

Introduction

When we think about frontiers, we imagine unexplored territory, unknown dangers, and often, the thrill of discovering something new. The possibility of the frontier is what sent explorers to the edge of the map, drove America's pioneers west, and launched mankind into space. With this book, we seek to bring that same spirit to the frontiers of development. Although the idea of development is familiar, and the places where we work are well known, the challenges, the excitement, and the new perspective of the frontier is with us once again. Why? Because the world is changing in remarkable ways. And these changes mean that all of us who work in development have to transform the way we approach our work.

To begin with, the context in which we operate has shifted. In the 1960s, official government aid represented more than 70% of the money flowing into developing countries. Today, with the growth in private-sector investment, NGO activity, trade volume, remittances, and other activities, it is just 13%. More countries

are working in development than ever before. Emerging economies such as China, India, and Brazil are engaging in more places. And as new technologies continue to connect and empower people in every region, the number of voices and potential partners is growing exponentially.

At the same time, experience has changed our understanding about how to achieve the results we want. We used to diagnose development problems in terms of what was missing—money, manpower, infrastructure. Of course, resources remain vitally important, but today we recognize that progress also depends on the choices people make and the leadership they show. It requires tough political decisions, like reforming land-ownership rules or changing tax policies so they don't unfairly favor powerful elites. A range of leaders—presidents and prime ministers; finance and foreign ministers; trade, defense, and justice experts—must be just as engaged and committed as development agencies and outside NGOs.

Taken together, these changes mean we no longer look at development in isolation; we must

survey the entire landscape. Before we commit resources, we make strategic assessments about the risks and opportunities in developing countries, and we make calculated decisions about where to put our resources to help catalyze economic growth. Where will we get the most out of every dollar we spend? How can we work with partners to best leverage their expertise and resources? How do we ensure that our work will lead to lasting change that helps people reach their potential? Essentially, we no longer think about development as aid; it is an investment. And like all investors, we expect results. So we are benchmarking and gathering comprehensive data to help us determine which development efforts are having an impact and which aren't. Where we are not seeing progress, we cannot be afraid to re-evaluate, make adjustments where possible, or, when necessary, start again.

To do this, we need to gather all the available resources and get them working together toward the same ends. As the number of people and organizations working in developing countries continues to grow, we risk working at cross-purposes, or over-investing in some areas while missing others. Governments, however, are uniquely suited to bring partners together, set common goals, and help craft shared strategies. This is where diplomacy and the U.S. government's wide range of relationships are critical.

We are committed to elevating development alongside diplomacy and defense as an essential pillar of our foreign policy and a critical element of our smart-power approach to national security. In 2010, President Obama issued the first-ever Presidential Policy Directive on development. I joined leaders from around the world in Busan, Korea, last year at the Fourth High-Level Forum on Aid Effectiveness to make it clear that doing development right

is one of our foreign policy priorities. And this year, I am sending instructions to every American embassy and consulate with specific guidance on how we must continue to modernize our diplomacy, improve our practices, and enhance our leadership to better support development.

We are promoting broad-based economic growth, because when more people can unleash their entrepreneurial energy and innovative spirit, everyone benefits. Because we recognize that accountable governance is the linchpin for development success, we are investing in building effective, democratic governments and vibrant civil societies around the world. We want every partner to become more self-sufficient—and eventually end their need for aid altogether. And we are putting women at the center of all our efforts because we know it's an essential step in achieving our foreign policy goals.

In practice, we are putting a much greater emphasis on partnership and planning to get everyone working together from the very beginning. With Feed the Future, our presidential initiative to end hunger and increase food security, we are bringing partners and donors from many different sectors together to help countries develop their own investment plans for agriculture. It is a field-to-market-to-table strategy. We help countries build their capacity and policy environments so they can jumpstart their agricultural productivity and achieve better nutritional outcomes for millions of people.

Our Global Health Initiative (GHI) works closely with host nations, helping them build their capacity to run their healthcare systems. GHI also coordinates all our efforts in a country so that our work has the greatest possible reach and impact on the ground. So far, we have worked with more than 40 countries to develop integrated strategies that focus on improving health systems instead of

providing individual services. Through GHI, we are leveraging our resources and platforms to secure an AIDS-free generation, end preventable child deaths, and save the lives of mothers around the world.

Similarly, under our Partnership for Growth initiative, we are working with four countries—El Salvador, Ghana, Tanzania, and the Philippines—to spark reforms that will pave the way for sustainable development progress. Each partnership agreement starts with all parties sitting down together—our technical experts and theirs, our political leaders and theirs, all at one table—to identify the most critical barriers to economic growth. Each country drives its own unique plan for development, with both sides making commitments that will help tackle specific challenges.

These efforts are part of a larger, ongoing conversation in the international development community about how all of us can be more effective while working in this new world. That conversation is continued in this book by people working on aid issues at every level, from senior government officials and academic leaders to development workers in the field.

In these pages, Emilia Pires, the Finance Minister of Timor-Leste, makes a dramatic case for why countries must lead their own development efforts, even in fragile states. PepsiCo's Derek Yach and Tara Acharya highlight how

unconventional partnerships can be crucial for addressing development challenges in new ways. And Admiral James Stavridis, NATO's Supreme Allied Commander in Europe, illustrates the nexus of our development goals and our security priorities.

Many of these essays also stem from our commitment to tap the deep reservoir of talent that lives in the development world. We asked our USAID experts for their input, and we invited others from around the world to submit their ideas for this publication—and they delivered. You will be delighted to meet the Survival Girls who are turning their stories of abuse into empowerment in a Nairobi slum; be inspired by the Egyptian entrepreneurs working against the backdrop of the Arab Spring to grow their businesses; and be impressed by the people making mobile money a reality in the remote valleys of Afghanistan.

We have changed our conception of what it means to work in development, and we have changed how we define our objectives to better navigate in this environment. But these are only the first steps. We must keep working together and holding each other to account until we achieve our goals. If we succeed, millions of people around the world will have the opportunity to build more stable and more prosperous lives for their families. That's a future worth braving any and every new frontier.

Hillary Rodham Clinton is U.S. Secretary of State.