



Partnerships For Social Impact

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We asked 1,000 Americans, "It's very important to you to reduce the influence of B.A.M. in elections. When we replaced 'money' with 'corruption' we saw a 30 point jump amongst conservative respondents. That's how you win in politics."

A Message From Our Founders

The world is rapidly becoming more and more interconnected. Despite unprecedented political environments in many places across the globe, the potential for transformation is unparalleled. Technology and automation are redefining what it means to work, entrepreneurs are driving economic growth from the ground up, and innovation across sectors and industries is charting a new path forward for all. But capitalizing on this opportunity set is at the forefront of many of our minds.

At Concordia, we create new ways to connect. At the core of our approach lies a belief that cross-sector partnerships can create innovative solutions to the greatest challenges of our time. And, by establishing a nonpartisan platform centered around inclusivity, we recognize the value in elevating voices from all perspectives, backgrounds, and geographies, and feel that no one is too young, or too inexperienced, to make an impact.

Over 2018, Colombia remained key to the development of our Americas Initiative. At the beginning of the year, we led a series of roundtable discussions examining the issues to be faced by the incoming Colombian government. These laid the foundations for us to host the official RCN/NTN24 Presidential Debate, which was followed by

an analysis panel of nationally- and internationally-recognized experts. In July, we returned to Bogotá to hold our 2018 Americas Summit, serving as the first major international convening following the country's presidential elections.

Meanwhile, our 2018 Annual Summit marked a defining moment for our organization, as our most ambitious, diverse, and successful convening to date. Serving as the largest and most inclusive nonpartisan gathering alongside the 73rd session of the United Nations General Assembly, the goal of our eighth annual convening was multifold: to forge impactful cross-sector partnerships, to drive international cooperation, and to effect on-the-ground change.

As we approach Concordia's ten-year anniversary next year, we are building out our regional initiatives in both Europe and Africa, alongside our ongoing work in Latin America. At our core remains an unwavering commitment to inclusivity and a deep focus on the power of collaboration.

Our gratitude goes out to the Concordia Community—our Members, Sponsors, Partners, Advisors, Speakers, Board Members, and our distinguished Leadership Council. We thank you for your support, dedication, and guidance. ♦



Matthew A. Swift
Co-Founder, Chairman & CEO
Concordia



Nicholas M. Logothetis
Co-Founder & Chairman of the Board
Concordia



Inclusivity in Partnership Development

| The international community launched the 2030 Agenda and its 17 Sustainable Development Goals (SDGs) as a powerful roadmap for global and local actors—businesses, politicians, academics, civil society, and civilians alike—to address urgent matters related to equality, climate change, human rights, security, and development. The SDGs have acted as a catalyst for many countries, companies, and organizations to come together under common goals and, in some instances, transform their way of doing business. Partnerships hold a special role in this roadmap, with a specific goal (SDG 17) tied directly to cross-sector collaboration. Over three years since their adoption, however, there is increasing scrutiny over just how transformative the goals have been, and whether the global community is collectively doing enough—and fast enough—to achieve the goals in time.

Concordia believes that a new model of inclusive partnerships will be necessary to ensure that the SDGs are impactful and leveraged beyond a short-lived exercise on urgency. Reliance on old partnering models and outcome goals, or the same set of partners, will not be sufficient. Business as usual, albeit with new branding and messaging, will not be enough. Concordia thus dedicates its platform and community to best understand the full set of resources available to tackle these complex and systemic challenges, including working with new industry actors.

In 2018, Concordia hosted a set of private and public conversations targeting institutional challenges to partnering within the multilateral system. The United Nations (UN) and its affiliated institutions retain moral high-ground in global positive impact. However, the UN operates with ingrained official—

as well as unspoken—restrictions to partnerships that can negatively impact the reach, scale, and speed of its impact. Important vetting and processes have become rigid and inflexible, and prevent potential partners from the private and NGO sectors from meaningfully collaborating in both the design and implementation phases. This is, in large part, due to lingering perceptions about the appropriate role and intentions of the private sector, bureaucratic practices and inflexible frameworks across all stakeholders, and generally insufficient knowledge on all sides about how to initiate partnerships within complex organizations and companies alongside a changing international landscape. While these challenges certainly exist at varying levels with any large organization or government, the extent of this within the UN is increasingly problematic for actors wishing to play more constructive roles towards achieving the SDGs. With key private sector voices continuously excluded from providing meaningful input in partnership development or shaping global regulation, collective opportunities for impact are not being realized.

A certain pragmatism is necessary on all sides to find new ways of officially or unofficially collaborating towards shared common goals, and Concordia's 2018 programming sought to identify points within the system where the end (global) goals appear to justify the means.

Concordia is contributing to inclusivity in the 2030 Agenda in two major ways. The first way is by opening up its Member Community to a range of industry actors who are meaningfully looking to shift business and corporate responsibility models to make lasting positive social impact. Only by bringing all relevant stakeholders into the discussion can the global community be prepared to address the multifaceted challenges that the SDGs represent. If Concordia can be a conduit to information, learnings and best practices, and new partners for industry actors otherwise excluded from global discussions around the goals, the partnering ecosystem will strengthen and more tools will be brought to the

proverbial toolbox.

The second is through the aforementioned set of programming seeking to understand the experiences of industry players interested in partnerships, and the intentional or unintentional barriers in place to building new partnerships. Programming over 2018 also looked to catalogue what methods determined partners utilized to overcome some of those barriers ([The Addressing Inclusivity in Multilateral Decision Making Strategic Dialogue at the 2018 Annual Summit can be viewed here.](#)) Concordia will continue to have conversation sets related to strengthening inclusivity in partnerships, and apply findings to its own convening and partnership-brokering work.

The dual levers of transparency and accountability were consistently seen as bridges in this debate. Even in the face of differing opinions, motivations, cultures, and resources, being transparent about the issues at hand and how to best approach them will be key to forming future productive public-private partnerships. And, if companies are held accountable to the global impact commitments they are making, as well as any negative or counter-productive elements to the goals within its own supply chain, partnerships can more smoothly move forward with both a profit and impact element. Conveners like Concordia must also create space where language becomes an asset, not another barrier. By designing sessions where concrete challenges and solutions can be discussed, rather than being mired in more general discussions about mission alignment and broad goals, newer actors will have increased space to share their operational insights and potential contributions to the solution. And, when designing partnerships, it is critical to bring the private sector into the discussion early and consider the full range of assets (financial resources, capacity and know-how, skills-based volunteers, etc.) available.

With these learnings in mind, new actors can more readily enter into the partnering community and contribute to the global goals. Which, by virtue, are for everyone. ♦



Concordia Innovative Finance Coalition

The roadmap to achieving the Sustainable Development Goals (SDGs), often referred to as Agenda 2030, has universally been adopted by all countries. Agenda 2030, although clear in execution, is severely hindered by a funding challenge, however. According to the latest analyses, the United Nations (UN) has estimated that an additional \$2.5 trillion per year of financial investment is needed to achieve the goals set out in Agenda 2030.

With this fiscal deficit clearly in the limelight, the global community has mobilized efforts by proliferating conversations that seek to identify ways to “finance the SDGs”. Concordia, which proactively identifies programmatic priorities in close coordination with its Programming Partners, Programming Sponsors, and Patron Members, felt urged to contribute to this conversation set in the most productive, and least repetitive, method possible. In doing so, Concordia was able to harness its comparative advantage of developing partnerships to create a group of like-minded institutions to come together in addressing this major issue.

Innovative financing—defined by Concordia as the deployment of new funding sources, the enhancement of efficiency in financial flows, integrated thinking to reduce risk, and the creation of results-oriented financial instruments—has been identified as a major tool in funding Agenda 2030. What started off as a conversation set that revolved around identifying the best practices and major obstacles regarding the use of innovative financing to achieve Agenda 2030 ultimately culminated in the creation of the network known as the Concordia Innovative Finance Coalition (CIFIC).

CIFIC is an in-house accelerator program developing key partnerships regarding innovative financing.

During Concordia-led discussions, the CIFIC has continuously identified and promoted new finance streams for developing partnerships through cross-sector collaboration. Moving forward, the CIFIC will scale and strengthen existing partnerships, create new ones, and work towards the UN’s SDGs by means of the following five key pillars:

1. Brokering and/or catalyzing partnership opportunities around specific themes;
2. Adding dynamism and urgency to the discussion towards the effort of identifying specific barriers, challenges, or pain points related to implementing, sustaining, and scaling investment at the local level;
3. Connecting potential partners to share knowledge, reduce duplication, and more rapidly realize impact;
4. Creating space for shared learning and accelerated networking across sectors and industries; and,
5. Strengthening or creating financing mechanisms capable of achieving progress towards the SDGs.

At the 2018 Concordia Americas Summit, calls-to-action ultimately developed into an Issue Briefing. The briefing, which summarized key findings stemming from this discussion, was later shared with the Colombian Government and other key stakeholders. Drawing on this momentum, the CIFIC was officially launched at the 2018 Concordia Annual Summit with a Strategic Dialogue, where 26 world experts discussed some of the most pressing issues the global community faces regarding innovative financing. In 2019, Concordia will build upon the work of the CIFIC to reach more audiences, develop more action-oriented programming, and ultimately aid in bridging the 2030 Agenda funding gap. ♦

“We challenge public, private, and civil society actors—and donors—to coordinate closely with one another and engage deeply with local communities to ensure that every high-risk jurisdiction has an effective plan to address the continuity of basic infrastructure and services, to align financial and other incentives with needed preparedness and other resilience activities, and to build an evidence base to ensure our future innovation in the area of preparedness.”

Michael Nyenhuis
President & CEO, AmeriCares



Disaster Response

Recent history has been marked by large-scale natural disasters of an unprecedented rate and scale. Partnered with a lack of preparedness, these events have devastating repercussions. As a result, the global community must address and implement a better preparedness and response model to combat natural disasters. Concordia works to bring together government decision makers and corporate executives to enhance resilience against natural disasters and improve preparedness. With international agreements like the *Sendai Framework for Disaster Risk Reduction* in mind, these conversations develop actionable steps with a global commitment and numerous contributors. Concordia dedicated much of 2018 to highlight the important role of partnerships in disaster risk reduction and resiliency.

Concordia and **Americares** held multiple roundtables and a plenary stage engagement event in 2018 with senior-level decision makers to move preparedness initiatives into actionable steps. Through this partnership, Concordia and Americares sought to: *identify* obstacles to scaling specific preparedness approaches sourced across sectors; *highlight* successful examples of impact through preparedness initiatives; *contribute* to the development of a framework that translates existing global commitments on disaster preparedness to sustainable local policies; and, *share* actionable steps that local leaders can take to drive preparedness initiatives.

A key area of discontent identified lies in the divide between policy and funding, specifically at the local level: addressing community resilience to natural disaster preparedness and disaster response requires an immediate and expansive cultural shift. The Concordia and Americares partnership focuses on the development of solutions to everyday stresses,

informed by local partners. and resulted in a public call to action for private, public, and civil society for community-level resilience.

Petra Nemcova, Co-Founder & Vice Chair of All Hands and Hearts and Concordia Leadership Council Member, spoke to the development of long-term sustainable solutions to disaster response at the 2018 Concordia Annual Summit. Nemcova highlighted the consistent negative patterns of disaster response and the need to redistribute funds for a smart response. The session also featured Frank Giustra, Chairman & CEO of the Giustra Foundation, who spoke to the importance of applying economic principles to the case for investment in preparedness. Developing public-private partnerships is crucial to the improvement of disaster resiliency, as the actors within these partnerships play complementary roles in terms of advancing and expanding the capabilities of disaster relief. Implementing inclusive strategies at the local level is dependent upon the engagement of policy makers and corporate executives; education and policy awareness also play an important role in driving a long-term cultural shift. Meanwhile, creating a stronger connection between ‘need’ and ‘value’ in disaster response attracts new investors and alternative finance streams to improve preparedness. Additional financial partnerships allow for improvements to disaster relief capabilities. A federally-supported, state-managed, and locally-implemented partnership(s) that mediates the challenges facing natural disaster preparedness and response is the ultimate goal. The promotion of improved preparedness will drastically mediate the damage done by natural disasters. To further improve the response efforts, a more inclusive strategy must be developed to reach all community members. ♦

Leadership Council

George M. Logothetis

Chairman and Chief Executive Officer of The Libra Group & Chairman of The Concordia Leadership Council

President José María Aznar

Former President of The Government of Spain

Prime Minister José Mauel Durão Barroso

Former Prime Minister of The Republic of Portugal

President Felipe Calderón

Former President of The United Mexican States

Prime Minister Mikuláš Dzurinda

Former Prime Minister of The Slovak Republic

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Founder & Chair of Omnia Strategy LLP; Founder & Patron of The Cherie Blair Foundation for Women

Irina Bokova

Former Director-General of UNESCO

Dr. Ian Bremmer

Founder and President of Eurasia Group & Foreign Affairs Columnist and Editor-at-Large at TIME

Ambassador Paula J. Dobriansky, Ph.D.

Former Under Secretary of State for Global Affairs & President's Special Envoy to Northern Ireland

Dr. Jacob A. Frenkel

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Eduardo J. Padrón, Ph.D.

President, Miami Dade College

David A. Paterson

Former Governor of the State of New York

Gen. (Ret.) David H. Petraeus

Former Director of the Central Intelligence Agency

Frances Fragos Townsend

Former Homeland Security Advisor to the President of the United States & CBS News Senior National Security Analyst

Financials

Financial Data	2012	2013	2014	2015	2016	2017	2018
Revenue	\$616,500	\$1,175,647	\$1,596,966	\$2,402,033	\$6,871,608	\$8,264,990	\$7,237,342
Program Costs	\$91,2380	\$1,133,913	\$1,308,131	\$2,125,724	\$5,199,092	\$6,806,066	\$6,074,471
Fundraising	\$0	\$0	\$97,301	\$117,563	\$130,978	\$220,891	\$160,576
Admin	\$187,387	\$509,015	\$289,108	\$380,978	\$669,359	\$440,926	\$421,672
Total Expenses	\$1,099,767	\$1,642,928	\$1,694,540	\$2,624,265	\$5,999,429	\$7,467,883	\$6,673,158

Membership Dues	2016	2017	2018
Patron Membership	\$37,500	\$434,000	\$388,500
Individual & Young Professional Membership	\$68,575	\$122,000	\$131,000
Total Membership Dues	\$195,750	\$556,000	\$519,500



