Studio Glass movement.

Dale Chihuly / Red Reeds, Clinton Presidential Center
The William J. Clinton Presidential Center and Park is a world-class educational and cultural venue offering a variety of special events, exhibitions, educational programs, and lectures throughout the year. Located on the banks of the Arkansas River in Little Rock, Arkansas, the Center has welcomed more than 3.3 million visitors from around the world since opening in 2004. Most importantly, the Center is a reflection of the work – past, present, and future – of the 42nd President of the United States. The Center is home to the Little Rock offices of the Clinton Foundation, the William J. Clinton Presidential Library and Museum, and the University of Arkansas Clinton School of Public Service.
CULTURAL AND EDUCATIONAL VENUE

The William J. Clinton Presidential Center’s permanent exhibits tell the story of the Clinton administration, while the diverse temporary exhibits give visitors a reason to continue to come back and learn something new. For every temporary exhibit, the educational staff at the Center creates a customized curriculum that meets the grade-specific educational standards established by the Arkansas Department of Education, as well as the Common Core framework. 2013 and 2014 temporary exhibit highlights include:

Oscar de la Renta: American Icon
“Oscar de la Renta: American Icon” celebrated the art of American fashion and featured more than 30 of de la Renta’s iconic creations. The exhibit traced de la Renta’s fashion evolution and inspiration from the Dominican Republic, Spain, France, and the U.S. In the 1960s, Dominican-born de la Renta moved to the U.S., where he launched his signature ready-to-wear label and quickly became known as a leading figure in international fashion design. De la Renta’s talent and exquisite taste elevated American fashion. His remarkable eye was matched only by his generous heart. His legacy of philanthropy extended from children in his home country who now have access to education and health care, to some of New York’s finest artists whose creativity has been sustained through his support.

Spies, Traitors, and Saboteurs: Fear and Freedom in America
Created by the International Spy Museum in Washington, D.C., “Spies, Traitors, and Saboteurs: Fear and Freedom in America” explored nine major events and periods in U.S. history when Americans were threatened by domestic enemies. With each major event, visitors were able to track the incident as it happened, witness the government and public response, and examine the complexities of securing the nation without compromising the civil liberties upon which it was founded.

Chihuly
In May 2014, the Center welcomed the artwork of renowned American artist Dale Chihuly. Chihuly is credited with revolutionizing the Studio Glass movement and elevating the perception of the glass medium from the realm of craft to fine art. An immersive and astounding visual presentation of color, shape, and form, this exhibition was curated by the Chihuly Studio to commemorate the 10th anniversary of the Center.

COMMITMENT TO THE ENVIRONMENT

The Center was designed to exemplify President Clinton’s long-standing commitment to the environment. When the Center opened in 2004, it was recognized with a Silver Leadership in Energy and Environmental Design (LEED) certification by the U.S. Green Building Council (USGBC). By incorporating additional sustainability practices in 2007, the Center received a Platinum LEED certification for Existing Buildings from the USGBC – the first federally maintained facility to receive this recognition.

On Earth Day in 2014, the Choctaw Building at the Center was recognized as the oldest LEED-certified building in Arkansas, and among the oldest of all LEED-certified buildings in the U.S. The retrofits that led to the LEED certification will yield a variety of benefits in the future including approximately $30,000 of energy savings a year; a healthier and more comfortable work environment for employees and visitors; and water savings of 44.62 percent beyond the LEED baseline. This historic building dates back to 1899, and is currently home to the Little Rock offices of the Clinton Foundation and the University of Arkansas Clinton School of Public Service.

INSPIRING PUBLIC SERVICE

The University of Arkansas Clinton School of Public Service enrolled its 10th class in the fall of 2014 in its two-year Master of Public Service degree – growing from 16 students in 2004 to more than 100 students today. Since the school opened its doors almost a decade ago, and as part of their “hands-on” curriculum, students have completed more than 560 field projects in 71 different countries. The speaker series has offered more than 900 programs that are free and open to the public and has provided an opportunity for the students to interact with leading academics, newsmakers, and world leaders. The school’s graduation and job placement rates exceed 85 percent.

$10.5 million in-kind value of service from Clinton Presidential Center volunteers
More than 3.3 million visitors from around the world
Clinton School students have completed more than 560 field projects in 71 different countries
The Clinton Presidential Center opened its doors to the world on November 18, 2004. For a decade, the Center has served as a premiere educational and cultural venue, an extension of the classroom, and a cornerstone of the community. Thanks to 10 years of dedicated volunteers and staff, more than 474,000 volunteer hours have been donated, helping the Center welcome more than 3.3 million visitors to Little Rock, Arkansas.

474,825

Hours of Volunteered Service
FROM MY OFFICE IN DOWNTOWN LITTLE ROCK, I DON’T HAVE TO look far to experience President Clinton’s influence. The Clinton Presidential Center has literally reinvented the landscape of our great city, creating an economic ripple effect that has been at the center of a decade of revitalization in Arkansas’s capital city.

As a resident of this community, I enjoy the exhibits, programs, events, amenities, and cultural opportunities available only at the Center. As the president and CEO of the Little Rock Convention and Visitors Bureau, I am grateful to the Center for serving as a significant economic engine that has facilitated major expansion and development of our downtown and beyond. Little Rock, once the best kept secret in the country, is now truly an amazing destination!

An area that was once desolate and distressed has now welcomed more than 3.3 million visitors from around the world. Since 2003, the year prior to the Center’s opening, Little Rock’s tourism tax receipts, including hotel and restaurant taxes, have increased by more than 64 percent and over 1,800 hotel rooms have been added. In addition, annual visitation to Pulaski County has grown almost 33 percent to over 5.7 million people annually.

President Clinton designed the Center to represent a bridge, which is a powerful and compelling metaphor. And I can’t think of a better way to describe what the Center has meant to this community. It has, literally and figuratively, linked our past to our very bright future.

Gretchen Hall
President and CEO
Little Rock Convention and Visitors Bureau
Giving back to communities through service opportunities

Volunteers help put up siding and paint homes at a Habitat for Humanity site project as a part of the Clinton Foundation’s Day of Action in Denver, Colorado. The Clinton Foundation, in partnership with Concerts for Kids, Habitat for Humanity of Metro Denver, and Project C.U.R.E., gathered hundreds of volunteers for a Day of Action, completing service projects across Denver.

Max W. Orenstein / Clinton Foundation
Founded by Chelsea Clinton in the wake of Hurricane Sandy, the Clinton Foundation Day of Action program seeks to create service opportunities and mobilize thousands of volunteers to give back to their communities. Since 2012, the Clinton Foundation has hosted 11 Days of Action in the U.S. and abroad, which have mobilized more than 3,600 volunteers donating more than 18,000 volunteer hours.
TAKING ACTION

In November 2012, during the immediate aftermath of Hurricane Sandy, individuals, companies, and organizations came forward and asked the Clinton Foundation what they could do that would make a difference in the lives of New Yorkers who were confronting the wreckage from the hurricane. In an effort to help those who had been affected – and to channel the outpouring of support the Foundation received toward meaningful action – Chelsea Clinton established the first Clinton Foundation Day of Action, and mobilized more than 1,000 volunteers.

Since November 2012, Chelsea has continued to lead the Day of Action program to provide a platform where anyone can give back and get involved, and to inspire others to come together to make a difference. Everyone has something to give – whether it’s time, money, skills, or ideas – but it’s up to us to come together to take action. Today, the Day of Action program works with partners to identify community priorities and provides service opportunities for community members and Foundation friends, supporters, and partners to make a difference.

HURRICANE SANDY ANNIVERSARIES

Recognizing that effective disaster response involves multi-year efforts that address long-term challenges faced by impacted communities, in 2013 and 2014, to continue to support the long-term Hurricane Sandy rebuilding efforts, the Clinton Foundation partnered with the St. Bernard Project and the New York City Department of Parks and Recreation. In 2013, Chelsea Clinton helped break ground on the first “Resilient House” – a project announced at Clinton Global Initiative (CGI) America to build a home modeled to be energy efficient, cost effective, and able to withstand future disasters.

At both of these Days of Action, hundreds of volunteers participated in multiple service projects throughout the Rockaways and Queens, where they worked to rebuild houses, clean and update public parks, and paint schools.

EXPANDING A COMMITMENT TO SERVICE

Inspired to organize more opportunities to give back, the Clinton Foundation Day of Action program has expanded over the last two years to help other communities across the country and around the world. In 2013, the Clinton Foundation organized five Days of Action in the U.S. and abroad, which mobilized more than 1,400 people in Chicago, Illinois; St. Louis, Missouri; Queens and Staten Island, New York; and Rio de Janeiro, Brazil.

In 2014, more than 1,300 volunteers participated in five Days of Action in the City of Coachella, California; Phoenix, Arizona; Little Rock, Arkansas; Denver, Colorado; and Queens and Staten Island, New York. In conjunction with the Health Matters Activation Summit, volunteers helped repair homes and provide health resources to the residents of the City of Coachella where Mayor Eduardo Garcia and Chelsea Clinton led the repair efforts. During the Clinton Global Initiative University (CGI U) Meeting in March, President Clinton, Chelsea Clinton, Mayor of Phoenix Greg Stanton, and co-founders of Americans for Responsible Solutions former U.S. Representative Gabrielle Giffords and former astronaut Mark Kelly joined the more than 600 CGI U students in Phoenix to help transform a previously vacant 15-acre lot in downtown Phoenix into a vibrant and sustainable public space. And during the CGI America meeting in Denver, Senator Michael Bennett, Chelsea Clinton, and Governor John Hickenlooper joined volunteers to clean up parks, sort medical supplies, distribute and package goods at a food bank, paint homes, and clean up yards. The Clinton Presidential Center in Little Rock, Arkansas, organized four Days of Action in 2014, which included supporting community clean up efforts following the deadly tornadoes that struck the area in April.

Mobilized 3,600 volunteers to support community priorities

11 Days of Action organized since 2012

More than 18,000 hours of service volunteered since 2012
From the Coachella Valley, California, to Rio de Janeiro, Brazil, the Day of Action program is working with local partners to mobilize volunteers to help make a meaningful difference in their communities. Since 2012, more than 3,600 volunteers have donated more than 18,000 hours of service.

18,631
Total Hours Volunteered

Thanks to the **15 Day of Action Partners** who have helped give back to local communities:

- Chicago Cares
- City Harvest
- Concerts for Kids
- FEMA
- Grupo ABC
- JFK Hospital
- Laureate
- Luciano Huck
- New York Cares
- NYC Department of Parks and Recreation
- NYC Service
- Presidential Inaugural Committee
- St. Bernard Project
- Team Rubicon
- Tenet Healthcare
SINCE HURRICANE SANDY HIT IN 2012, THE CLINTON FOUNDATION has provided ongoing support to the Rockaways through their Day of Action program, and more specifically to New York City’s Department of Parks. It’s hard to imagine that we could have recovered as well as we have without the assistance of hard-working volunteers like the dedicated people the Clinton Foundation brought together who worked so hard in our parks.

In the first days after the storm, Clinton Foundation Day of Action volunteers literally dug out a playground buried in sand. We were all moved by President Clinton and Chelsea Clinton’s visit – a bright moment in the midst of many difficult days. The following fall, Clinton Foundation volunteers returned for another day of service, when we did a beach and dune clean-up and were able to remove a large number of trees and shrubs that died as a result of salt damage. We were so pleased that Chelsea Clinton was able to join us and help us. Among other activities with volunteers, she personally removed two dead pine trees from the playground.

This year, Clinton Foundation volunteers returned to Rockaway Park on a dismal, rainy day. The weather didn’t deter their spirit and commitment to the service project, which included restoring the landscape around a Sandy-damaged playground (planting, weeding, and mulching) and removing fencing in a dune preserve. A return visit by President Clinton really boosted everyone’s spirits. He was interested in the improvements to the beach and boardwalk since his last visit, particularly impressed that we are approaching the restoration of Rockaway with resiliency in mind.

We look forward to working with the Clinton Foundation Day of Action program in the future and will be forever grateful for the support since 2012.

Jill Weber
Rockaway Administrator
NYC Department of Parks and Recreation
Bringing businesses together to address youth employment

Job One is a growing network of businesses, non-profits, and other partners from across the country that have committed to help young people access new pathways to employment.

John Hanacek / Clinton Global Initiative
More than five years have passed since the end of the Great Recession, and yet 5.6 million young Americans between the ages of 16 and 24 are out-of-school and out-of-work. This staggering number strains local communities and limits long-term economic growth. Economists estimate that our youth unemployment challenge could cost the U.S. roughly $20 billion in lost earnings alone over the next decade. Job One focuses on addressing this challenge by improving career pathways for unemployed youth.
ADDRESSING YOUTH EMPLOYMENT THROUGH BUSINESS-LED COMMITMENTS TO ACTION

Through Job One, a key focus area of Secretary Clinton’s work at the Clinton Foundation, the Foundation is bolstering an often-missed element from our national workforce training conversations: business-designed and -led career pathways for opportunity youth – young people who are both out-of-school and out-of-work. By working hand-in-hand with businesses, leading non-profits, economists, and advocates across the country, the Clinton Foundation is helping to identify and scale effective ways for companies to address their core business needs through engaging opportunity youth.

In 2014, Job One encouraged and spotlighted 16 Clinton Global Initiative (CGI) Commitments to Action that expand training, hiring, or mentoring opportunities for youth and build the business case for more companies to engage unemployed youth. Thirteen private sector businesses announced Job One Commitments:

- Improving Edu Performance and Employability in Nevada Committed by Barrick Gold
- Elevating the Importance of Manufacturing Careers for Youth Committed by Corning
- FITÉ Entrepreneurs: Salon Industry Careers for Women Committed by Dermalogica
- Cohort Mentoring for College Access and Persistence Committed by EY
- First Jobs for Opportunity Youth Committed by Gap Inc.
- Jive for Jobs: Supporting Opportunity Youth Committed by Jive
- JPMorgan Chase Summer Skills Development and Jobs Initiative Committed by JPMorgan Chase
- The Lifeway Empowerment Program Committed by Lifeway Foods
- Courtyard’s Playbook for Youth Success Committed by Marriott (Courtyard by Marriott)
- Bridging the Opportunity Divide for Youth Committed by MDC Partners
- Pathways to STEM Jobs via Internships and Job Shadowing Committed by Microsoft
- Foundation Bridging the Gap: Connecting Opportunity Youth to Technology Committed by Salesforce.com
- Symantec Cyber Career Connection (SC3) Committed by Symantec
- JPMorgan Chase Summer Skills Development and Jobs Initiative Committed by JPMorgan Chase
- The Lifeway Empowerment Program Committed by Lifeway Foods
- Courtyard’s Playbook for Youth Success Committed by Marriott (Courtyard by Marriott)
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- Symantec Cyber Career Connection (SC3) Committed by Symantec

In addition, Secretary Clinton announced Job One commitments by the Small Business Majority to recruit 100 small businesses across the country to adopt new youth employment actions; by Leaders Up, an innovative new organization, to create new training and hiring opportunities through the Starbucks supply chain; and by North America’s Building Trades to launch a best-in-class pre-apprenticeship program for the high-paid skilled construction industry.

To encourage more partners to create new economic opportunities for youth across the country and to support these recent commitments, CGI has launched the U.S. Youth Employment Action Network. The Action Network will help CGI members share best practices and generate additional commitments over the coming year.

13 private sector companies committed to create new training, hiring, or mentoring opportunities for U.S. Youth

16 Commitments to Action valued at more than $37 million when fully funded and implemented

Expected to directly impact more than 150,000 youth in the U.S. and create new scalable models
Economists estimate that the youth unemployment challenge could cost the U.S. roughly $20 billion in lost earnings alone over the next decade. Job One is bringing together businesses and other organizations to address this challenge and improve career pathways for unemployed youth.

5.6 MILLION OUT-OF-SCHOOL AND OUT-OF-WORK YOUTH IN THE U.S.

= 100,000 out-of-school and out-of-work youth

16 COMMITMENT MAKERS CREATING INNOVATIVE SOLUTIONS WORTH MORE THAN $37 MILLION
WE BELIEVE THAT FIRST JOBS ARE A POWERFUL FORCE IN A YOUNG person's life, allowing them to create indelible life skills, perspective, and economic opportunities. When our co-founders, Doris and Don Fisher, opened the first Gap store more than 45 years ago they made a promise to our employees and customers to do more than sell clothes. As part of that commitment, we've invested in our communities and helped thousands of young people build important skills for both life and work with first job experience.

Today, young people struggle to find these first jobs, facing difficult economic challenges since the recession. This is one of the reasons why we were excited to be a part of Job One at the 2014 Clinton Global Initiative America Meeting and expand our work to equip underserved youth with the skills and experience they need to get on pathways to success.

When young people are empowered to actively shape their own economic future, they have an increased potential to lift themselves, their families, and communities to greater opportunity. We have seen the impact a first job plays in creating that potential, so we’re working closely with Job One to help raise awareness among the public and other businesses about the significant role employers have in empowering underserved youth. Today’s young people are not just future employees or customers – they are future leaders with the potential to take our economy to new heights. It’s time we tapped into that potential.

Gail Gershon
Executive Director, Community Leadership
Gap Inc.
Accelerating progress for women and girls to achieve full participation everywhere.

Women in the Jabrouli Village in Lucknow, India, participate in a No Ceilings conversation about the progress they’ve seen in their communities and the challenges they still face. President Clinton led the conversation while visiting Clinton Foundation projects in Asia in 2014.

Barbara Kinney / Clinton Foundation
No Ceilings: The Full Participation Project is an initiative led by Secretary Clinton and Chelsea Clinton to advance the full participation of women and girls around the world. Access to equal rights and opportunities for women and girls is the unfinished business of the 21st century and is essential for achieving prosperity, stability, and security across the globe. No Ceilings brings together global partners to build an evidence-based case for full participation and accelerate progress for women and girls.
To understand where we need to go, we need to know what we’ve achieved. Building on the Clinton Foundation’s strong investment in women and girls, No Ceilings is establishing innovative partnerships to engage in a data-driven evaluation of the status of women and girls over the last two decades since the 1995 UN Fourth World Conference on Women in Beijing. In 2014, No Ceilings announced a partnership with the Bill & Melinda Gates Foundation to collect and compile this data into a compelling, accessible, and shareable report on the progress of women and girls and the challenges that remain. The full progress report will be released as a written report and data visualization in early 2015. Informed by the data, No Ceilings will release a 21st century policy agenda to help close the participation gap.

In addition to the critical data, hearing directly from women and girls about the progress and challenges they are seeing in their own lives will help focus efforts to advance full participation. In 2014, No Ceilings launched the No Ceilings Conversations to discuss the diversity of challenges that women and girls face in all aspects of society. Since February 2014, No Ceilings has hosted both live and virtual conversations across three continents and on social media platforms including Google Hangouts and Twitter.

Conversations with Secretary Clinton and Chelsea Clinton engage women and girls, as well as men and boys, to share their thoughts on progress and challenges for women and girls in every corner of the globe. Recent conversations have focused on adolescent girls, success in science, technology, engineering, and math (STEM) fields, economic opportunity through entrepreneurship, women in the workforce, education, and maternal health.

No Ceilings will continue to host these conversations through 2015. In an additional effort to hear from a broad audience, No Ceilings also launched a public survey for individuals to share their perspective.

No Ceilings is taking new and measurable actions to help achieve full participation by convening stakeholders from all sectors to accelerate progress for women and girls globally. During the 2014 Clinton Global Initiative Annual Meeting, Secretary Clinton and Chelsea Clinton announced two new Commitments to Action: CHARGE and Connected Women.

CHARGE – the Collaborative for Harnessing Ambition and Resources for Girls’ Education – is a $600 million commitment by No Ceilings and the Center on Universal Education at the Brookings Institution that brings together 30 cross-sector partners to help 14 million girls receive a safe and quality secondary education over the next five years. The collaborative will ensure that girls can attend and complete primary and secondary school; make schools safer and more secure; improve the quality of learning; support girls’ transition to higher education and employment; and cultivate local leaders to champion this work at the grassroots level.

Connected Women: Accelerating the Female Mobile Economy is a commitment to increase women’s participation in mobile technology. Led by GSMA and its partners, the commitment will study and analyze the barriers to access in regions with limited mobile participation for women. With this information, the partners commit to launch initiatives that will equip women in low-income and middle-income communities in the Philippines, Myanmar, Indonesia, Afghanistan, and the Gulf region with access to mobile devices and services that will facilitate full participation in their communities.

More than 10,000 people in over 150 countries have shared their perspective on the participation gap by completing the No Ceilings survey. Galvanized more than 30 partners to commit more than $600 million, ensuring 14 million girls can enter and succeed in secondary education. More than 12,000 participants engaged in live and virtual No Ceilings dialogues.
No Ceilings is working with partners to collect and analyze data to chart the progress of women and girls globally over the last 20 years, and identify the challenges that remain to achieve full participation.

DATA TO DRIVE PROGRESS

1.8 million+
Data points

190+
Countries

MAKING AN EVIDENCE-BASED CASE TO HELP WOMEN AND GIRLS ACHIEVE FULL PARTICIPATION
AT SEATTLE GIRLS’ SCHOOL WE TALK A LOT ABOUT THE ISSUES facing women and girls around the world. At our school, we are trying to address the underrepresentation of girls in STEM – science, technology, engineering, and math – with our own STEAM program that also adds an “A” for the arts. So when I had the opportunity to speak during a No Ceilings conversation, I asked Secretary Clinton and Chelsea Clinton what they thought about the importance of getting girls involved in STEM for their future in the workforce. It was exciting to hear the Secretary and Chelsea share their knowledge with us, and I was surprised to hear the facts Chelsea shared. Now I feel even more motivated to do something about this issue. Knowing that these inspiring leaders wanted to hear what we had to say and that our opinions mattered really boosted my confidence and helped me to believe that I can make change happen.

Franny Rainbow
7th grade student
Seattle Girls’ School

PHOTO: Franny Rainbow, a student at Seattle Girls’ School in Seattle, Washington, participated in the first No Ceilings conversation where she spoke with Secretary Clinton, Chelsea Clinton, and America Ferrera via Skype.

Leslie McDaniel / Seattle Girls’ School
Helping prepare America’s children to succeed in the 21st century

Young children are read to at the Hillary Rodham Clinton Children’s Library and Learning Center in Little Rock, Arkansas. The library, which opened in July 2013, honors Secretary Clinton’s continued commitment to children’s health and early literacy.

Nelson Chenault / Clinton Foundation
Too Small to Fail, a joint initiative launched in 2013 by the Clinton Foundation and Next Generation, aims to help parents and communities take meaningful actions to improve the health and well-being of children ages zero to five, and prepare them to succeed in the 21st century. Studies show that by age four, children from lower income families hear, on average, 30 million fewer words than their peers from higher income families, creating a “word gap” that sets them back before they’ve entered their first classroom. Working with partners across the country, Too Small to Fail is building a public action campaign focused on closing this word gap to help ensure that all children start school ready to learn.
MEDIA PARTNERSHIPS

Univision
In 2014, Too Small to Fail partnered with Univision, the leading media company serving Hispanic America, to launch “Pequeños y Valiosos” (“Young and Valuable”), a multi-platform campaign. Through this partnership, Univision is delivering expert research, commentary, and information on early vocabulary development across the company’s multimedia platforms to reach Hispanic families. As part of this initiative, Univision launched “Acción por los Niños” (“Action for the Children”), a month-long campaign featuring targeted PSAs, news, and public affairs programming to encourage parents to pledge 15 minutes a day to talk, read, and sing with their children. During this month, more than 20,000 families took Univision’s 15-minute-per-day pledge and thousands of families attended 34 community events across the country. Since the campaign launched, “Pequeños y Valiosos” has generated 273 million viewer impressions.

Television Integration
In 2013, Secretary Clinton and Chelsea Clinton brought together more than 100 entertainment industry executives to encourage them to raise awareness about the “word gap” by integrating early learning messaging into their programs. Since then, four TV shows (Orange Is the New Black, Parenthood, The Fosters, and Royal Pains) have incorporated talking, reading, and singing messaging into their storylines, with four additional shows committing to integrate content during the 2014 season.

CITIES STRATEGY
Too Small to Fail has launched two “city campaigns” to provide critical early literacy resources to low-income communities in Tulsa, Oklahoma, and Oakland, California. In 2014, Secretary Clinton met with community, business, education, and religious leaders in both cities to explore the best ways to empower parents and caregivers to promote early vocabulary development. The multi-platform city campaign, called “Talking is Teaching,” will broadcast television commercials and radio spots, print messages on billboards and bus shelters, provide resources and tips through local text messaging, and distribute a Sesame Street “Talking, Reading, and Singing Together” toolkit to parents and community organizations. In Oakland specifically, Too Small to Fail is partnering with medical professionals at UCSF Benioff Children’s Hospital Oakland and Kaiser Permanente Oakland to reach parents with information and tools to promote early vocabulary development. Each city has a robust evaluation system in place to help determine the most impactful messages and interventions for raising awareness and facilitating behavior change.

PARTNERING WITH PEDIATRICIANS
In June 2014 at CGI America, Too Small to Fail and the American Academy of Pediatrics (AAP) announced a partnership to promote the Academy’s first policy statement on early literacy, focusing on the importance of reading with young children from the time they are born. In collaboration with Too Small to Fail, the AAP created an early literacy toolkit for distribution to its 62,000 pediatric members that includes tips to help parents talk, read, and sing to their infants and toddlers. As part of this partnership, Scholastic, Inc. also donated 500,000 children’s books through Reach Out and Read, a non-profit organization that helps pediatricians and medical providers distribute early literacy resources to low-income families.

REACHING PARENTS VIA TEXT MESSAGES
Too Small to Fail also announced a partnership with Text4baby, a free mobile service that promotes maternal and child health information through text messaging, to educate parents about early brain and vocabulary development in the first year of their child’s life. As part of the partnership, Sesame Street will provide research-based tips for talking, reading, and singing with children in everyday moments and routines that Text4baby will integrate into its national texting service, reaching more than 700,000 parents nationwide.

3.5 million viewers reached through 4 prime-time television shows to raise awareness about the word gap
Launched “Talking is Teaching” campaign in Tulsa and Oakland to educate parents about the importance of talking, reading, and singing
500,000 books donated by Scholastic to be distributed to families by Reach Out and Read to 5,000 pediatric sites across the U.S.
Too Small to Fail is reaching parents across multiple touch points throughout their day with tips and information about how to talk, read, and sing to their young children.

WORKING TO REACH PARENTS

- 62,000 pediatric offices have received early literacy toolkits
- 700,000 parents via text messages
- 273 million viewer impressions through media partnerships
AT UCSF BENIOFF CHILDREN’S HOSPITAL OAKLAND IN OAKLAND, California, we hold the health of our community’s children above all else. Our hospital is 100 percent devoted to kids and our mission is to provide the best care possible for all children. We serve a diverse population, and last year alone, we saw 250,000 patients. We are proud of our work to prevent illness and heal young patients.

This is why we are thrilled about our new partnership with Too Small to Fail and its campaign to close the word gap, “Talking is Teaching: Talk, Read, Sing.” This initiative helps us address the root causes of many problems affecting Oakland’s children. The neurodevelopmental benefits of simply talking, reading and singing to young children is profound – the more parents engage in these activities, the more likely their children will have a better future.

Talking, reading, and singing not only helps to close the word gap, but also increases children’s resilience and improves their health. Through “Talking is Teaching,” our pediatricians will model good communication for parents and caregivers, and help them improve their health and self esteem. Our hospital staff will provide tools to families that will help them communicate more with their young children, including baby clothing and blankets with prompts to talk, read, and sing; a Sesame Street family resource guide; and children’s books. Our entire hospital will be converted into a learning space for families. We plan to share evaluation findings with other communities and children’s hospitals so they can integrate this campaign into their own settings.

We are honored to work with Too Small to Fail in implementing the “Talking is Teaching: Talk, Read, Sing” campaign in Oakland. Together, we are shifting the paradigm of health and medicine to one that can ultimately improve children’s overall well-being.

Dr. Bert Lubin
Chief Executive Officer
UCSF Benioff Children’s Hospital Oakland

PHOTO: Gabrielle with her daughter at UCSF Benioff Children’s Hospital in Oakland, California, at Too Small To Fail’s “Talking Is Teaching: Talk, Read, Sing” campaign launch in July 2014.

*Goodby Silverstein & Partners*
In April 2013, President Clinton delivered the first in a series of four lectures at Georgetown University.

Beatrice Moritz / Clinton Foundation
The Clinton Foundation’s work builds on efforts that have been underway since President Clinton first entered public service nearly 40 years ago. He believed then, as he does now, that the greatest good is helping ordinary people reach their full potential. We believe that building the bridge between the values and issues the President championed in office, and now as a private citizen, can provide the groundwork for tackling some of the world’s most difficult and important challenges. The Clinton Foundation remains committed to highlighting the approach he has taken throughout his entire life – that in the end, networks of creative cooperation are the only way to ensure that the future is better than the past. These values continue to energize the Clintons and the Foundation’s staff every single day: a commitment to increasing opportunity and reducing inequality around the world, strengthening communities, encouraging service, and building partnerships to transform ideas into action.
THE CLINTON LECTURES AT GEORGETOWN

In April 2014, President Clinton delivered the second in a series of four lectures at Georgetown University exploring the themes of purpose, policy, people, and politics. With a commitment to fiscal discipline and an aggressive poverty-fighting agenda including expansions in the Earned Income Tax Credit, the Clinton administration fought to reduce inequality and created a remarkable period of shared prosperity. Today, many of the Foundation’s initiatives focus on giving individuals and communities the opportunity to thrive economically by building systems and developing enterprises that provide access to credit, training, and new markets to ensure their businesses grow and thrive.

WILLIAM JEFFERSON CLINTON FEDERAL BUILDING

In 2013, the headquarters of the Environmental Protection Agency in Washington, D.C. was renamed the William Jefferson Clinton Federal Building in honor of President Clinton’s enduring commitment to clean air, clean water, and environmental preservation while in the White House – with a focus on children’s health, Superfund site restoration, decreased soot and smog air quality, and greatly expanded protection for national parks, and other landmark areas. Today, the Clinton Climate Initiative works in 38 countries on effective ways to combat climate change and build resilient communities by working on solutions with the people, policies, and practices that impact our environment.

20TH ANNIVERSARY OF AMERICORPS

In September 2014, the Foundation celebrated the 20th anniversary of AmeriCorps. President Clinton issued a clarion call to the next generation of service leaders through the creation of AmeriCorps – one of his proudest achievements in office. Twenty years later, more than 900,000 members have contributed more than 1.2 billion hours in service. President Obama and President Clinton addressed this year’s incoming class on the South Lawn of the White House where they participated in the pledge ceremony of 700 new AmeriCorps members. Today, the Clinton Foundation continues to promote and provide access to more opportunities to serve including the Day of Action program and a recently announced Clinton Global Initiative (CGI) Commitment, the “Serve a Year” campaign dedicated to developing new service positions and establishing a new “Employers of Service” program.

ADDRESSING INEQUALITY AROUND THE WORLD

In 2013, President Clinton and Chelsea traveled to Africa – a region the President championed throughout his administration – to bring new resources to the Foundation’s ongoing work on health access, agribusiness development, and CGI commitments in the region, stopping in Malawi, Zambia, Tanzania, Rwanda, and South Africa. In July 2014, President Clinton traveled to Asia where he saw the impact of the Foundation’s projects first-hand in India, Vietnam, and Indonesia. In Banda Aceh, he visited several locations that had been devastated in the Tsunami 10 years earlier to showcase ways in which several communities succeeded in “building back better.” He met with local fisherman in the village of Lampuuk to explore how CGI commitments from Wetlands International and Bumblebee can best be used to restore the coast. Visits to projects around the world allow President Clinton to evaluate how the Foundation can maximize its impact, and provide him with opportunities to identify new partners and resources.

PRESIDENTIAL LEADERSHIP SCHOLARS PROGRAM

In September 2014, the Clinton Presidential Center joined the Presidential Centers of Presidents Lyndon B. Johnson, George H.W. Bush, and George W. Bush to launch the Presidential Leadership Scholars Program, a partnership between their presidential libraries and their foundations. The program is designed to help participants develop the leadership skills necessary to address the toughest problems of the 21st century. The curriculum draws from presidential archives surrounding key moments in each administration. The inaugural class will begin in February 2015 at Mt. Vernon, Virginia, outside of Washington, D.C.

20TH ANNIVERSARY OF THE C.O.P.S. PROGRAM

In October 2014, the U.S. Conference of Mayors hosted a summit on the Community Oriented Policing Services (C.O.P.S.) program. The event celebrated the 20th anniversary of the bill signing, which funded 100,000 new community police officers by 1999. Community policing builds bonds of trust between officers on the beat and people in their communities, and is proven to be one of the most effective strategies to combat crime. The Clinton Foundation applies this same philosophy and approach of building up communities and investing in people as a guiding principle for all of the initiatives and their programming.
In September 2014, President Clinton joined President Obama and thousands of AmeriCorps members at the White House to honor the 20th anniversary of the creation of AmeriCorps – one of President Clinton’s proudest achievements in office.

Corporation for National and Community Service
Thank You
THE CLINTON FOUNDATION WAS ESTABLISHED ON THE BELIEF that, working together, we could do more to solve problems and improve lives than any one of us could alone. Under the leadership of President Clinton, Secretary Clinton, and Chelsea Clinton, we have brought this vision to life in many ways, helping communities to tackle the challenges and seize the opportunities of the 21st century. I joined the Clinton Foundation last year both inspired by the Foundation’s remarkable progress and excited to continue the work ahead. By bringing together non-profits, governments, businesses, and private citizens, we’re building a better future for more people around the world, every day – and we hope you will join us.

You’ve now read in this Annual Report about our life-changing programs. In Malawi, Colombia, and other countries, we’re helping smallholder farmers to lift themselves out of poverty. In the U.S., we’re helping communities to live healthier lives. All around the world, we’re helping to advance full participation for women and girls and equip communities to be more resilient in their response to climate change. In everything we do, our role is to bring partners together, figure out what works, and be a catalyst to bring good ideas to scale. We are proud of our results and grateful to the generous supporters who make our work possible.

In 2013, more than 20,000 individuals donated to the Clinton Foundation. We feel tremendous responsibility to those supporters to keep learning from what works and what doesn’t, and to keep bringing people together to improve lives. We evaluate everything we do with hard data and real stories from the ground – because we believe that results you can measure are the only results that matter, and because we want to be both effective and efficient in our work. We’re investing in our analytical capabilities so we can become ever more rigorous in holding ourselves accountable. We’re also working to secure the future of the Foundation by raising funds for an endowment and by finding ways to excite and engage new supporters of every generation.

I believe that the people in this Foundation are among the most talented and inspiring people I’ve ever known. However, our story isn’t the story of a single family or a single organization; it’s the story of many people choosing to believe we have more impact when we come together. Thank you for being part of that story with us.

We won’t be satisfied by yesterday’s success. There’s too much work to be done. We’re humbled to serve, and to serve with you.

Please join us for the work ahead.

Thank you.

Eric Braverman
Chief Executive Officer
Clinton Foundation
# 2013 Financials

## CONSOLIDATED STATEMENTS OF ACTIVITIES

**Year Ended December 31, 2013 | GAAP Basis | Audited**

### REVENUE AND SUPPORT

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### EXPENSES (PERCENT OF TOTAL EXPENSES)

**PROGRAM SERVICES**

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<td>Clinton Health Access Initiative</td>
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<td>(57.4%)</td>
</tr>
<tr>
<td>Clinton Global Initiative</td>
<td>$23,684,078</td>
<td>(10.6%)</td>
</tr>
<tr>
<td>Clinton Presidential Center</td>
<td>$12,288,987</td>
<td>(5.5%)</td>
</tr>
<tr>
<td>Clinton Climate Initiative</td>
<td>$8,406,801</td>
<td>(3.8%)</td>
</tr>
<tr>
<td>Clinton Giustra Enterprise Partnership</td>
<td>$5,039,288</td>
<td>(2.3%)</td>
</tr>
<tr>
<td>Clinton Development Initiative</td>
<td>$2,575,401</td>
<td>(1.2%)</td>
</tr>
<tr>
<td>Clinton Health Matters Initiative</td>
<td>$1,676,729</td>
<td>(0.8%)</td>
</tr>
<tr>
<td>Other Programs</td>
<td>$15,180,749</td>
<td>(6.8%)</td>
</tr>
<tr>
<td>Management and General</td>
<td>$15,633,562</td>
<td>(7%)</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$10,129,160</td>
<td>(4.5%)</td>
</tr>
<tr>
<td>Provision for Uncollectible Pledges</td>
<td>$225,000</td>
<td>(0.1%)</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$222,621,102</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Change in Net Assets**

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$72,120,055</td>
</tr>
</tbody>
</table>

**Net Assets, Beginning of Year**

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$211,397,916</td>
</tr>
</tbody>
</table>

**Net Assets, End of Year**

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$283,517,971</td>
</tr>
</tbody>
</table>

## 2013 EXPENDITURES

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program</td>
<td>88.4%</td>
</tr>
<tr>
<td>Management and General</td>
<td>7%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>4.5%</td>
</tr>
<tr>
<td>Provision for Uncollectible Pledges</td>
<td>0.1%</td>
</tr>
</tbody>
</table>
## STATEMENT OF FINANCIAL POSITION
As of December 31, 2013

### ASSETS

#### CASH AND CASH EQUIVALENTS
- Unrestricted: $65,647,516
- Restricted: $86,645,545

#### FIXED ASSETS AND OTHER
- Property and Equipment, Net of Accumulated Depreciation: $110,206,478
- Beneficial Interest in Net Assets of Related Entity: $365,000
- Investments:
  - Endowments: $14,649,160
  - Other: $3,720,098
- Total Investments: $18,369,258
- Inventory and Prepaid Expenses: $2,397,481
- Multiyear Pledges and Grants Receivable: $65,731,104
- Accounts Receivable: $2,192,744
- Total Assets: $351,555,126

### LIABILITIES AND NET ASSETS

#### LIABILITIES
- Accounts Payable and Accrued Expenses: $14,298,984
- Deferred Revenue: $53,663,185
- Long-term Debt: $74,985
- Total Liabilities: $68,037,154

#### NET ASSETS
- Total Net Assets: $283,517,972

Total Liabilities and Net Assets: $351,555,126
Invest in Impact

$1,000 can provide tools, inputs, and training materials to plant 5,600 citrus trees in Africa

$10,000 can provide more than 1,300 children in the U.S. with a healthy school breakfast every day for one week

$5,000 can provide an entrepreneur training course and a fully-equipped coffee cart for a woman in Haiti to launch her own micro-franchise

$50,000 can provide more than 350 African farmers with the resources they need to increase their profits per year by about 90 percent

PHOTO LEFT: President Clinton tours the Haiti Coffee Academy in Thiotte with Todd Carmichael and JP Iberti, co-founders of La Colombe, and Tobin Bickley, chief financial officer of La Colombe. The Clinton Foundation collaborated with La Colombe and others to create the coffee academy to help farmers improve their livelihoods.

PHOTO RIGHT: Following the launch of the partnership between Too Small to Fail and Univision, Secretary Clinton and Univision President and CEO Randy Falco read a book to children at the East Harlem Head Start School in New York City.

Max W. Orenstein / Clinton Foundation
WAYS TO GIVE

People around the world have been inspired to join the Clinton Foundation in its efforts towards making a measurable, meaningful, and sustainable difference in millions of lives and communities. The Foundation’s life-changing work would not be possible without the continuous support from our friends and donors.

1. GIVE A TAX-DEDUCTIBLE GIFT
To support the Clinton Foundation’s work, please donate online at clintonfoundation.org/support.

2. BECOME A CLINTON FOUNDATION AMBASSADOR
Members contribute $1,000 or more annually and join a network of leaders who receive special recognition and benefits from the Clinton Foundation.

3. INCLUDE THE CLINTON FOUNDATION IN YOUR WILL
Learn more by visiting clintonfoundation.org/planned-giving.

4. GIVE A GIFT OF STOCK OR A DONATION FROM YOUR IRA
The Clinton Foundation would be grateful for your gift of stock or a donation from your IRA.
BECOME A CLINTON FOUNDATION AMBASSADOR

Clinton Foundation Ambassadors play a critical role in making a difference in the lives of people around the world. Their annual support enables the Clinton Foundation to fulfill its mission to improve global health, increase opportunity for women and girls, reduce childhood obesity and preventable disease, create economic opportunity and growth, and help communities address the effects of climate change. Ambassadors enjoy a unique relationship with the Clinton Foundation and receive special recognition and benefits, including invitations to exclusive briefings and events.

For more information, please visit clintonfoundation.org/ambassadors.

PHOTO LEFT: Secretary Clinton and Chelsea Clinton host Girls: A No Ceilings Conversation at the Lower East Side Girls Club in New York City.

Max W. Orenstein / Clinton Foundation

PHOTO RIGHT: While visiting CHAI projects in Cambodia, Chelsea Clinton meets Basil – one of the first children to receive pediatric antiretroviral treatment in the country.

Ken Avelino / Clinton Foundation
JOIN CLINTON FOUNDATION 20/30
Through leadership development, professional growth, and volunteer opportunities, Clinton Foundation 20/30 provides emerging leaders in their 20s and 30s with a platform to build a better world by, for, and in the year 2030. To become a member, and for more information, please visit clintonfoundation.org/2030.

ADDITIONAL INFORMATION
For more information on giving a gift to the Clinton Foundation please call 646 775 9179 or email development@clintonfoundation.org. Checks can be made payable to the Clinton Foundation and sent to:

Clinton Foundation
Attn: Development Department
610 President Clinton Avenue, Little Rock, Arkansas 72201

Donations to the Clinton Foundation, a 501(c)(3) organization, are tax-deductible as applicable by law.
Board of Directors

BRUCE LINDSEY
Chairman of the Board (2005–present)

Bruce Lindsey serves as the chairman of the Board for the Clinton Foundation. Bruce joined the Foundation in 2001 as general counsel and served as CEO from 2003 to 2013. Bruce served as assistant to the President and deputy counsel to the President throughout President Clinton’s two terms in office. In 1993, Bruce was also director of the Office of Presidential Personnel where he supervised the selection and approval of political appointees in the Cabinet departments and to Presidential boards and commissions. During the 1992 Presidential campaign, he served as the National Campaign Director. He had previously been a partner at Wright, Lindsey & Jennings, a law firm in Little Rock, where he is currently of counsel. Bruce received a J.D. from Georgetown University Law Center and a B.A. from Rhodes College.

CHELSEA CLINTON*
Vice Chair of the Board (2011–present)

Bruce Lindsey serves as the chairman of the Board for the Clinton Foundation. Bruce joined the Foundation in 2001 as general counsel and served as CEO from 2003 to 2013. Bruce served as assistant to the President and deputy counsel to the President throughout President Clinton’s two terms in office. In 1993, Bruce was also director of the Office of Presidential Personnel where he supervised the selection and approval of political appointees in the Cabinet departments and to Presidential boards and commissions. During the 1992 Presidential campaign, he served as the National Campaign Director. He had previously been a partner at Wright, Lindsey & Jennings, a law firm in Little Rock, where he is currently of counsel. Bruce received a J.D. from Georgetown University Law Center and a B.A. from Rhodes College.

PRESIDENT BILL CLINTON*
2013–present

William Jefferson Clinton was the first Democratic president in six decades to be elected twice – first in 1992 and then in 1996. Under his leadership, the country enjoyed the strongest economy in a generation and the longest economic expansion in U.S. history, including the creation of more than 22 million jobs. After leaving the White House, President Clinton established the Clinton Foundation. Today, the Foundation works to improve global health and wellness, increase opportunity for women and girls, reduce childhood obesity, create economic opportunity and growth, and help communities address the effects of climate change. In addition to his Foundation work, President Clinton has served as the top United Nations envoy for the Indian Ocean tsunami recovery effort and as the UN Special Envoy to Haiti. Today, the Clinton Foundation is supporting economic growth, capacity building, and education in Haiti. President Clinton was born on August 19, 1946, in Hope, Arkansas. He and his wife Secretary of State Hillary Rodham Clinton have one daughter, Chelsea, and live in Chappaqua, New York.

FRANK GIUSTRA*
2013–present

Frank Giustra is president and chief executive officer of Fiore Financial Corporation, a private firm managing a broad portfolio of private equity investments. Frank has an established track record of building natural resource companies through access to capital and creative deal-making. As president and later chairman and chief executive officer of Yorkton Securities in the 1990s, he grew the firm into a leading natural resource investment bank. As chairman of Endeavour Financial from 2001 to 2007, his vision and leadership led to the successful launch of numerous resource companies, including Wheaton River Minerals (acquired by Goldcorp), Silver Wheaton, and Pacific Rubiales Energy. Frank’s entrepreneurial successes also include the founding of Lionsgate Entertainment, now one of the world’s largest independent film companies. Frank is a strong believer in philanthropy, and devotes much of his time to a variety of causes. In 1997, he established The Radcliffe Foundation, and holds the position of president. The Radcliffe Foundation supports a wide variety of international and local charities. In 2007, Frank and President Bill Clinton launched the Clinton Giustra Enterprise Partnership, with the focus of creating social and economic development programs in parts of the world where poverty is widespread, including Colombia, Peru, Mexico, and Haiti. Frank is a member of the board of the Clinton Giustra Enterprise Partnership, the International Crisis Group, the Radcliffe Foundation, Lionsgate Entertainment Corporation, Endeavour Mining Corporation, Petromanas Energy Inc., and a trustee of the Boston’s Museum of Fine Arts. In addition, he sits on the board of the Streetohome Foundation, a Vancouver Foundation that envisions access to safe, clean and affordable housing for everyone in Vancouver.

ROLANDO GONZALEZ BUNSTER*
2013–present

Rolando Gonzalez Bunster is the chairman and chief executive officer of InterEnergy Holdings. Prior to founding InterEnergy, he founded and managed InterEnergy’s predecessor, Basic Energy Ltd. (Bahamas), a holding company that owned and operated electrical generation and distribution assets in the Dominican Republic, Panama and Jamaica. Rolando is a pioneer of the electric sector of the Dominican Republic, being credited with the signing of the country’s first state utility PPA, as well as being one of the key participants in the privatization of the state controlled electricity businesses. His track record in the country dates back to the late 1980’s, when he developed the country’s first barge mounted power plant in partnership with Seaboard Corporation. Since then, Rolando has successfully developed, acquired and managed over 1,500MW of generating capacity in the Dominican Republic, Argentina, Jamaica and Panama. In addition to overseeing the management of all group operating companies, he led all significant aspects of project development, financing and the relationship with
Dr. Eric Goosby has dedicated his professional life to fighting HIV/AIDS from treating patients to running international programs. After serving four years in the U.S. State Department as Ambassador-at-Large and U.S. Global AIDS Coordinator, overseeing the implementation of the U.S. President’s Emergency Plan for AIDS Relief (PEPFAR), Dr. Goosby returned to the University of California, San Francisco where he is professor of Medicine and director of the Center for Implementation Sciences, Global Health Sciences. While at the State Department, he also led the Office of Global Health Diplomacy, advancing the United States’ global health mission to improve and save lives and foster sustainability through a shared global responsibility. As CEO and chief medical officer of Pangaea Global AIDS Foundation, 2001–2009, he played a key role in the development and implementation of HIV/AIDS national treatment scale-up plans in South Africa, Rwanda, China, and Ukraine. During the Clinton Administration, Dr. Goosby was director of the Ryan White Care Act at the U.S. Department of Health and Human Services (HHS), and later, served as deputy director of the White House National AIDS Policy Office and Director of the Office of HIV/AIDS Policy at HHS.}

Hadeel Ibrahim is the founding Executive Director of the Mo Ibrahim Foundation, which was established in 2006 to support leadership and governance in Africa. In addition to the Mo Ibrahim Foundation, Hadeel is a member of the boards of Femmes Africa Solidarité (FAS), Mary Robinson Foundation for Climate Justice, 1:54 Contemporary African Art Fair, the Governing Board of the African Governance Institute (AGI), and the co-chair of Africa Central in New York. Hadeel is also a member of the advisory boards of Africa 2.0, a member of Amnesty International’s Secretary General’s Global Council, and MIT Legatum Center for Development & Entrepreneurship. She is a co-opted member of the Royal African Society Council, member of the British Council Provocation Group, is leading an anti-corruption review, and is a patron of Restless Development, a youth led development agency.

Lisa Jackson is vice president of Environmental Initiatives at Apple Inc., reporting to CEO Tim Cook. She oversees Apple’s efforts to minimize its impact on the environment, including removing toxics from its products, incorporating renewable energy in its facilities, and continually raising the bar for energy efficiency in the electronics industry. Lisa previously served as administrator of the U.S. Environmental Protection Agency. Appointed by President Barack Obama, she focused on reducing greenhouse gases, protecting air and water quality, preventing exposure to toxic contamination, and expanding outreach to communities on environmental issues. Lisa has also served as chief of staff to New Jersey Governor Jon S. Corzine and as commissioner of the state’s Department of Environmental Protection. She earned a bachelor’s degree in chemical engineering from Tulane University, where she currently serves on the board of directors, and a master’s degree in chemical engineering from Princeton University.

Cheryl Mills is founder and chief executive officer of the BlackIvy Group, a company that grows and builds businesses in Sub-Saharan Africa. Prior to founding BlackIvy, Cheryl served as counselor and chief of staff at the U.S. Department of State where she managed the foreign policy and operational priorities for the $55 billion agency. Prior to joining the State Department, she served as senior vice president for administration and operations as well as general counsel at New York University. During her tenure, Cheryl identified and convened strategic partners and negotiated the structure, framework, terms and conditions for the establishment of the University’s campus in the United Arab Emirates. Cheryl came to New York to join Oxygen Media, where she served as senior vice president for corporate policy and public programming. She previously worked in Washington, D.C., where she served as deputy counsel to the President at the White House. Cheryl’s legal experience also includes serving as associate counsel to the President, as deputy general counsel of the Clinton/Gore Transition Planning Foundation, and as an associate at the Washington, D.C. law firm of Hogan and Hartson. Cheryl currently serves on the boards of BlackRock, Inc. (corporate), the Clinton Foundation, and the See Forever Foundation (not-for-profit). She received her Juris Doctor degree from Stanford Law School and her Bachelor of Arts degree from the University of Virginia.

Cheryl Saban, Ph.D., is a writer, psychologist, former U.N. Representative, philanthropist and advocate for women and children. In 2009, she founded the Cheryl Saban Self Worth Foundation for Women & Girls, a non-profit organization for the advancement and empowerment of girls and women. Dr. Saban is the President of the Saban Family Foundation, which supports children’s medical and education programs, and sits on the boards of the Clinton Foundation, Girls Inc., Children’s Hospital Los Angeles, The Saban Research Center, and The Saban Community Center. She is the author of several books, including What is Your Self-Worth – A Woman’s Guide to Validation. Dr. Saban holds a Ph.D. in Psychology from California Coast University, and is a member of the American Psychological Association.

*Independent, voting director as defined in the IRS instructions for Form 990.*
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