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Proposal to Accept Supplementary Funds From Small Foundation and the New Venture Fund

Note to Executive Board representatives

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Executive Board – 124th Session
Rome, 11-13 September 2018

For: Approval

Recommendation for approval

The Executive Board is invited to authorize the President to negotiate and finalize supplementary fund agreements with Small Foundation and the New Venture Fund in support of the Smallholder and Agri-SME Finance and Investment Network (SAFIN).

Proposal to accept supplementary funds from Small Foundation and the New Venture Fund

1. The Executive Board is invited to note that IFAD is seeking supplementary funds from Small Foundation and the New Venture Fund (a Bill & Melinda Gates Foundation-funded initiative to support advocacy and policy work), for co-funding of the activities of the Smallholder and Agri-SME Finance and Investment Network (SAFIN). To this end, the President is seeking the Executive Board's approval to negotiate and finalize supplementary fund agreements that are substantially in accordance with the terms presented in the annex to this document.
2. SAFIN is a network initiative led by IFAD, of which the Small and Gates Foundations are both partners. The intention to develop this initiative was announced in 2016 during IFAD's conference on "Investing in inclusive rural transformation: Innovative approaches to financing". In that context, IFAD took on the challenge of leading development of a new network of institutions with a shared interest in bridging the gap in access to finance on the part of small- and medium-scale agro-enterprises. Today SAFIN includes over 45 institutions that are operating in different parts of the ecosystem for the financing of investments by small and medium-sized agricultural and agriculture-related rural enterprises. Further details on SAFIN's vision, lines of activity, commitments and governance are presented in the annex to this document.
3. Small Foundation is a non-profit philanthropic organization located in Dublin, Ireland, working to end extreme poverty in sub-Saharan Africa by 2030. To that end, it supports initiatives that improve the business ecosystems for multiplying income opportunities for those in extreme poverty, by expanding access on the part of micro, small and medium-sized enterprises (SMEs) to knowledge, skilled human resources, finance, technology and markets.
4. The Bill & Melinda Gates Foundation is a non-profit philanthropic organization located in Seattle, United States that is dedicated to improving the quality of life for individuals around the world. To that end, it also focuses on agricultural development and financial services, with the objective of achieving inclusive agricultural transformation led by smallholder farmers who are empowered with the knowledge, tools, and technologies to improve their livelihoods, lift their families out of poverty, and contribute to a sustainable global food system. The Gates Foundation often provides smaller grants in support of priority advocacy, technical and policy work, through its partner initiative, the New Venture Fund.
5. The New Venture Fund is a public charity based in the United States that supports innovative and effective public interest projects. It was established in 2006 in response to demand from leading philanthropists for an efficient, cost-effective, and time-saving platform to launch and operate charitable projects. The New Venture Fund executes a range of donor-driven public interest projects in conservation, global health, public policy, international development, education, disaster recovery and the arts. More than half of the 50 largest grant-making foundations in the United States have funded projects hosted at the New Venture Fund.

6. Through these supplementary fund agreements, IFAD will receive US\$300,000 from Small Foundation and approximately US\$60,000 from the New Venture Fund as contributions to SAFIN's activities. Specifically, the funds received from Small Foundation will fund SAFIN's secretariat in its role as convener and facilitator for the network, for the period between 1 January 2019 and the end of 2020 (the annex), while the funds received from the New Venture Fund will cover the expenses related to a SAFIN partners' workshop on "Innovations in technical assistance for the financial graduation of agri-SMEs", to be held on 11 and 12 October 2018 at IFAD headquarters (appendix 1). Further details on these funding activities are presented in the annex to this document.
7. The agreement with Small Foundation will have a duration of two years (2019 and 2020), while the agreement with the New Venture Fund will have a duration of six months (October 2018 to April 2019).
8. The Executive Board is the competent body to decide on acceptance of administration of supplementary funds and on the related conditions and restrictions. The Board resolved to delegate part of that authority to the President – that is, the authority to receive and administer grants from any source for the financing of ongoing IFAD projects and from Member States for the financing of studies and short-term technical assistance activities related to IFAD operations, on similar conditions as those specified in EB 1986/28/R.47 and EB 1987/30/R.28 respectively. As Small Foundation and the New Venture Fund are not Member States of IFAD, and the proposed supplementary fund contributions will not directly finance implementation of IFAD's programme of loans and grants, the Executive Board is invited to authorize the President to negotiate and finalize these supplementary fund agreements.
9. A full cost-recovery principle will apply (5 per cent plus interest retention) and indirect costs will be covered by these management fees.
10. The signed agreements will be submitted to the Board for its information at a subsequent session.

Recommendation

11. The Executive Board is invited to authorize the President to negotiate and finalize the supplementary fund agreements in support of SAFIN with Small Foundation and the New Venture Fund, in accordance with the terms presented in this document.

The Smallholder and Agri-SME Finance and Investment Network (SAFIN): Vision, Activity Lines, Commitments and Governance (2018 – 2020)

Rationale

The Smallholder and Agri-SME Finance and Investment Network (SAFIN) is an inclusive partnership of actors operating in different parts of the ecosystem for rural SME agricultural and related investment, with a focus on access to finance and complementary services. Partners share the recognition that smallholder farmers and other rural SMEs are key investors in inclusive and sustainable rural economies and food systems. They further share an appreciation of the many challenges and gaps in the ecosystem around such investments, and an interest in joining forces to address these. The network provides partners with a pre-competitive space to align their efforts and to scale up and multiply their positive impact, via activities and tools for shared learning, peer support, frank and open dialogue, and the identification of opportunities for coordinated action.

Inclusive and sustainable rural transformation is key for achievement of the 2030 Agenda, particularly in regard to ending hunger and malnutrition and promoting sustainable food systems. In many contexts, agri-SMEs – operating in primary production, input and technology provision and services, processing and marketing – are the backbone of rural economies and local and national agricultural and food systems. The capacity of these enterprises to invest more effectively, profitably and sustainably is critical for the transformations that the 2030 Agenda requires.

Today, this large and diverse group of investors often operates in challenging conditions, due to unfavourable policy environments, markets that function poorly or with poor access, institutional capacity gaps, limited adoption of inclusive business models across the ecosystem and other factors. Poor access to financial products and services that effectively meet the diverse demands of this group of enterprises often stands out as a major stumbling block. Indeed, the importance of financial inclusion for SMEs in all sectors is well recognized in the 2030 Agenda and in the related Addis Ababa Action Agenda for financing for development. However, this is not only an agenda for traditional providers of development finance. Closing the investment gap for agri-SMEs requires a concerted, multi-stakeholder effort. Likewise, closing the gap between demand and supply for agri-SME finance requires efforts across the ecosystem and among multiple stakeholders.

SAFIN vision for the agri-SME finance ecosystem

SAFIN partners share a vision of a more effective and inclusive ecosystem for agri-SME finance and investment, one to which they actively contribute. This is an ecosystem marked by all of the following features:

- Inclusive and evidence-based policy and institutional environments;
- Higher volumes and more diverse sources of finance for SME investment;
- System-wide alignment around SME-inclusive narratives and practices;
- Greater investment in innovation and attention to scaling up good practices; and
- An improved knowledge base informing both policy and practice.

Key areas of collaboration among SAFIN partners

Partners have a shared interest in working together in five areas. These match the above key features of a more effective and inclusive ecosystem for agri-SME finance and investment, and are also areas where some partners have a comparative advantage and ongoing engagement. These are:

- Coordinated engagement on selected policy issues;

- Mobilizing and aligning different sources of finance for the ecosystem;
- Aligning country-level investments and programmes through inclusive models;
- Pooling knowledge around challenges requiring innovation or for scaling up; and
- Building bridges across research communities around a strategic knowledge agenda.

The SAFIN theory of change

Since SAFIN aims to bring together a critical mass of actors playing a role in different parts of the ecosystem for agri-SME finance, its theory of change rests on the following assumptions:

- Positive change across the five areas of work identified by the partners can impact positively on the five key features of a more inclusive and effective ecosystem;
- The partners have a direct or indirect stake in all of the identified areas of work and stand to gain from working better with other partners in each area;
- Activity lines should inform each other so as to form a virtuous circle over time, with policy and learning-oriented activities feeding both off and into collaborative practice and investment; and
- Partners representing agri-SMEs and smallholder farmers have an especially important role in shaping an effective agenda for SAFIN and for the broader ecosystem.

Timeline and approach

The partnership aims to accompany the timeline of the 2030 Agenda (including the Addis Ababa Action Agenda) with milestone points for self-assessment in 2020 and 2025. The SAFIN pilot phase covers the period from 2018 to 2020. SAFIN's approach is:

Ambitious: Keeping a focus on the ultimate objective of closing the financing and investment gap for agri-SMEs by 2030;

Pragmatic: Building on the capabilities and assets of its partners at any given time, leveraging these capabilities and addressing questions of concrete relevance to partners; and

Inclusive: Open to new like-minded partners committed to contributing to network activities, with special focus on the meaningful inclusion of organizations of agri-SMEs.

Agreed work streams and lines of activity for 2018 to 2020:

- (i) Mobilizing new and diverse financial resources
 - Strengthening the knowledge base on opportunities and risks in diversifying sources of development finance for agriculture, with a focus on "blending"; and
 - Dialogue with development finance providers in selected international forums so as to inform better use of development finance to strengthen financial institutions serving agri-SMEs.
- (ii) Alignment of investments around inclusive models
 - Developing and piloting a framework for country-level analysis of investment and financing gaps and opportunities for agri-SMEs;
 - Developing collaborative financing, technical assistance and investment programmes on the basis of the shared diagnostic framework; and
 - Reporting on commitments, achievements and learning from collaborative programmes.

- (iii) Supporting innovation and scaling up of successful initiatives and models
 - Pooling expertise and knowledge around new initiatives, instruments and products to be launched by individual partners in the 2018-2020 period; and
 - Enhancing knowledge on innovative models of delivery of finance and technical assistance to agri-SMEs, focused on scale, inclusiveness and sustainability.
- (iv) Policy engagement
 - Developing and taking forward a policy-oriented narrative on the imperative of bridging the gap⁰ in access to finance for agri-SMEs as key to enhancing their investment capacity;
 - Coordinated participation in selected regional and global policy forums; and
 - Coordinated preparation and dissemination of targeted policy briefs.
- (v) Facilitating the pursuit of a strategic knowledge agenda
 - Holding an annual/biennial conference delving into themes of interest to network members and to the broader ecosystem; and
 - Facilitating dialogue between academic and non-academic research communities on the top research questions for advancing practice and policy and for market development in the ecosystem.

Effective impact depends on effective interconnections across work streams, so that:

- Knowledge- and policy-oriented activities on mobilizing finance for the ecosystem draw upon partners' knowledge and practice, feed into improved practice, and broaden the policy space for more and better financing to flow into the ecosystem;
- Knowledge-sharing activities on innovation inform new practice, notably collaborative programming and new investment;
- Country-level collaboration is informed by shared diagnostic activities; and
- Improved coordination in research and knowledge building draws upon the practice of SAFIN's partners and aims to solve critical challenges for partners and the broader ecosystem.

The commitments of SAFIN partners

All partners are in the first instance committed to achievement of the 2030 Agenda and its underlying principles. Within that framework, they are committed to actively contributing to the ecosystem vision outlined above, based on their different capabilities, mandates and functions. In relation to SAFIN activities, all partners commit to:

- Participate in SAFIN's virtual and in-person meetings, including one annual plenary meeting;
- Co-lead or actively contribute to at least one line of activity, based on mandate/capacity;
- Share relevant learning across the network;
- Proactively seek opportunities for alignment of investments and activities; and
- Track and share information on their commitments, actions and results.

Engagement of other actors within the ecosystem in SAFIN activities

In addition to engaging a specific and well-defined set of partners as core elements of the network, SAFIN aims to involve a much wider set of actors in its activities, within a three-tier approach. The first tier includes institutions that have formally joined the network, or "partners" as such. The second includes the wider set of actors that are invited to participate in network-wide learning and knowledge-sharing activities. The third tier includes actors that are invited to participate in country-level activities. In this context, a particular focus is placed on engaging and complementing the efforts of country-based and local institutions, which include relevant government institutions, farmers' and agri-SME organizations, agri-business platforms and/or individual companies, service providers, financial institutions, intermediaries and research institutions. A gender- and age-inclusive approach to engaging country-level actors and institutions will be applied consistently.

Governance structure

Steering Committee: This group has responsibility for: reviewing progress against an annual action plan agreed at each year's SAFIN plenary meeting; discussing and deciding on new activity proposals that may emerge in line with that plan; reviewing progress in the use of funds made available by donors for secretariat costs and for activities in the annual plan; supporting the mobilization of resources for unplanned activities approved by the group; and reviewing knowledge products and advocacy pieces produced under the umbrella of the network as a whole. It convenes via conference call every quarter and meets in-person every year at the same time as the SAFIN plenary meetings. If needed, it convenes a second time on the margins of another meeting of partners outside Rome. The Committee has a membership of six representatives from the diverse spectrum of institutions represented in the network (with a larger numerical representation for organizations representing agri-SMEs and smallholders). The composition of the Steering Committee is validated by partners on a "no objection" basis.

Work stream leads: Up to three volunteer co-leads are envisioned, to shape and support implementation of each work stream.

Secretariat/coordination team: A small unit – including a Senior Coordinator, a Technical Specialist, a Knowledge Management Specialist and a Team Assistant – plays a convening and facilitating role for the network, administers a budget covering its operational costs, and undertakes selected activities from the annual workplan in support of the full set of partners. The possibility will be actively considered of including a second technical specialist or liaison officer with specific background and close engagement with or within farmers' organizations/cooperatives, potentially to be located in one of the developing regions of interest to SAFIN.

All basic documentation about SAFIN can be found on its website (www.safinetwork.org).

Draft Agenda of the SAFIN Annual Plenary Meeting and Workshop
on Innovations in Technical Assistance for the Financial
Graduation of Agri-SMEs - 11-12 October 2018, IFAD HQ.
(as of 18 July 2018)

Thursday 11 October

8:30 –9:00am Welcome Coffee & Partners Registration

9:00 –10:30am SAFIN plenary stocktaking and planning meeting
Venue: Oval Room

10:30-10:45am Coffee Break

10:45 – 12:00 Plenary meeting of SAFIN Partners [Cont.]
Venue: Oval Room

12:00 – Luncheon presentation of SAFIN to IFAD Member States (TBC)
1:45pm Venue: Executive Dining Room

1:45-1:50 Introduction to SAFIN Workshop on TA for the Financial Graduation
of Agri-SMEs

1:50 – 3:40pm Workshop Panel #1 – Technical Assistance Facilities: A Mechanism
for Better Alignment of TA & Financing to Agri-SMEs

As agricultural investment funds and facilities become an increasingly common feature of the landscape for agri-SME finance, technical assistance facilities also gather growing interest as instruments to align the delivery of TA to the delivery of finance to smallholder farmers and agri-SMEs. This panel will assess experience and knowledge from across the SAFIN network in this area, building on a related webinar hosted by SAFIN last May.

The session has three objectives. The first is to stimulate reflection among partners about the pluses and minuses of TAFs compared to other instruments or approaches for TA delivery, including in relation to relatively new modalities of delivery of finance linked to investment funds and facility. The second objective is to identify key challenges and solutions in the design, implementation, and M&E of TA facilities as a specific modality to delivery TA particularly in the context of investment funds and facilities, which can improve practice among partners engaged in such initiatives at present and in the near future. A third objective is to prompt partners' reflection of whether there is room for specific work in this area that SAFIN may take forward in the next biennium, which would be of practical use both

	to partners and to others in the ecosystem. Venue: Oval Room
3:40 – 4:00pm	Coffee break
4pm – 5:40pm	"Pop-Up" Session The <u>objective</u> of this session is to enable SAFIN partners to introduce new initiatives or products under design or early implementation, with a focus on: (a) Initiatives that represent innovative solutions to common challenges facing more than one partner, or, (b) Initiatives under development for which new partners, financial support, or peer knowledge is sought. Format: Five stands will be set up for five SAFIN partner to deliver 5-minute presentations and engage in a 10-minute discussion with fellow SAFIN partners who will be divided into groups and rotating from one stand to the other. At the end of the session presenters will be asked to provide some brief comments on the feedback received. Venue: Oval Room
5:40-5:50	Wrap up and closing remarks
6:00 – 7:00pm	Cocktail
Friday 12 October	
9:00 – 10:00am	Presentation of results of TA Landscape Mapping The <u>objective</u> of this session is to present the results of an exercise of mapping the landscape of institutions and actors delivering TA to agri-SMEs in two countries where the SAFIN Investment Prospectus has been piloted in 2018, highlighting substantive findings and possible pathways for collaborative actions among partners in this area. Venue: Oval Room
10:00 10:30am	– Coffee Break and Delegate-meet-Delegate sessions
10:30 12:20pm	– Workshop Panel #2 – Value Chain Embedded Technical Assistance Much TA to agri-SMEs goes through the channels of value chain (VC) relationships – both horizontal and vertical – and it involves VC actors as providers, facilitators, funders, as well as recipients of TA. Building on a SAFIN webinar on the same theme, the session will explore different ways to integrate TA into the business models of VC actors, as well as the possibility of developing viable business models around TA delivery on a market basis. It will further explore the roles that non-VC actors, such as development partners, can most effectively and sustainably play in facilitating the emergence of such viable business models. The session will have <u>three main objectives</u> . The <u>first objective</u> is to take stock of key lessons from experience in delivering, receiving, or facilitating VC-embedded TA, as well as consider challenges of sustainability, scale, and impact on the financial graduation of agri-SMEs. The <u>second objective</u> is to prompt a critical reflection about the relative role of support to VC-embedded TA models compared to other models of TA delivery that are

	<p>grant based or internalized into the work of public advisory service providers: is there a proper balance among these? Should some shift in focus or resources be considered? Finally, the <u>third objective</u> is to consider whether any specific activities should be developed under SAFIN on this theme for the next biennium.</p> <p>Venue: Oval Room</p>
12:30 – 2:00pm	<p>Design/Implementation Clinics</p> <p>Two facilitated design/implementation clinics have been organized to pool partners' learning and support around the design or implementation of two new initiatives to be rolled out in the coming months.</p>
2:15 – 4:00pm	<p>Workshop Panel #3 – Innovative Business Models for TA delivery in Cooperatives and Farmers' Organizations</p> <p>Agricultural and agri-finance cooperatives and farmers' organizations represent a specific form of horizontal coordination among actors operating in the agri-SME space through which TA can be delivered, with specific business models and specific implications in terms of potential scale, impact, and sustainability. This session will take a look at how this part of the landscape is also evolving and what this means for the SAFIN community, which includes cooperatives and farmers' organizations among its founding partners. In this regard, it will build on a related SAFIN webinar to be held ahead of the session.</p> <p>The session will also have <u>three objectives</u>. The <u>first objective</u> is to take a critical look at the question of whether models of delivery of TA, that are rooted in farmers' organizations and/or agricultural or agri-finance cooperative, are evolving, and if so how, and with what impact in terms of sustainability and scale of TA to agri-SMEs. The <u>second objective</u> is to strengthen the knowledge of partners about what works and how to most effectively support viable models and approaches among SAFIN partners who fall in the category of cooperatives and FOs. The <u>third objective</u> is to consider options for SAFIN-led activities around this theme for the next biennium, in support to the work of cooperative and FO partners.</p> <p>Venue: Oval Room</p>
4:00 – 5:00pm	<p>Wrap Up and Next Steps</p> <p>Venue: Oval Room</p>

Small Foundation's Board of Directors

Conor Brosnan - CHIEF EXECUTIVE OFFICER AND CHAIRPERSON

Conor has supported development in sub-Saharan Africa since 2000 and is a founding member of Small Foundation. Conor has been a Director from the outset and joined the executive team in 2015 after 15 years in the investment management industry. He is responsible for the day-to-day running of the Foundation and, alongside Anna, will be responsible for its overall strategic direction.

Anna Brosnan - CHIEF INVESTMENT OFFICER AND DIRECTOR

Anna has supported development in sub-Saharan Africa since 2000 and is also a founding member of Small Foundation. Anna became a full-time member of the Small Foundation executive team in 2009, moving from a career in publishing. She joined the Board of Small Foundation in 2017 and leads the Foundation's investment process.

Tim Brosnan - FOUNDER AND NON-EXECUTIVE DIRECTOR

Tim has supported development in sub-Saharan Africa since 2000. His early career was in Ireland's Department of Finance, development banking and investment banking. Since the 1980s, he has been an entrepreneur and investor in international financial markets. He is non-executive Chair of Abbey Capital Ltd, a leading managed futures investment company, which he co-founded in 2000. Tim was the Executive Chairman of Small Foundation from its formation in October 2007 to February 2018.

Tony Gannon - NON-EXECUTIVE DIRECTOR

Tony has been involved in social justice programs in Dublin's inner city for almost 30 years on a voluntary basis. He has supported development in sub-Saharan Africa for a number of years. His career is in global financial markets and he is CEO of Abbey Capital Ltd, a leading managed futures investment company, which he co-founded in 2000.

Michael Swift - NON-EXECUTIVE DIRECTOR

Mick is Chair of Cystinosis Foundation Ireland, a charity which supports research into a rare metabolic disorder, and was involved in helping homeless people in Dublin for many years. His career is in global financial markets and he is Deputy CEO of Abbey Capital.

New Venture Fund's Board of Directors

NVF is overseen by an independent board of directors that has extensive experience in philanthropy and non-profit management. NVF is managed under an administrative agreement with Arabella Advisors, a leading US philanthropy services firm that helps philanthropists and investors find innovative ways to achieve greater good with their resources. Here below is NVF's Board of Directors.

Eric Kessler, Chair of the Board - FOUNDER, PRINCIPAL, AND SENIOR MANAGING DIRECTOR, ARABELLA ADVISORS, LLC

Eric is the chair of the New Venture Fund board and directs its strategy and overall management. He is also founder and senior managing director of Arabella Advisors, where he has built a social venture firm dedicated to making philanthropy more effective. His insights on civil society and effective philanthropy are often quoted by Forbes, the Wall Street Journal, the New York Times, the Washington Post, and National Public Radio's "Marketplace." He is also a co-founder of the Creation Care Fund and the Center for Disaster Philanthropy. Earlier in his career, Eric served as the national field director for the League of Conservation Voters and then as a White House appointee, helping to manage conservation issues during the Clinton Administration. He spent six years in the former Soviet Union, Southeast Asia, and throughout the Middle East, training civic and political organizations on effective organizing strategies and advising donors who invested in their efforts. Eric is on the boards of Friends of the Global Fight Against AIDS, Tuberculosis and Malaria, the Washington Regional Association of Grantmakers, the James Beard Foundation, and Chefs Action Network. He is a member of the Clinton Global Initiative, the Exponent Philanthropy (formally the Association of Small Foundations), the Environmental Grantmakers Association, the Young Presidents' Organization, Summit Series, and the Bretton Woods Committee. He also serves as a trustee of his own family's foundation, which holds assets generated by the sale of a fifth-generation family-owned business. Eric is a co-owner, with chef Mike Isabella, of Graffiato, Kapnos, and G, acclaimed restaurants in Washington, DC. He holds an International MBA from Georgetown University and a BA from the University of Colorado at Boulder.

Adam Eichberg, Treasurer - PRINCIPAL, HEADWATERS STRATEGIES

Adam is a principal and founder of Headwaters Strategies, a dynamic public affairs consulting firm in Denver, Colorado. An experienced strategist, Adam has extensive expertise in civil justice, regulatory, and natural resource issues. Before founding Headwaters Strategies in 2009, Adam concurrently served as the deputy legislative director for Governor Bill Ritter and the director of policy, external affairs, and planning at the Colorado Department of Public Health and Environment. Adam came to the Ritter Administration from the Western Conservation Foundation, having served as the foundation's first executive director from April of 2005. From 1999 until March 2005, Adam served as the associate national director of the Trust for Public Land's (TPL) conservation finance program, where he helped to pass measures providing more than \$14 billion in parks and open space capital funding. Prior to his appointment with TPL, Adam served as a strategic communications consultant with a private Denver-based firm. A political and non-profit veteran, Adam has been involved in hundreds of legislative, ballot measure, and candidate campaigns at the local, state, and national level. A graduate of the University of Colorado, Adam is a fourth-generation Coloradoan and currently lives in Denver with his wife and two young children.

Katherine Miller, Secretary - SENIOR DIRECTOR OF FOOD POLICY ADVOCACY, JAMES BEARD FOUNDATION

Katherine is an award-winning communications executive and campaign strategist with nearly 20 years of experience in politics, business, philanthropy, and new media. Katherine is a founder of the Chef Action Network (CAN), an initiative of the James Beard Foundation Impact Programs. Recognizing that food is a national passion; affects the quality of consumers' everyday lives; and has potential impact on human, environmental, social, and economic health, CAN is focused on harnessing the power of America's preeminent chefs to help create awareness, inspire action, and aggregate credible resources to proactively address a broad range of policies relevant to issues areas important to the chef community. CAN provides tailored research, policy, and advocacy support to chefs that participate in the James Beard Foundation's Chef Policy Boot Camp and Food Policy Salons. In 2012, Katherine founded Table 81, a full-service communications firm that works with clients in the non-profit, philanthropy, and socially responsible business fields. Katherine designs global communication campaigns to raise awareness about important issues, inspire people to take meaningful action, and result in lasting changes in policy, politics, and business practices. Her clients include the Bill and Melinda Gates Foundation, MacArthur Foundation, Knight Foundation, Aspen Institute, and James Beard Foundation. Before starting Table 81 and CAN, Katherine served as the managing director of Hattaway Communications. At Hattaway, she oversaw the firm's day-to-day operations, developed the BeHeard communications training program for foundation grantees, and led the firm's work with the world's leading foundations and nonprofits including the Ford Foundation, David and Lucile Packard Foundation, NoVo Foundation, D5, Connect to Learn, China Medical Board, and CARE International. Katherine also led the public affairs department at the United Nations Foundation. At the foundation, she oversaw all of the external communication initiatives including partnerships with key UN agencies and multi-national corporations, and was responsible for the foundation's extensive family of multi-media campaigns including the award-winning "Nothing But Nets." She served as one of three on-the-record spokespeople for the Fortune 100 financial services company TIAA-CREF and managed media outreach for some of the company's largest business areas including the Social Choice Fund, the world's largest socially responsible investment fund with \$11.8 billion under management. A champion of women's reproductive and sexual freedom, Katherine is on the boards of two other major nonprofits: RAINN (the national sexual assault hotline) and NARAL Pro Choice America. Katherine holds an undergraduate degree from Loyola University in New Orleans.

Daryn Dodson - PRIVATE EQUITY AND VENTURE CAPITAL CONSULTANT TO BOARD OF DIRECTORS, CALVERT FUNDS

Daryn Dodson advises companies, foundations and universities on impact investments. He currently leads the Special Equities Program at Calvert Funds. Through this program, Calvert has invested more than \$90 million in impact investing funds and companies. Post Hurricane Katrina, Mr. Dodson served as Director of University and Corporate Partnership for the Idea Village, where he created a platform engaging leading private equity firms, business schools, and Fortune 500 companies to invest more than 100,000 hours and \$2 million into more than 1,000 New Orleans entrepreneurs. Prior to New Orleans, he built a coalition of national banks and faith-based institutions to educate Congress on reforms needed to stabilize the subprime lending market with Self-Help Credit Union. Mr. Dodson currently serves as a Board Director for Ben and Jerry's, Impact Hub DC and Heifer Foundation. He is also President of the Stanford Business Alumni DC Chapter. For his body of work, Stanford GSB honored Mr. Dodson with the Tapestry Award for inspirational leadership, intellectual excellence, and service to others through his professional and personal life. Mr. Dodson earned an MBA from Stanford and an AB in Public Policy from Duke University.

Harry W. Drucker - PRESIDENT, REVERE CORPORATION

Harry Drucker graduated with a BA in German, summa cum laude, from Middlebury College in Middlebury, Vermont, in 1980, and a MBA in finance from the University of Chicago Graduate School of Business in 1984. He also attended and successfully completed the first year of law school at the University of Chicago School Of Law. In January 1990, Harry formed Revere Corp., a real estate advisory and property management company. In addition, in 1999 he founded North Shore Realty Partners, a real estate partnership formed to purchase and manage all types of real estate. He is its managing general partner. Since its formation, the partnership, which had an initial capitalization of \$20 million, has invested over \$55 million in various real estate ventures in the United States and Europe. Harry has been a member of the board of trustees of The Nature Conservancy of Illinois since 1995 and is currently its vice-chair. From 2001 to 2010, he served on the Illinois Nature Preserves Commission, appointed by the governor of Illinois, and served as its chairman for two years. In June 2003 Harry joined the board of directors of the Environmental Law and Policy Center of the Midwest where he currently serves as its chair.UN

Thomas Gibian - HEAD OF SCHOOL, SANDY SPRING FRIEND SCHOOL

Tom is Head of School for the Sandy Spring Friends School, a PK-12 college preparatory day school with an optional boarding program located in Sandy Spring, Maryland. He has served as Head since July 2010, prior to which he was one of the school's trustees (1996-2004) and a school clerk (2002-2004). Before he became Head of School, Tom founded ECP Private Equity, a leading private equity manager focused exclusively on Africa. Headquartered in Washington DC, ECP has seven offices across Africa and 15 years of successful investing experience in companies operating in over 40 countries on the continent. As CEO of ECP, Tom assisted in the formation and implementation of ECP's investment strategy and managed key relationships with shareholders and portfolio companies. He remains a member of ECP investment committees. Prior to founding ECP, Tom served as Chief Operating Officer for the AIG African Infrastructure Fund, managing the daily operations of the fund and overseeing the structuring and valuation of investments. From 1995 to 2000, Tom served as a Managing Director in EMP Global's Asia Funds, which managed more than \$2.8 billion in capital for investments. Prior to his work with EMP Global's Asia Funds, Tom spent three years as Executive Director and Co-Head of the Structured and Project Finance Group at Goldman Sachs Asia, where he was the firm's senior representative on several groundbreaking transactions in China and Southeast Asia. Tom has served on the boards of NYSE, NASDAQ, and London listed companies as well as private companies in Europe, Africa, and Asia. He is presently a trustee for the Center for Global Development, the Kendal Corporation, and the Friends Council on Education; a member of the board of directors of Partners for Democratic Change; and was recently nominated as a trustee for the College of Wooster in Ohio. Tom received a BA with honors from the College of Wooster and received an MBA in Finance from the University of Pennsylvania's Wharton School of Business.

Yanique Redwood - PRESIDENT AND CEO, CONSUMER HEALTH FOUNDATION

As President and CEO of the Consumer Health Foundation (CHF), Yanique is responsible for the foundation's strategic, programmatic, financial, and administrative operations. She joined the CHF team in 2012 as its second president and CEO. Under Yanique's leadership, the foundation is placing an emphasis on the relationship between health equity, racial equity, and economic justice. It leverages all of its resources—including

grant-making and capacity building, philanthropic partnerships, strategic communications, and investments in mission-aligned vehicles—toward that goal. Prior to joining CHF, Yanique worked for the Annie E. Casey Foundation (AECF), where she managed the health and mental health portfolio for the Evidence-Based Practice Team, which made grants to universities and non-profit organizations to support innovative programs to improve child and youth health and development. She led the evaluation of Evidence2Success, an AECF initiative to engage communities and public systems in improving children's well-being. She also led the team's Race, Class, and Culture Sub-Committee. This sub-committee launched Expanding Evidence, a program aimed at increasing grantee diversity, which led to successful applications and awards to researchers of color. Between 2008 and 2010, Yanique worked at the National Center for Environmental Health at the Centers for Disease Control and Prevention. In her role, she led the development, implementation, and evaluation of a food monitoring system in Eastern Kenya to prevent aflatoxin poisoning in rural villages. Yanique also led and participated in outbreak and disaster responses in domestic and international settings and led the development of reports to CDC leadership. Prior to that, she directed a community-based participatory research initiative in Atlanta that was funded by the National Center for Minority Health and Health Disparities at the National Institutes of Health. In 2012, Yanique was named a Terrance Keenan Institute Emerging Leader in Health Philanthropy by Grantmakers in Health. Yanique has a BS from the Georgia Institute of Technology and a PhD and an MPH from the University of Michigan School of Public Health. Yanique serves as the vice-chair of the board of the Washington Regional Association of Grantmakers.