

**BRIAN A. GALLAGHER
PRESIDENT & CEO
UNITED WAY
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Good afternoon and thank you. Let me say a special thank you to Steve Richardson. Steve continues to provide spectacular volunteer service, first on the United Way International Board of Directors and as a Board Chair, and now with the difficult assignment, along with other volunteer leaders from across the globe, of thinking about our collective future. Steve, thank you for your leadership.

Thank you, to Mike McKnight and the Vancouver team, both volunteer and professional members. Hosting this number of colleagues is both a joy and a challenge, so thank you for your hospitality already. I also want to say thank you to all of the volunteer leaders who have traveled to be here. We, as professionals, do this for a living. Even though it's a joy for us, we understand it requires a special place in your heart to travel this far for this purpose. Thank you for being here.

To Bill Matassoni and the United Way International Board, thank you for your guidance in leading us to where we are today. And to Dr. Johnnetta Cole, the Immediate Past Board Chair of United Way of America, who is representing her colleagues along with other United Way of America Board members, thank you.

Finally, I want to say thank you to Teresa Hall Bartels and the professional team at United Way International, all of the professionals at United Way of America and to all of my professional colleagues from across our network. It's a joy to have all of us together.

As Steve said, let me spend some time thinking with you about our challenges, our opportunities, and our potential path forward. As you've heard today, we are a group of 47 countries and territories. You collectively represent four billion people from around the world. We are clearly a very large, complex, but important global movement.

This makes us a powerful force for change if we can harness that collective action, and if we can find our way to work more effectively together. You are also a very inspiring group. You're committed by sign of your attendance and the journeys that you've made to be with us.

But you're also forward thinking and willing to push yourself on what's possible. You're volunteers. You're professionals. You're men. You're women. You're young, some not so young. You're Muslim. You're Jewish. You're Christian. You're Hindu. You're Buddhist. You are United Way. We are United Way. That's the reflection of who we are. Your leadership is critical.

Everything that Steve or I will say to introduce this summit is only possible through you. Not through an organization or an entity, but through your leadership. As Steve said, we look forward to the discussion over the next several days and hearing from you. I personally think this is a critically important time, not just for United Way but for the world. As a result, this summit is certain to be a major milestone.

When we leave here on Saturday, it is my great hope that, together, we have taken even greater steps toward a system which builds stronger, healthier and ultimately sustainable communities. I believe that in years to come, when we look back, we will remember Vancouver as the time that we actually created and began executing against a truly global movement.

I don't need to tell you, but Dr. Cole has always reminded me that repetition is good for the soul. And so, let us remind ourselves of the challenges and opportunities, the scale of our vision and the tools that we have available.

Again, as Steve said, we represent 47 countries and territories around the world. In 2007, you collectively generated \$5.7 billion. And while we have a shared mission, we largely operate through a loose affiliation. We go by many names. We have different levels of resources. Even though we have the global standards, which has begun to bring us together, we have very different practices in some cases.

However, we are a collection of likeminded people and organizations that have the potential to be a very powerful global, social movement if we can come together around our values, our principles and our beliefs. Your work, as Steve said, is already impacting millions of lives around the world. But as we continue to become more globally interdependent as communities, we have opportunity to do even more.

Worldwide issues require worldwide response. Today, human need, corporate interest, and donor aspirations don't remain within our national borders. They cross our borders. Our philanthropic partners, stakeholders, and donors recognize that the systems were built for the old economy and old communities. These systems were much more local and national in nature, and not as global as they are today.

Our environment is changing very, very quickly. The movement of people around the world is dramatic. Technology allows communication and exchange between people to happen instantaneously. While there is great wealth being generated across the world, there is also great poverty.

The number of foreign-born residents within our countries continues to increase in most places, and that's both a challenge and an opportunity as our communities are reshaped. Donor interest and aspirations, from global corporations to young people, are also more globally-minded.

Human need has never been more compelling, in my estimation. Uncertainties and complexities over issues such as food and water shortages, climate change, natural

catastrophes, pandemics and wars, and income polarization have become significant, undeniably global issues. I echo Steve in saying that it will require a responsible response.

I know many of you may already be familiar with these statistics, but they are important in providing some perspective. Half the world today, nearly three billion people, live on less than \$2 a day. There are 2.2 billion children in the world, one billion of them live in poverty. According to the World Bank, just over one tenth of one percent of the world's population controls 25% of its wealth. In 2005, 72 million primary school-age children in the developing world were not enrolled in school. Nearly one billion people worldwide entered the 21st Century unable to read or write. Over one billion people lack access to clean and safe drinking water. Almost 30% of all children in developing countries are estimated to be underweight, most in South Asia and Africa. And of course, diseases like HIV/AIDS and malaria continue to take a significant and tragic toll on too many of our fellow citizens. African children account for more than 80% of all malaria cases worldwide.

But there is progress. There is hope to draw on. Today, 65% of all Indians are literate, the fastest rate of literacy in a ten-year period in India's history. There has been a 35% reduction in poverty in Latin America as the middle class and middle income grows. Access to HIV treatment in developing countries has increased fivefold in the last decade. China has just experienced its fifth straight year of double-digit economic growth, again spreading economic opportunity among more people.

Those issues, those social issues, and those growing opportunities affect all of us. They're all of our responsibility, in my estimation. And they increasingly cross borders. Think about the issues that affect everyone, SARS not so many years ago and certainly climate change. Even the subprime mortgage crisis in the United States impacted countries around the world. Consequently, our partners and our strategies, and the learning that Steve discussed, have to draw from wherever there is a best practice.

Microfinance for individuals, which was an established strategy in the developing world, has made its way to the United States because we have developing communities inside other communities. Some of the best housing initiatives I have ever seen are being done in Venezuela. The online fundraiser that's being executed in Korea and in Taiwan is a best practice that has to be exchanged around the world.

I think the goal for us has to be social stability because social stability leads to economic investment and growth. This economic growth then leads to opportunity if we find a just way to distribute that opportunity and income. If I were to reflect on what our global message should be, what we stand for fundamentally, it would be the idea that you cannot have long-term economic success anywhere unless you have long-term human success. It's not possible. It's not sustainable. It's the critical role that we play as United Way.

Now as Steve said, I am very aware that we could stay focused within our borders. And I'll be the first to say that I have colleagues in the United States who wonder why, with all the issues that we have there, would we think to be part of a global movement. However, if you believe that we've become a global community, then there has to be a global social contract.

The relationship between business, government and citizens can no longer remain a function of a country, because the contract, the community, has moved past those. The markets have changed. We need all of the players from those different sectors to create the strategies going forward.

There's no question that we need to keep the uniqueness of local communities and countries, and our responses will look different. But in many cases, we'll draw on the things that we have in common. It will be a challenge not just to United Way, but to the entire voluntary sector. However, in my estimation, it is a unique opportunity to redefine how citizens become involved in solving social problems in their communities across the world.

Over the next ten years, the world is going to look very different. The question for us starting today is, “what is our response and what will our role be in shaping that new future?” We have operated under many different names and brand marks. However, as I spend more time traveling around the global network, I am amazed at how our theme, what we think of United Way is, is so simple.

It is simply this idea of community impact, that we exist to try to improve people’s lives. I watch you do your work, and I’ve seen you mobilize different interests to act collectively in order to deal with the issues most pressing to your communities. It is about bringing different governments, nonprofits, business leaders and ordinary citizens together to manage issues. You are also focused on protecting your reputation, and that has to happen locally. It has to happen nationally. And it has to happen globally.

What makes us different as a United Way movement, from all other NGOs? It is the opportunity for scale. To have this kind of footprint is not just good for donors. It’s good for learning from each other, for exporting from one country a best practice that can happen in another and then again and again in real time.

We are unique because of the diversity of our relationships. We are community oriented, not special interest oriented. This provides us the ability to be a platform for our partners at scale. It already happens in local communities and in countries, but it can happen even beyond that as well. We’re \$5.7 billion in global revenue. We’re a huge brand. But we innovate, and we execute on the ground locally. We’re both big and small at the same time. That is what builds your credibility and trust.

I visited Cairo very recently and met with the head of the Ford Foundation there. They have been in Egypt for 50 years. She told me the story of coming back and taking her new assignment. She said that it took her one year to give away her first dollar and one year to make her first grant because the NGOs and nonprofits on the ground didn’t know if they could trust her. Again, the Foundation had been there for 50 years. But as

an American who had come to run the Ford Foundation office, they had to determine whether they could trust her.

What makes United Way unique is that we don't try to work that way. For us, it's local, grassroots leadership developing local infrastructure to best determine local need that then ties together into something that's even more powerful.

Steve said it earlier, but let me echo again for emphasis and from the role in which I sit. The global United Way system cannot, and will not, be a U.S.-driven enterprise. It's simply not possible. I've said to my colleagues in the United States that the United Way movement in the U.S. cannot succeed without being part of a true, global system. It must be a *part* of it, not central to it. Otherwise, we can't succeed.

But the price of independence is interdependence; every time we get something, we give something. It's true within our communities. It's true within our countries. It will have to be true within the global enterprise. We will have to make a commitment as much to the whole, as to its pieces. And we must have a point of view in terms of what we mean by community impact. It is not until we are able to see that impact can happen the same way around the world that we will begin to learn from each other.

So what do we mean by impact? How do we try to create change that is sensitive to local culture, economy, and political situations? It seems to me that we must have a point of view. Let me give you an example. Our strategies are not dissimilar.

In the last year, during a visit to United Way Mumbai, whose leaders, Sunil Mehta and Shibani Sachdeva are here with us today, we visited Dharavi, the largest slum in the country and the second largest in all of Asia. It is home to more than one million people. To initiate impact in this community, United Way Mumbai collaborated with other nonprofits, government officials, and its residents to jointly develop a quality of life set of issues.

Specifically, they focused on the need for proper garbage disposal and separating dry garbage from wet garbage. Wet garbage contributes significantly to disease and other health issues. The initiative set out to educate residents on understanding how to take biodegradable, wet garbage, and convert it into compost or rich soil for growing produce. What made it successful, like anywhere else, was that local leaders and local residents were involved from the beginning and drove that project forward.

In Ghana, I experienced the same thing. I know Albert Wilson is also here with us. While we were there we visited with the Manya Krobo Queen Mothers Association. This is a group of traditional leaders who joined with other NGOs, community leaders and residents to address the critical issues faced by children orphaned by HIV/AIDS. They developed a program that brought together different interests so that children wouldn't be required to live in institutions, but instead live with families. Through this approach, these children will have better access to education and the nurturing that comes with being a part of a family.

This program has been so successful that many development experts internationally recognize it as a global best practice. This is a United Way best practice that outside experts are looking at and spreading. We have the opportunity to share it within our system as well. If you look at those two examples, they face very different issues, but they approached them in the same way. They both had a point of view. They brought interests together to identify and agree on what the issues should be.

And, more importantly, they stayed together with those different interests to develop the strategy. They asked themselves the question, "How will we address these issues together?" They were very clear about how to involve business and non-profits and how to connect donors with that work. I think we have to follow their example. We must co-create and define our point of view. What is our United Way agenda? I believe it closely aligns to the United Nations millennium goals that Steve referenced earlier.

If you think about human issues and human development, it really is about education and training for young people and adults. It really is about economic opportunity and income justice, especially for women across the world, and it certainly is about good health. We have to develop it together. We can't simply adopt somebody else's agenda. It's important that we create our own agenda together.

I want to reiterate one of Steve's points, that even though we have to think very broadly and at a high level in some cases, we will also have to work locally, regionally, and nationally. That's where we innovate. That's where we adjust for political differences and cultural differences. We have been working on this visioning with dozens of leaders from throughout the world.

We learned a lot from our first transition team. Amelia Jones from Cape Town, South Africa was on that team and was very active in grounding all of us in the passion for the mission. Every time we started becoming too donor-centric, Amelia would bring us back to mission. This is about purpose and value. Another colleague, Dr. Jung, the President of the Samsung Economic Research Institute, kept us focused on community change and to make sure that our work was always local in nature. The Transition Board is now providing us that same sound direction and counsel.

Let me share my interpretation of that board's suggested approach to the global networking system. First, we begin by strengthening the network of local United Ways and the work that you do. How do we, working together, strengthen the work of local United Ways? Local United Ways are where impact happens, but just as importantly, you are the distribution outlet for national and global partners, governments, individuals and corporate donors. They don't want to invest in a global entity, they want to invest in you, thereby creating that distribution.

We are creating a learning strategy. You will hear over the next few days about opportunities for you to tap into learning opportunities, not U.S. learning opportunities but network opportunities, that are developed in a way to create access.

We are also developing products and services for donors. We are working to address the donor question, “How do I give money, time or resources to United Way where we have an interest geographically?” Next, we are creating an experience that’s focused on involvement. How do we increase people’s involvement and excitement about our work, particularly with the coming generation, and provide engagement opportunities? And finally, how do we create both a centralized and decentralized operation system that allows us to act on those other approaches?

We’ve started by taking a pretty bold step. The United Way of America and the United Way International Boards have approved identical resolutions to move toward merging our two organizations. We have already started by integrating our staff teams, which became effective on June the 2nd. We did this because we thought it would ensure greater predictability and feasibility in terms of being able to move forward.

But, our intention is very clear. When the resources are available and invested from the worldwide network, the United Way USA spins out and becomes a partner like all other national partners. The value proposition that I think we’re now better prepared to support is stronger local United Ways, products for our donors, means of delivering it to you, and effective operations.

Let me begin to conclude by saying, and reminding myself, that this is not going to be easy. The opportunities will require real, personal and professional leadership, and we will have to take some risks at times. But if we can agree on our principles, values and standards as we have begun to do, we can create a true global response.

Over the next ten years, could we dream about and envision creating the most admired nonprofit organization in the world? Can we grow from \$5.7 billion to over \$10 billion in order to achieve the greatest piece of the vision: changing and saving millions of more lives around the world? There is an urgency to this work. The social disparities and

human suffering is dramatic. But there are also others that will do this if we don't act now.

The interests, in terms of donors and what we will discuss over the next few days, is real. A few examples: Agilent Technology in the northern California's Silicon Valley is currently talking with us and is seeking greater employee engagement opportunities in China and in India. Caterpillar is looking for the same opportunity in Mexico and in Canada. General Electric has already provided \$1.3 million to this effort to create the global standards and is poised to invest additional resources because of their interest in your work around the world. Samsung has made a significant commitment for our Tsunami relief efforts. TAQA, a Canadian-based energy company, has maintained its commitments to United Way in Calgary and agreed to be a global partner wherever they have a presence around the world.

Procter & Gamble continues to be a key player in building the Latin American region. And already, we are hearing increased interests from American Express around issues of clean drinking water. Dow Chemical is interested in increasing its presence in Canada, Australia, and India. Additionally, Metropolitan Life, a large life insurance company based in the United States, has an interest in many parts of Asia. And Intel, the computer chip manufacturer, recently contacted us to express interest in expanding their workplace campaigns into Korea and into Ghana.

The interest is real. You see it. You know that you have corporations and individuals that have interest within and outside of your borders. We are talking about creating something that will allow us to respond to that interest. The clock is ticking, both from a human need and a business perspective. And the time to respond is now.

Over the next few days, we will talk about system imperatives and partnership agreements. We will be addressing questions like: What are we talking about in terms of the agreements? What are the financial investments required? How will we build our

capacity, and how will we grow? How do you go from \$5 billion to \$10 billion? And how do I grow locally? We will discuss how to deepen our presence around the globe.

But finally, let me say this. This summit, from my perspective, is about you and the people that you serve. It's not about a global entity. It's about a global system for human response. Every link is critical. If we don't create strength throughout the system, the system won't be as strong as it needs to be.

By Saturday, I hope that together we will have created a global system that ensures greater self-sustaining communities across the world. I hope, and I absolutely believe, that this will become personal for almost all of us. And some of us will say, "now that I have helped to create this vision, I want to be a part of it today!" I hope that most of you will be and be willing to return to your home communities and say, "we know what this is, and we want to now work with our volunteer leadership and our stakeholders to define how we're going to be a part of it."

The last thing I would like to say is that change is difficult. We all know that. It's not a natural human act to want to change. And I started thinking about what would be a good example to draw some inspiration from? I was reminded that we are traveling in October to Cape Town to celebrate the 80th anniversary of the Community Chest there. Eighty years ago the Community Chest of Cape Town was an apartheid-based institution. While the country evolved and fought internally, it was outside players that the country drew guidance from. It was ultimately strengthened through that change. These outside players helped the Community Chest evolve to become a true community-based organization. That is the kind of change that I'm talking about.

We can now dream of something bigger and outside of our borders. We can draw inspiration from each other and the lives we seek to touch. If we do that, I think we will also be strengthened by that change.

United Way, in my mind, and the work that you do is all about you, not an institution.
This vision will happen if you dream it, co-create it, and then commit to it.

Thank you for your leadership. And thank you for being here this week.

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