

**GLOBAL
PUBLIC
AFFAIRS**
@UCLA Luskin

CONRAD N.



FOUNDATION



INDICES SUMMIT

Distillation of Key Themes and Ideas

March 10, 2016

About Global Public Affairs @ UCLA Luskin

Global Public Affairs @ UCLA Luskin School of Public Affairs provides intellectual and professional preparation to future experts who plan to work within the realm of global public affairs. GPA @ UCLA Luskin is based on teaching, research, professional preparation, and partnerships.

“Global public affairs” are processes that have trans-border causes or effects. Examples of global public affairs include: migration, climate change; international human rights and humanitarian issues; global public health; global peace and violence; institutions to promote global order; processes that create global disorder; trade and economic integration and their promotion and regulation; global resource use; the changing global landscape of ideas and alliances; and many more. In many areas, the global environment is now at our doorstep, yet we are asked to deal locally with globally-generated impacts.

Thus, in a 21st century of increasing global integration, many public policy areas have become more global. Institutions, academic research, and professional practice are straining to keep up with this rapid change. The mission of the UCLA Luskin School of Public Affairs is to provide future generations of public servants, private sector actors, and non-governmental sector actors, with the intellectual and professional tools to work in this challenging and rapidly-moving environment.

About the Conrad N. Hilton Foundation

The Conrad N. Hilton Foundation was created in 1944 by international business pioneer Conrad N. Hilton, who founded Hilton Hotels and left his fortune to help the world’s disadvantaged and vulnerable people. The Foundation currently conducts strategic initiatives in six priority areas: providing safe water, ending chronic homelessness, preventing substance use, helping children affected by HIV and AIDS, supporting transition-age youth in foster care, and extending Conrad Hilton’s support for the work of Catholic Sisters. In addition, following selection by an independent international jury, the Foundation annually awards the \$2 million Conrad N. Hilton Humanitarian Prize to a nonprofit organization doing extraordinary work to reduce human suffering. In 2015, the Humanitarian Prize was awarded to Landesa, a Seattle-based land rights organization. From its inception, the Foundation has awarded more than \$1.4 billion in grants, distributing \$107 million in the U.S. and around the world in 2015. The Foundation’s current assets are approximately \$2.5 billion. For more information, please visit www.hiltonfoundation.org

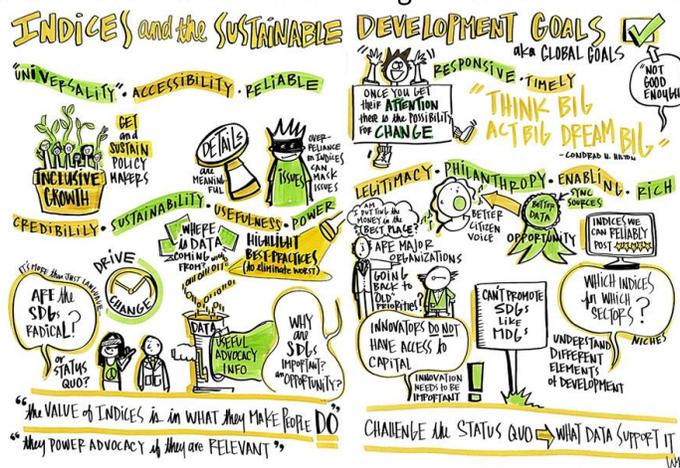
BACKGROUND

On March 10, 2016, the Global Public Affairs Program of the Luskin School of Public Affairs and the Conrad N. Hilton Foundation hosted a convening to discuss how indices can contribute to world efforts to reach the Sustainable Development Goals. Key participants included representatives from the World Bank, the United Nations Development Programme, the Social Progress Imperative, and the Center for Global Development. For a full list of participants and bios, please see page 9.



Passed unanimously by the United Nations General Assembly in 2015, the SDGs present both an opportunity and a challenge for governments, public sector donors, foundations, NGOs, and local communities. The opportunity arises from global agreement on setting goals over the next 15 years to improve human well-being and sustain the earth's natural resources. The challenge arises from the breadth of the SDGs, the potential for indicator overload and endless debates, both about priorities and about measurements.¹

At the event, participants discussed the ideological frameworks underpinning different indices and how these indices might serve as dashboards to explore progress towards the



SDGs. The meeting provided an opportunity for participants to consider ways in which different types of organizations could collaborate around the SDGs, indicators and policy relevance; define new forms of synergy between indices and policies; address data challenges; and innovate so

that different indices can influence policy and practice more effectively. It is important to note that the discussion and paper focuses only on the human development aspects of the SDGs.

¹ Indices vs Indicators. An indicator is a measure of something specific (for example: educational attainment). An index compiles one or more indicators into a composite number used to rank or score.

During the day, the main topics of discussion included: Why Do Indices Matter; How Indices Can Help Advance the SDGs; and Translating Data into Indices.

Participating Indices

- **Human Development Index:** The Human Development Index (HDI) is a summary measure of average achievement in key dimensions of human development: a long and healthy life, being knowledgeable and have a decent standard of living. The HDI is the geometric mean of normalized indices for each of the three dimensions.
- **Social Progress Index:** The Social Progress Index offers a rich framework for measuring the multiple dimensions of social progress, benchmarking success, and catalyzing greater human well-being.
- **Measure of America:** Measure of America provides easy-to-use, yet methodologically sound, tools for understanding the distribution of well-being and opportunity in America and stimulating fact-based dialogue about issues we all care about: health, education, and living standards
- **Commitment to Development:** The CDI ranks 27 of the world's richest countries on policies that affect the more than 5 billion people living in poorer nations.



WHY DO INDICES MATTER?

Recognizing that a country's economic growth could tell very little about people's quality of life, Nobel Laureate Amartya Sen helped create the Human Development Index (HDI) in 1990 to emphasize that people and their capabilities should be the ultimate criteria for assessing the development of a country, not just GDP. Rather than determining success by a country's aggregate economic output, the HDI ranked countries on their ability to provide their citizens with the ability to make their own choices. 25 years of experience with the HDI have taught us that indices can change discourse and challenge national governments to act in their people's interests by providing a clear framework to understand human development, by acting as a reliable and impartial source of data, and providing clear links to useful policy.

Today, indices of all kinds have proliferated. Currently, over 100 indices, measuring everything from social mobility to environmental justice to human migration, exist.

As indices proliferate, questions as to their collective worth have emerged. While some indices undoubtedly have more relevancy than others, the best indices give the public and policymakers important information about the human condition and call attention to ideas and issues that might otherwise be overlooked.

Indices Start Conversations

Since the advent of the HDI, other indices have emerged that focus on progress towards human development. The Social Progress Imperative (SPI) eschews economic data and, instead, relies on a large subset of indicators in the areas of basic human needs, foundations of wellbeing, and opportunity to develop report cards and rankings. The Measure of America uses the conceptual framework espoused by the HDI to explore issues tied to opportunity and economic mobility in America.

All these indices have the ability to start national and local conversations by highlighting gaps in performance from a nation's ideals to a nation's realities. At their best, indices are powerful advocacy tools. They create shared definitions; provide a framework around which discussion about topics such as economic and minority populations can be explored; establish baselines against which progress can be measured; and, most importantly, help to galvanize public, corporate, and governmental will to create change.

What Makes an Index Useful?

- *Conceptual framework underpins the inclusion of indicators*
- *Indicators used in index are reliable and credible sources of data*
- *They measure something about which the people affected care*
- *Indices are measures of direction, not static report cards*

WHAT IS THE ROLE FOR INDICES IN THE LARGER FRAMEWORK PROVIDED BY THE SDGS?

The SDGs present both opportunities and challenges for governments, public sector donors, foundations, NGOs, and local communities. Approval of the global framework espoused by the SDGs has sparked conversation, enthusiasm, and the opportunity to build public will and consensus around some of humanity's greatest challenges. Yet this opportunity does not come without inherent challenges. The very broadness of the various goals and targets, with the attendant indicators for measurement, have the potential to create endless debate over priorities and measurement. Further work is required to determine how different forms of measurement may help people understand different aspects of human development.

The SDGs have 17 broad goals, 169 targets, and over 250 indicators that are being considered for measurement. At the moment, it is less clear how indices can contribute to the overall framework and conversation. Existing indices may help track progress in some areas and for some targets, but may have little to add in other areas.

Measuring Progress Towards SDGs Requires Better Data

What did become clear throughout the course of the day was that measuring progress towards the SDGs will require better and different data at all levels. At this point, given the complexity of the human development paradigm, it seems clear that a multitude of indices will likely be needed to measure progress on particular indicators. What is less clear is how these indices might form a bridge to each other to paint a larger picture of overall progress made by 2030.

Collection of data that can then be used to paint a meaningful picture is a challenge under the best of circumstances. For countries lacking in resources that have devolved many responsibilities to the local level, data collection may be almost non-existent. Even for countries that collect a wealth of data, sometimes the data collected is not what is needed. The SPI mentioned that an indicator they use as a calculation of well-being is access to housing. Yet, data for this indicator does not exist in a reliable way.

However, data does not, by itself, tell a story or have inherent use. It is the ability to analyze the raw data and then draw conclusions from it, such as what an index does, that moves data to action. Yet, turning data into an index presents inherent challenges as well. A conceptual framework must underlie how data is used as an indicator and what story the indicator is trying to tell. For example, the Commitment to Development Index ranks wealthy countries on policies that affect the more than 5 billion people living in poorer nations by collecting data on multiple points, including how much is given in foreign aid.

A discussion arose about whether SDGs are preserving the status quo or truly acting as drivers of change. At the same time, there is a sense that perhaps the SDGs are too aspirational, setting goals that will never be met. Philanthropy, with its ability to work across governments and provide outsider perspective, needs to ensure that the data collected does not, itself, fall into a safe and non-contentious place. The data must hold all countries accountable.

**Are SDGs Status Quo
or Drivers of Change?**

THE CHALLENGE: MOVING FROM DATA TO AN INDEX TO POLICY

Do the SDGs need a composite index?

An index's inherent value lies in its ability to translate and visualize data into a form that tells an easily understandable story. For example, Measure of America reports use vivid graphics and interactive tools to explore differences in economic mobility across geography and time. The Social Progress Imperative creates a People's Report Card that contains data meant for use by citizens as a way of holding leaders accountable.

A key concern is how indicators translate to policy. Data itself does not get attention from policy makers or from the media. While an index uses various indicators to create a composite score and report card, indices do not often point to specific policy that might change the underlying indicators. Furthermore, a better understanding of how and in what ways multi-directional relationships between data collection, household welfare narratives and policy efforts needs to occur to understand the dynamics of indices over time.

What Is the Right Data to Use?

Though official government data might not be available, a range of indicators and indices that assess household welfare in development-assistance receiving countries (DACs) exist. While there might be a role for funders to encourage governments to collect more official data or to start their own collection efforts, there might also be space to better coordinate and align existing data into agreed upon normalized forms that would be available for all interested actors to share. In many ways, with the advent of technology and social media, we live in a data-rich world. In some cases, the more pertinent question is whether the data makes sense to use and fits into a conceptual framework?

Questions for Further Discussion

- How do we liberate data that already exists?
- How do you fill in gaps, especially at sub-national, rural, and intra-city levels?
- How do you reconcile spatial differences or differences in time span?

WHERE DO WE GO FROM HERE?

The SDGs present an opportunity for collaborative effort across different indices. Although many areas for synergy exist (for example, perhaps in the area of data collection), the various indices can offer different perspectives and priorities that can help decision makers with hard policy choices.

Good indices challenge us to rethink our policies and approaches. To create even more utility amongst indices, participants agreed that more thought and attention could be given to the following:

- More investment in granularity for inclusion of excluded groups, sub-national information, and urban data
- A way to share approaches and information with each other
- Can indices act together to create a bridge to the larger aims of the SDGs?
- Is there a way for multiple indices to communicate jointly on larger issues?
- Are there indices for ranking the environment or urban issues that have the same recognition and history as the HDI, the SPI or CDI?
- What is the proper role for philanthropy?

Potential Next Steps

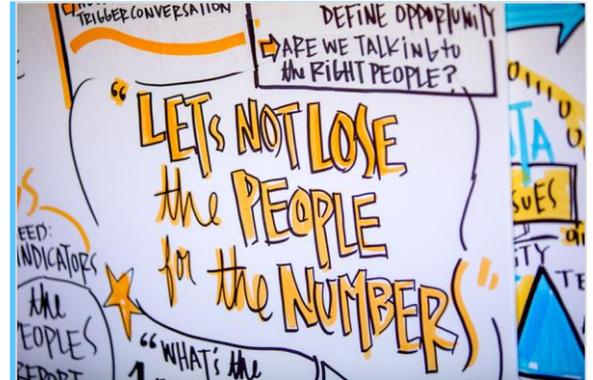
The participants endorsed the idea of continuing to share ideas and resources amongst each other as the beginning of a nascent network. While a discussion of the structure and working practices of a network were beyond the scope of the day, participants agreed that they would welcome follow-up discussions as a way to nurture connectedness.

Some specific action items proposed:

- Create a platform and place for further dialogue on some of the issues identified in the event, forming an ‘index collaborative’
 - Follow up with the World Bank and the Human Development Report in regards to specific areas where they wish to engage or add new resources, such as the capacity or exclusion issues previously noted



- Outreach to other organizations who publish indices, such as the Organisation for Economic Co-operation and Development (OECD), Overseas Development Institute, and International Panel on Social Progress.
- Build more connections with Civil Society networks outside of the OECD, especially least-developed and middle-income countries
- Design specific outreach to the philanthropic community and to global international non-governmental organization networks
- To truly encompass measurement of the SDGs, representatives from areas beyond that of human development, especially in the areas of climate change and the environment, need to be part of the conversation



In order to accomplish the next steps, a timeline, set of initial deliverables and specific tasks needs to be developed and coordinated so that there is a coherent message.

THE TIME FOR ACTION IS NOW

One of the core challenges of promoting indices for policy and program is that, by nature, indices measure past moments in time. However, the challenges the world faces are critical, large and complex in scope, and may not have the luxury of time to solve. While, in an ideal world, time would exist to develop a perfect index, using targeted indicators and data free of errors, that luxury does not exist. With the passage of the SDGs and the ensuing attention, momentum and attention are driving implementation now. Indices, by helping drive a narrative, holding governments accountable, and illuminating conditions of human development can play a crucial role in sustaining this current momentum. Indices have the potential to become a vital and necessary part of helping the world reach the lofty goals set by the SDGs, by filling a crucial gap between aspiration and implementation.

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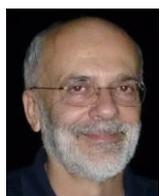
Roberto Cremonini, Senior Partner, Giving Data

Roberto is a Senior Partner at GivingData. Before joining the team in 2014, he was Principal and Founder of Cremonini Consulting Network. His clients included Open Society Foundations, The Boston Foundation, The David & Lucile Packard Foundation, The Klarman Foundation, The Kresge Foundation, The Nature Conservancy, The New Hampshire Charitable Foundation, and Wellspring Advisors. Between 2003 and 2010, Roberto was Chief Knowledge & Learning Officer at the Barr Foundation in Boston, where he managed all staff responsible for Knowledge & Learning, Evaluation, Communications, and Information Technology. He also served on the Board of Grantmakers for Effective Organizations (GEO).



Michael Green, Executive Director, Social Progress Imperative

Michael Green is Executive Director of the Social Progress Imperative. An economist by training, he is co-author (with Matthew Bishop of 'The Economist') of *Philanthrocapitalism: How Giving Can Save the World and The Road from Ruin: A New Capitalism for a Big Society*. Previously, Michael served as a senior official in the U.K. Government's Department for International Development, where he managed British aid programmes to Russia and Ukraine and headed the communications department. He taught Economics at Warsaw University in Poland in the early 1990s. His TED Talks have been viewed more than 1.5 million times, and his 2014 Talk was chosen by the TED organization as one of the 'most powerful ideas' of 2014 and by the Telegraph as one of the 10 best ever. Michael is @shepleygreen on Twitter.



Milorad Kovacevic, Chief Statistician, UN Development Programme

Milorad Kovacevic is chief statistician of the Human Development Report Office. Before joining UNDP in 2009, he was working at Statistics Canada for more than seventeen years as head of Data Analysis Methods Research. He was also teaching statistics at the University of Belgrade, Serbia and the University of Iowa, Iowa City, United States. Milorad also worked for the Federal Statistical Office of Yugoslavia. He spent two sabbatical stints doing statistical methodology research at the University of Southampton (UK) and the University of Wollongong (Australia). Milorad has been doing research and teaching in the area of survey sampling, analysis of complex survey data, analysis of longitudinal data, estimation of inequality, polarization and poverty, finite population inference and international statistical comparison. He was the president of Survey Methods Section of the Statistical Society of Canada and is associate editor of the Canadian Journal of Statistics. Milorad holds Ph.D. in statistics from the University of Belgrade.



Paula Kravitz, Director of Strategic Initiatives, Skoll Foundation

As Director of Strategic Initiatives, Paula Kravitz manages strategic, global partnerships focused on accelerating impact of social entrepreneurs worldwide. In her previous role at Skoll, she was the Director and Curator for the Skoll World Forum on Social Entrepreneurship where she created opportunities for social innovators to connect with each other and with partners in business, government and civil society. Before joining Skoll in 2007, Paula consulted with Fortune 500 companies on strategy, brand and communications. She co-owned Blaney/Kravitz Strategic Communications serving tech clients in the Silicon Valley, and was a Senior Brand Strategist and Client Partner with Razorfish in San Francisco, where she led development of online brand and marketing strategies. Prior to her agency experience, Paula worked in healthcare diagnostics, where she was responsible for developing distribution channels in the United States, Latin America and Europe.



Petra Krylova, Program Coordinator, Center for Global Development

Petra Krylova is a Program Coordinator working with Owen Barder on the Commitment to Development Index and Europe Beyond Aid initiatives. Prior to joining CGD, Petra lectured and researched on project management, evaluation, and development assistance (of primarily non-DAC donors) at Palacky University, Czech Republic. She is a former director of a NGO that focused on development education and awareness raising in the Czech Republic. She served as a member of the Board of Directors of the Czech national platform of development NGOs. Petra is a graduate from Palacky University with a MA (Hons) in International Development Studies.



Kristen Lewis, Co-Director, Measure of America

Kristen Lewis is Co-Director of Measure of America and co-author of two volumes of *The Measure of America* (Columbia University Press, 2008 and NYU Press, 2010) as well as well-being reports for California, Louisiana, Mississippi, and Marin and Sonoma Counties. Before founding Measure of America with co-director Sarah Burd-Sharps in 2007, Kristen was senior policy advisor to the water and sanitation task force of the UN Millennium Project, led by Jeffrey Sachs, and was co-author of the task force report, *Health, Dignity and Development: What will it take?* (Earthscan, 2005). She previously worked at the United Nations for many years, first with UNIFEM and then in UNDP's policy bureau, and has served as a consultant on gender equality issues for numerous international development organizations, including UNICEF and UNFPA. Kristen contributes regularly to media outlets, with articles published in *The Nation*, *Huffington Post*, and *Stanford Social Innovation Review*, among others, research cited by *The New York Times*, *Forbes*, *The Atlantic*, *Washington Post*, *NPR*, *Slate*, *Freakonomics* blog, and frequent newspaper and radio interviews. She received a Master's degree in International Affairs from Columbia University.



Nicholas Perry, Policy Analyst, WORLD Policy Analysis Center at UCLA

Nicholas Perry received his BA in Political Science from the University of California, Berkeley and a Master's in Public Policy from the University of Southern California. Following his undergraduate education, he worked in political engagement and grassroots political organizing. He had the opportunity to work on the frontlines of the American political discourse for a number of years on behalf of leading environmental, social justice and human rights organizations while traveling the country. While in graduate school, Nicholas' research work focused on climate change, education policy, and social equity measurement through the application of mixed-methods research designs. He completed a policy practicum working with the United Nations on the evaluation of the implementation of Millennium Development Goals #1 and #7 in large urban areas to prepare for the formulation of the post-2015 international development agenda.



Umar Serajuddin, Senior-Economist-Statistician, World Bank

Umar Serajuddin is a Senior Economist-Statistician at the Development Data Group of the World Bank. His main interests are in poverty, inequality, and social protection. He has also worked as a poverty expert in the South Asia and the Middle East and North Africa regions of the World Bank.



Brad Smith, Executive Director, Foundation Center

Bradford K. Smith is president of the Foundation Center, the leading source of information about philanthropy worldwide. The Center maintains the most comprehensive database on U.S. and, increasingly, global grantmakers—a robust, accessible knowledge bank for the sector, together with research, education and training programs designed to advance knowledge of philanthropy at every level. Before joining the Foundation Center in 2008, Mr. Smith was president of the Oak Foundation in Geneva, Switzerland, a major family foundation with programs and grant activities in 41 countries in North America, Europe, Africa, Latin America, and South Asia. With the Ford Foundation, he worked as representative in Brazil before being promoted to vice president in the New York headquarters, responsible for the global Peace and Social Justice Program, the foundation's largest program area. During his 10-year tenure as vice president, the program provided hundreds of millions of dollars to organizations working on the issues of human rights, international cooperation, governance, and civil society in the U.S. and around the world, while supervising field operations on three continents and overseeing the creation of TrustAfrica. Mr. Smith has devoted his entire career to the philanthropic and nonprofit sectors. Prior to joining the Ford Foundation, he directed the Brazil program of the Inter-American Foundation. At the start of his career, he worked for the YMCA of the USA, both in Costa Rica and New York, where he became manager for world development at its Center for International Management Studies.



Theo Sowa, Chief Executive Officer, African Woman's Development Fund

Theo Sowa is an independent advisor and consultant, specialising in international social development with a particular emphasis on children's rights and protection issues. She is currently the CEO of the African Women's Development Fund. Born in Ghana, she has lived and worked in many countries in Africa, as well as the UK, Europe, and the USA. Her work includes advisory roles to African and other international women and children's rights activists and leaders, plus policy development and advocacy with a variety of international agencies and organisations. She was Senior Programme Advisor on the UN Study on Children and Armed Conflict (the Machel Report) and led the five-year review of the report.

Theo is a board member of various national and international civil society organisations and grant making foundations, including being a trustee of Comic Relief (a multimillion grant making foundation) and Chair of Comic Relief's International Grants Committee; a member of the African Advisory Board of the Stephen Lewis Foundation; a Patron of Evidence for Development; a member of the UBS Optimus Foundation and a board member of the Graça Machel Trust. She has authored many publications, including being a contributing editor to 'The Impact of War on Children'; a contributing author and co-editor of a Harvard Law School/UNICEF Innocenti publication on 'Children and Transitional Justice'; and co-author of 'Groupwork and Intermediate Treatment'.



Willetta Waisath, Policy Analyst, WORLD Policy Analysis Center at UCLA

Willetta Waisath received her BA in Psychology from Coe College and her MPH in Community Health Sciences from UCLA's Fielding School of Public Health. She has a background in qualitative research, health needs assessments, and community-based participatory research. Willetta's early career began in community-based programs focused on healthy child development and family violence prevention. She has worked in a range of research projects examining social interactions in the context of physical activity, sexual risk behavior, reproductive health education, violence against children, and program evaluation. Her many interests include: environmental justice, equity in education, violence prevention, and the social determinants of health and well-being.



Steve Commins, Professor in Urban Planning, UCLA

Stephen Commins works in areas of regional and international development, with an emphasis on service delivery and governance in fragile states. Commins was Director of the Development Institute at the UCLA African Studies Center in the 1980s, and then worked as Director of Policy and Planning at World Vision International in the 1990s. Dr. Commins was Senior Human Development Specialist at the World Bank from 1999-2005. His work at the World Bank included "Managing Dimensions of Economic Crisis: Good Practices for Policies and Institutions," the establishment of the Bank's children and youth cluster, and a survey of service delivery programs implemented by civil society organizations. Commins was one of the co-authors of the World Bank's World Development Report 2004, "Making Services Work for Poor People". Following the Report's publication in 2003, he managed several initiatives on service delivery in post-conflict countries and the relationships between political reform and improved services.

Since leaving the World Bank in 2005, he has continued to work on service delivery programs, including the major study, "Service Delivery in Fragile States: Good Practice for Donors", for the Fragile States Group of the Development Assistance Committee of the Organization for Economic Cooperation and Development in 2006. From 2008 to 2012, he was Strategy Manager, Fragile States, International Medical Corps, and coordinator for the Health and Fragile States Network. His recent work has included "testing the DFID state building" framework in Lao PDR and Cambodia, managing studies on disasters and safety nets for the World Bank in Bangladesh, a co-authored paper on participation, accountability and decentralization in Africa, and producing studies on health systems strengthening in fragile states for World Vision Canada and on sub-national fragility in India and Pakistan for the HLSP Institute.

He is currently working with a long term study of livelihoods and post-conflict reconstruction in Pakistan, as part of a seven country project with the Sustainable Development Policy Institute in Islamabad and the Secure Livelihoods Research Consortium at ODI in the UK. For academic years 2013-15, he is working as the consultation and dissemination coordinator for the World Bank's World Development Report 2015 (Behavior, Mind and Society). His most recent new project is a four-country study with the Overseas Development Institute on community driven development and livelihoods in four South Asian countries.

At UCLA, Dr. Commins teaches courses in regional and international development, and the role of Non-Governmental Organizations. His current courses are on urbanization in developing countries, NGOs, climate change and health, and disaster management. He is the Associate Director for Global Public Affairs at the Luskin School.



Gregory Pierce, Doctoral Candidate, Urban Planning

Gregory Pierce is a Doctoral Candidate in the Department of Urban Planning. His dissertation analyzes political, economic, and geographic factors which influence household water access at three different scales: across low and middle income countries, at the state scale in India, and within the urban periphery of Hyderabad, India. Other research projects focus on water privatization in Mexico and India, climate change adaptation in Bangladesh and access to water among U.S. mobile home residents. In collaboration with faculty and in the context of the U.S., he also conducts research on the travel behavior of low-income households and cities' asset management strategies.

CONRAD N. HILTON FOUNDATION TEAM



Peter Laugharn, President and CEO

Peter Laugharn (pronounced LAW-harn) serves as President and Chief Executive Officer of the Conrad N. Hilton Foundation. Peter is a passionate leader with 25 years of foundation and nonprofit experience internationally, with a focus on improving the well-being of vulnerable children.

He was executive director of the Firelight Foundation from 2008 to 2014. Firelight identifies, funds, and supports promising African nonprofits serving vulnerable children and families in the areas of education, resilience, and health. Prior to Firelight, Peter served for six years as executive director of the Netherlands-based Bernard van Leer Foundation, a private foundation that works to improve opportunities for children up to age 8 who are growing up in socially and economically difficult circumstances. He was director of programs at the Foundation for three years before becoming executive director.

Peter began his career at Save the Children, where he worked for 11 years in a variety of roles. Eight of those years, he was based in Bamako, Mali. Peter helped develop the Village Schools model, which promoted access to basic education, girls' schooling, and community participation. The model helped 45,000 children go to school and raised the number of primary schools in the country by 40 percent. Peter was later Save the Children's Mali Field Office director, West Africa Area director and then education advisor for Africa, providing technical assistance for programs in 10 countries.

A graduate of Stanford and Georgetown Universities, Peter holds a Ph.D. in education from the University of London. He was a Peace Corps volunteer in Morocco from 1982 to 1984. Peter was a co-founder of the International Education Funders Group and the Coalition for Children Affected by AIDS, and he is a member of the National Advisory Board of the Haas Center for Public Service at Stanford University.



Edmund J. Cain, Vice-President of Grant Programs

Edmund J. Cain oversees all domestic and international grant programming at the Conrad N. Hilton Foundation, including overall responsibility for the Foundation's strategic planning. Prior to joining the Foundation, Cain served as director of The Carter Center's Global Development Initiative, which facilitated national development strategies in post-conflict countries. A senior member of The Carter Center's Peace Program team, Cain advised former President Carter on global development issues and participated in election monitoring missions. Prior to that, Cain had a long career with the United Nations serving in Malaysia, Myanmar, and Afghanistan, and was a U.N. Resident Coordinator in Turkey and in Egypt. He was also the first Director of the United Nations Development Programme's (UNDP) Emergency Response Division. In that capacity he oversaw the formulation of UNDP's disaster response policy and led missions to war-torn and disaster-affected countries. Cain also served in the U.N. Secretariat as the Chief of Staff to the U.N. Undersecretary

General for General Assembly and Political Affairs. A Fellow at the Harvard Center for International Affairs and Senior Fellow at UCLA's Luskin School of Public Affairs, Cain holds a master's degree in public affairs from the University of Oregon and a bachelor's degree in political science and international affairs from the University of Delaware.



Shaheen Kassim-Lakha, Director of International Programs

Shaheen Kassim-Lakha oversees the planning, development, implementation, and evaluation of the Conrad N. Hilton Foundation's international program areas, including safe water access, children affected by AIDS, blindness prevention and education, and disaster relief and recovery. In addition to managing the operations of the Hilton Foundation's international grant program team, she leads grant programs related to global health issues and capacity building, and contributes to the Foundation's strategic planning. Kassim-Lakha has a broad academic and professional background in health services and public health, including experience in hospital administration, developing environmental health policy for urban centers in North America, and program management in several countries in Asia and Africa. Prior to joining the Foundation, she was a senior program officer at the UniHealth Foundation for six years. Kassim-Lakha received a Master of Public Health from the University of California at Los Angeles and pursued a career in international development and environmental epidemiology. She completed the doctoral program in health services at UCLA's School of Public Health, where her research focused on measuring results and developing an evaluation approach for healthcare philanthropy. She has served as a consultant to foundations and donor organizations on community-based initiatives, regional health systems development, program evaluation, and health policy research.



Elizabeth Cheung, Senior Program Officer

Elizabeth Cheung manages a portfolio of grants as part of the Domestic Program team, including in multiple sclerosis and hospitality education. She also manages the Foundation's small grants and family giving programs. Prior to joining the Foundation, Cheung worked as a Program Analyst at the David and Lucile Packard Foundation in the Children, Families, and Communities Program. She also has worked for the California Legislative Analyst's Office, where she oversaw the Medi-Cal budget, with a special emphasis on issues concerning the aged, blind, and disabled. Cheung received her Master's in Public Policy from the University of Southern California School of Policy, Planning, and Development and a double Bachelor's in East Asian Studies and Public Policy from the University of California, Los Angeles.



Marc Moorghen, Communications Director

Marc Moorghen has led strategic communication efforts at the Conrad N. Hilton Foundation since 2010. In his role as communications director, he initiates and develops strategic planning to advance the organization’s mission, objectives, and program priority areas. Moorghen facilitates the flow of information within the Foundation and engagement with external stakeholders. He directs the Foundation’s website and other digital platforms, publications and reports, public and media relations, and other appropriate communication channels, in addition to providing strategic counsel to executive leadership. Moorghen joined the team in 2005 and managed operations of the Conrad N. Hilton Humanitarian Prize for six years. Previously, he worked in public relations and communications, education, and events management in Europe, Asia and the United States. He completed his undergraduate degree in Contemporary European Studies at Southampton University in the UK and received a Master of European Studies at the University of Leuven in Belgium. More recently, he was awarded a Master of Communication Management degree from the University of Southern California’s Annenberg School for Communication and Journalism. Moorghen is bilingual in English and French.