



THE HUNTER FOUNDATION

• REPORT CARD •

THE SCHOOL OF PHILANTHROPY

SUBJECT	GRADE
Education	C
Entrepreneurship	B
Poverty Alleviation	B
Rwanda	C

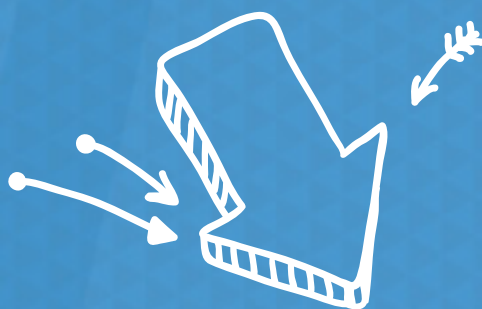
OVERALL: **Must Do Better!**

"Hunter, Tom does not take instruction well, he is disruptive and I don't know what to do with him..."

**- S3 French Teacher
Cumnock Academy**

STUDENT: The Hunter Foundation YEAR: 17

STENZ TENZ CON



2. Chair's Remarks

**3. Challenging Poverty
Through Economic
Empowerment**

**7. 'Infectious Enthusiasm'
by Melinda Gates**

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**21. The Sentry
by John Prendergast**

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25. President Paul Kagame





Marion

Tom

CHAIR'S REMARKS

Can money buy you happiness? Yes, if you give it away.

When Marion & I set up the Hunter Foundation in 1998, after selling our first business which started from the back of a van, we never envisaged what an amazing journey it would take us on.

Growing up in a wee town in Scotland, New Cumnock, was the start of my education. My dad was the local grocer and I learned from an early age about giving back. He said we made our living from the local community and therefore we needed to give back to that community. My Dad was a wise man, I think of him every day.

So when Marion & I sold our first business for a great deal of money, giving back seemed a good idea.

Vartan Gregorian, President of the Carnegie Corporation of New York, became our philanthropic mentor and still is. He challenges us, makes us think and

generally is an all round Saint. Thank you Vartan.

Marion & I don't want to be the richest people in the graveyard. We want to invest and 'do good' while we are still alive. Why give someone else all the fun!!

Our thanks go out to our trustees, our Chief Executive, Ewan, and my partners in West Coast Capital who make the money that flows to the foundation.

Our admiration goes out to our kids, who get that inheriting great wealth is a burden. We have told them, find your passion and purpose, we will support you. They make us proud every day.

Being able to give is an honour and a pleasure.


Keep on giving it away.

Tom & Marion

Some of the programmes The Hunter Foundation invests in to help young people realise their ambitions...



FOR FURTHER INFORMATION ON THESE PROJECTS PLEASE VISIT WWW.THEHUNTERFOUNDATION.COM



A young Kiltwalker raising much needed funds for Children's Charities.

CHALLENGING POVERTY THROUGH ECONOMIC EMPOWERMENT

The Hunter Foundation (THF) strategy is based upon one basic premise; economic empowerment drives poverty alleviation. The best form of social intervention is a decent, well paid job.

In recognizing these basic facts and analysing the statistics, we also remind ourselves daily that poverty is about people, small children, mothers and fathers with no hope. They need hope and opportunity.

When investing, we also make a hard point of speaking to the people we are trying to offer a hand up – *not* a hand out – too often they feel “done to” with a system engineered to say “we know better”. Patently we don’t, otherwise Scotland would not have more than one in five of it’s children living in poverty.

So our efforts in the UK focus on two key areas – entrepreneurship and poverty alleviation. We don’t like sticking plasters, we don’t invest in that ‘same old, same old’ approach, we take risks often Governments can’t afford to take.

Our model in the UK is, in effect, to pilot, prove, then get to sustainability either via self-financing mechanisms or Government adoption where we have proven an innovation works. We are no substitute for Governments.

“Poverty is not just a statistic; it’s the story of peoples’ lives. It’s really a description of people who don’t have enough to live on and don’t have enough to raise kids decently on. Its persistence is a severe constraint on economic growth and maybe even worse, it is a profound constraint on social mobility.”

- President Bill Clinton

Echoing former President Bill Clinton, we believe ability is evenly spread across the globe. Unfortunately opportunity isn't. The tragedy of poverty is about the child, who by the age of 5 is already 13 months behind his peer group.

The father, some ten miles away from the most prosperous area of Glasgow, who has a lower life expectancy than a man in Kabul.

These are injustices that nobody could possibly support nor agree with.

What we need to do is work together to find solutions. No silver bullets, but rather a few obvious tactics. By investing in education, in poverty alleviation and in job creation, we can make a significant dent in the problem...

“The risk of poverty is reduced as access to work increases...”

- Scottish Government

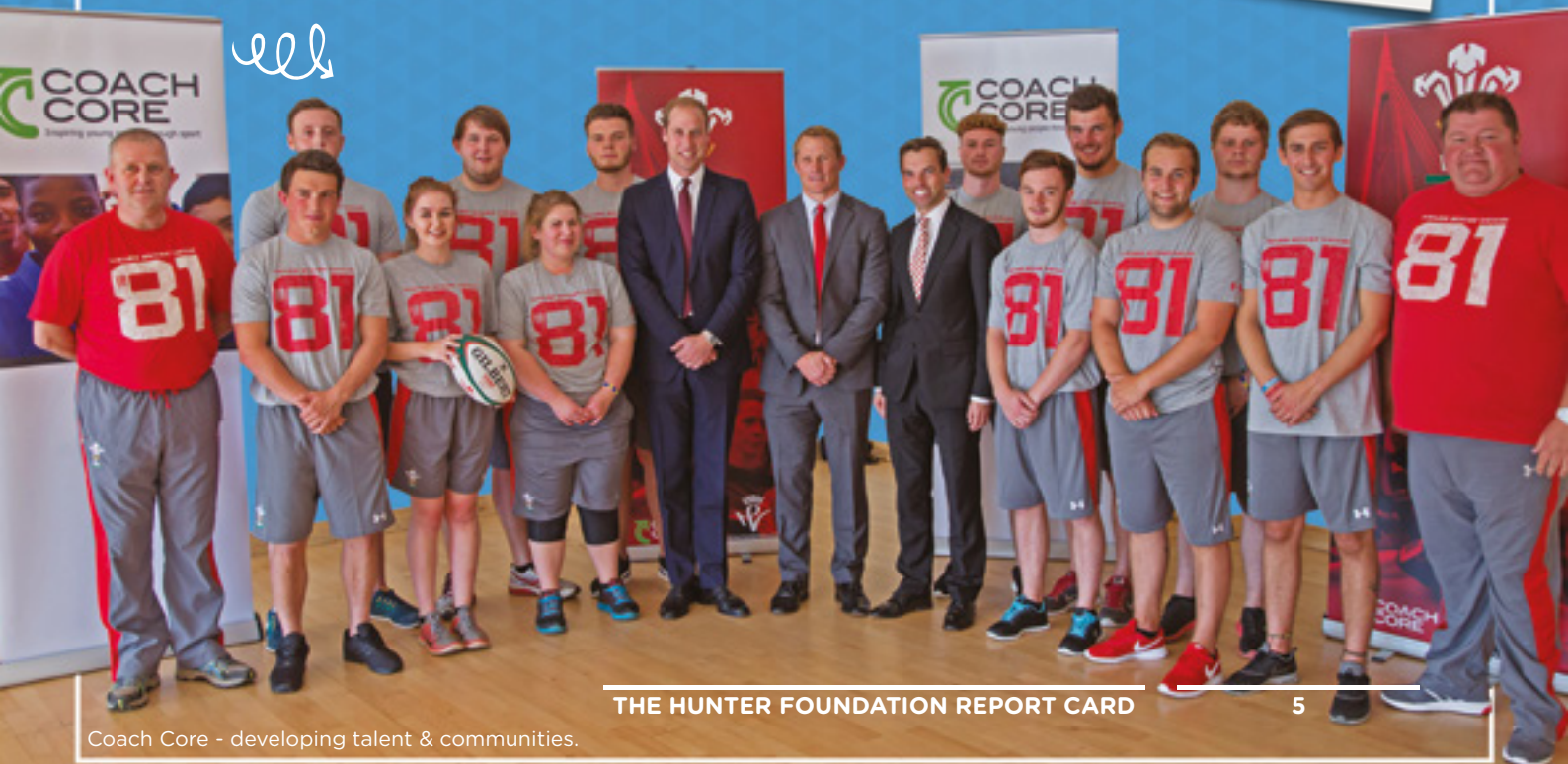
At a fundamental level, we believe in a hand up, *not* a hand out.

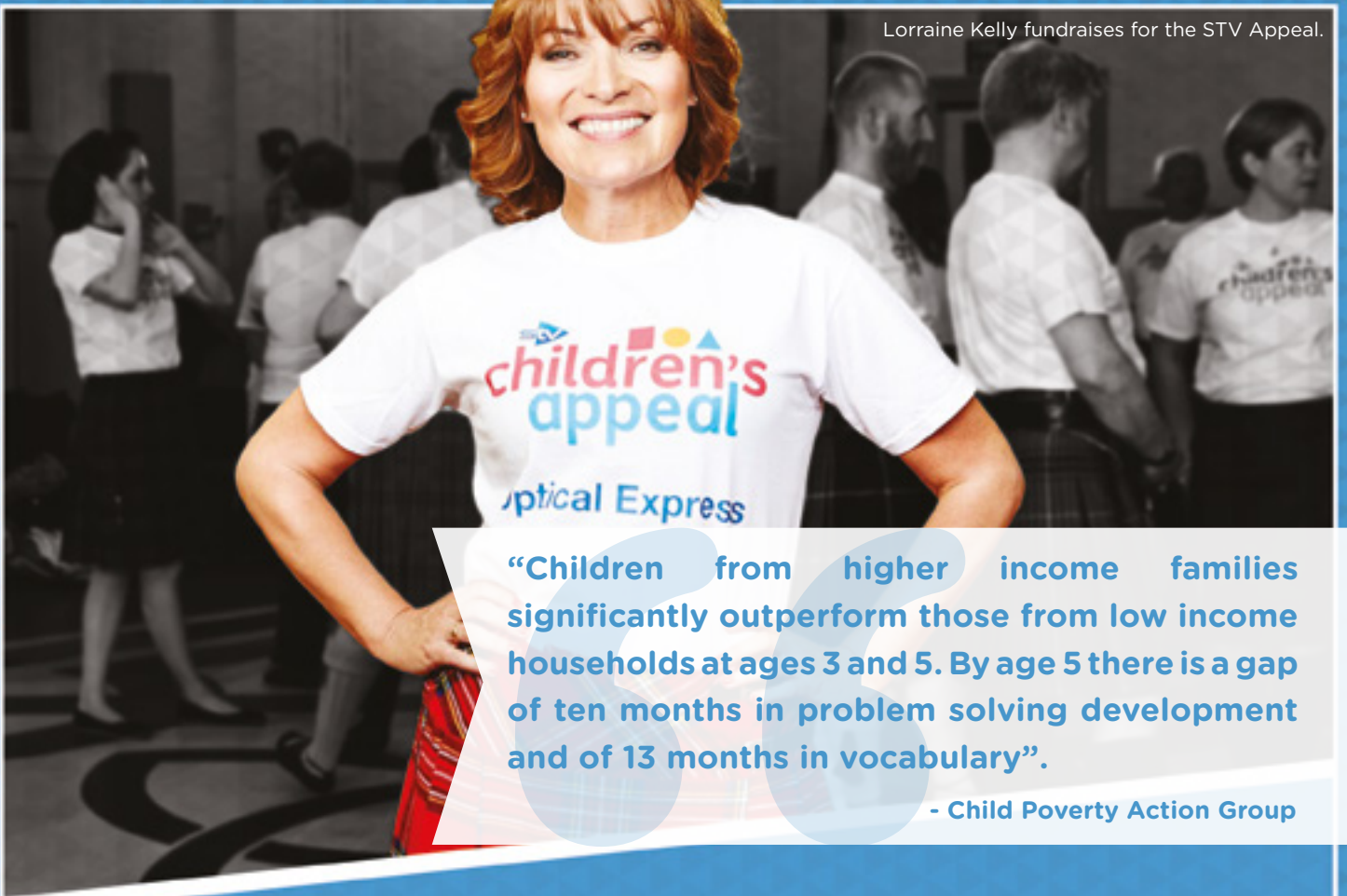
“The greatest good you can do for another is not just to share your riches, but to reveal to them their own.”

- Benjamin Disraeli



Play time at Cash for Kids





“Children from higher income families significantly outperform those from low income households at ages 3 and 5. By age 5 there is a gap of ten months in problem solving development and of 13 months in vocabulary”.

- Child Poverty Action Group

Our foundation is also about leverage and, if you take the time to look at our website, you can understand a great deal more about our various investments.

Ultimately, we are about partnerships and enabling others to make a real difference. From **Coach Core** to **Centrestage**, we see the absolute ability of people to help themselves, to build their own communities and, with dignity, move up the ladder of ambition.

And with **Cash for Kids**, the **STV Appeal** and **BBC Children in Need**, the incomparable power of media not just to raise money, but to understand the issues and solutions to some of the UK's most dire challenges. We are proud to call them partners and to work with all of them in finding those solutions. Often we fail, but if we always do what we have always done, where would we be? No further forward.





INFECTIOUS ENTHUSIASM

MELINDA GATES

“What makes a great teacher great? It’s a good question at any time of year, but as teachers return to their classrooms in the weeks ahead, posterizing their walls and preparing their lesson plans, it’s a great time to focus on great teachers and great teaching, since there’s lots of evidence that it makes all the difference to student success. We’re focused on “back to school” in my own house, and it excites me to hear my kids talk about their year ahead—their classes, their classmates, and what teachers they’ll have for the coming year.

I enjoy talking to my kids’ teachers; in fact, I enjoy talking to teachers, period. It’s a lot of fun for me. I find their enthusiasm infectious. My role at the Gates Foundation allows me to talk to teachers from all over the country, and to seek their advice and insight on how to best achieve our goal of making sure all students in this country graduate from high school prepared for college or other forms of post secondary education. By listening to what teachers have to say about what they see in their classrooms every single day, I learn how our foundation can support them in the most effective and efficient ways. This

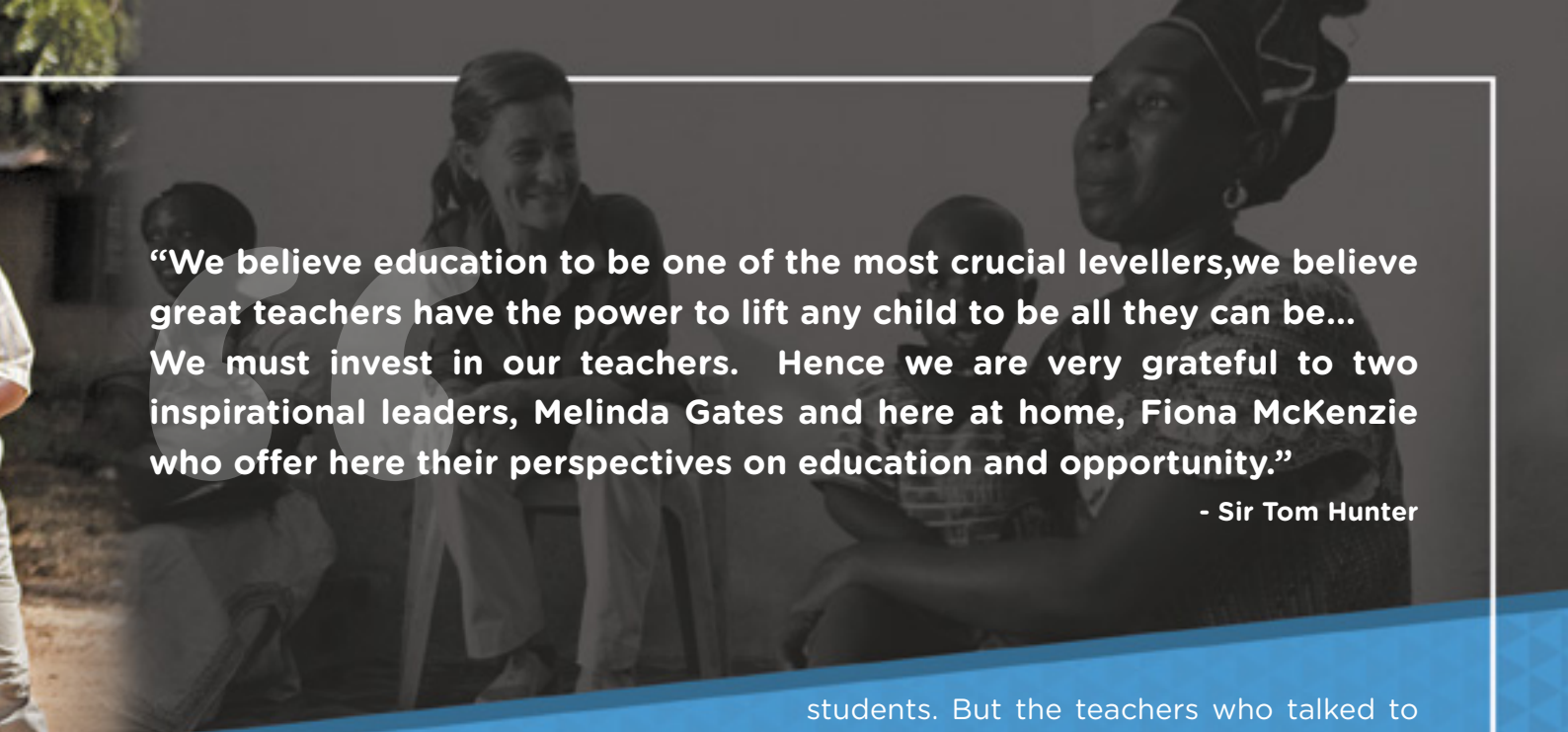
summer, I spent time asking teachers for their feedback. The conversations were so enlightening that I wanted to share some of the themes that kept jumping out at me.

GREAT TEACHERS ARE PASSIONATE

My favorite moment in these conversations came when I asked these teachers why they’d gone into teaching. They all had an answer right away; their eyes lit up when they shared it, and their stories were powerful. A couple of teachers I spoke with went into teaching because their own teachers had inspired them and they wanted to pass that inspiration on. One woman said she started teaching just to pass time before starting law school, but once she’d started she loved it too much to stop. She never did manage to get to law school. Others talked about their subjects, and how their love of English, or chemistry, or history was something they just needed to ignite in others, or try. Whatever the source of their passion, passion was a common denominator, and a driver for great teachers.

GREAT TEACHERS ARE TRUE EXPERTS

A lot of people believe that teaching math, for example, just involves knowing a little



“We believe education to be one of the most crucial levellers, we believe great teachers have the power to lift any child to be all they can be... We must invest in our teachers. Hence we are very grateful to two inspirational leaders, Melinda Gates and here at home, Fiona McKenzie who offer here their perspectives on education and opportunity.”

- Sir Tom Hunter

bit about math and then standing up in front of a bunch of kids and explaining it to them. In fact, teachers spend years honing both subject expertise and a unique set of teaching skills, figuring out how to structure their classrooms and their lessons to produce authentic learning rather than just the rote instruction.

Holly Phillips, who teaches math in Kentucky, talked to me about what she called Monkey Syndrome: she can drill equations into her students' brains, and they can mimic them to get good enough grades on tests, but they still don't really know math. She's spent a lot of time thinking about how to teach in new ways that let students see the underlying reasons for learning quadratic equations, cosines, and factoring. “They come up with so much more,” she said, “than I could think to put in a lesson.” Her story really struck me: great teachers are experts in not only WHAT they teach, but *how* to teach it in ways that will catch fire with their students.

GREAT TEACHERS ARE COMMITTED TO THEIR STUDENTS' SUCCESS

There's a common myth about teachers—that they know right away which students are going to succeed and which are going to fail, and they concentrate on the “good”

students. But the teachers who talked to me blow that misconception out of the water. They spoke about their commitment to reaching all of their students, and many of them spent most of our time together talking about reaching the kids who didn't get the material as easily. William Anderson, who teaches social science in Denver, put it this way: “There are very few teachers who wake up and say to themselves, I want this kid to be a failure. We wake up with success on our minds, and we work hard to instill that into kids.”

Great teachers want in on the conversation. One last thing came through in my discussions with the teachers: they want to be part of the debate about school improvement in this country. “A lot of teachers feel like their voice isn't heard,” said William, “and that regardless of what we say, people are just going to do things to us rather than with us.” Teachers may wake up with success for their students on their minds, but they can't do it alone. They need support from parents, administrators, and legislators. One of the things we're trying to do at our foundation is to help teachers get that support they're looking for. Because if more of us entered into conversation with teachers and got to hear them talk about what's possible for our kids and our classrooms, we'd be a lot more optimistic about education. I know I am.”

- Melinda Gates

This blog post was originally published on [GatesNotes.com](https://www.gatesnotes.com)



CENTRESTAGE FIONA MACKENZIE

“I’ve always believed in the power of music to create community and Centrestage has been a community built around music since 2006.

But for 20 years before that I was a music teacher and it was in our extra-curricular activities back then that I learned about belonging; the feeling that comes from being allowed to play your part in something that you can’t create alone. Visible or invisible, if you’re on the team, part of the community, you matter.

Many of the teenagers that took part back then were the “outsiders” of the school; the ones who struggled to articulate their feelings; whose behaviour challenged the determined and accepted norm; who had limitless, unchannelled energy - who eventually were expelled.



They could fit our music system but not the school system.

Back then, I didn’t question why. I didn’t understand how important supporting these outsiders to be included would be to our future. All we knew in 2005 was that we wanted to build a theatre for anyone, regardless of age, ability or background, to take part in Kilmarnock.

It sounds simple and, to us, it was, but not everyone shared our belief. To the delight of my husband, to secure the loans required to convert the space, our house was remortgaged and, amongst other transformations, my business partner’s Mercedes became a photocopier!



However, over the past 10 years our community has grown with us. We see over 2500 people every week, aged 4 weeks to 106 years, but music is our first language and allows us to build relationships through conversations; to smile first.

We know that music is a catalyst for change. We know that people can change and can make change. We know that communities can give each other a hand up. When people are believed in and when they are supported to show what they can, they do. We see it all the time.

Our “Raise Your Voice” project uses music and food to bring people together to catalyse the energy of communities. Each area comes together first to sing, to cook, to play, to laugh and to talk. Then, after we meet socially, we eat together. Strategically redistributing surplus food, wrapping each area in support that has music at the heart of every meal, dignifying the help given and building community capacity. Each community has its own solutions. They just need to ask the right questions of the right people- but for that to happen, people have to come together and build relationships again; to

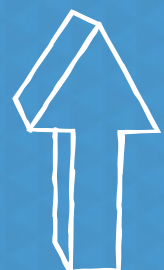
talk to people and not to labels; to learn the stories behind the statistics.

Our Ardeer project is working because our Centrestage community paid forward the currency of music, time, conversation and laughter. Now Ardeer will help us pay it forward into our new communities and we know that, little by little, we'll see big changes.

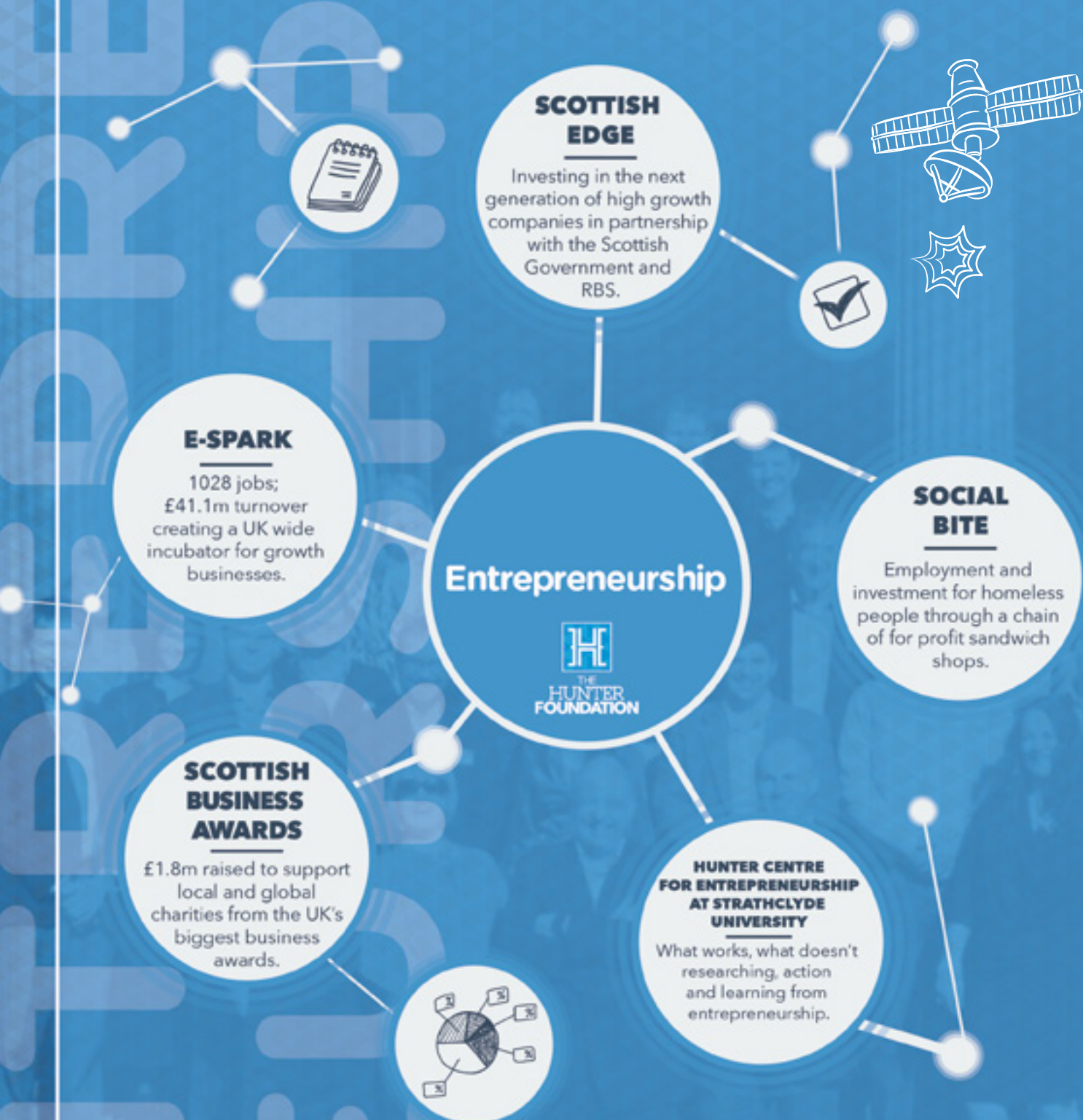
It takes a village. Scotland is our village too. We can all pay it forward. And when enough people believe, then what seemed impossible can become the new normal.

And when that happens, what's the best that can happen?”

-Fiona Mackenzie



Investing in Entrepreneurship - a few of The Hunter Foundation programmes...



FOR FURTHER INFORMATION ON THESE PROJECTS PLEASE VISIT
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The next generation of High Growth Businesses at Scottish Edge.

ENTREPRENEURSHIP

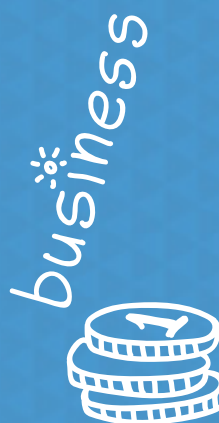
Job creation is the backbone of any economy – to afford to help those who need our help, the most vulnerable, we need to generate tax and the only way to do that is through business creation and growth. Governments don't create wealth, entrepreneurs do.

Over the past few years, we have focused on the start-up and high growth areas in entrepreneurship but, again, the emphasis has to be on joined up thinking – educate for the future skills needs, not the past.

Our work as ever has focused on partnership, from **Scottish Edge** to **Entrepreneurial Spark** we have worked with the government, fellow entrepreneurs and a major banking corporate, **Royal Bank of Scotland plc**, to plug market failures and accelerate growth.

As a foundation, we have also recognised the power of social enterprise with a

modest investment in an incredible social enterprise, **Social Bite**. Meantime with its founder, we have shone a light on entrepreneurship whilst at the same time generating valuable investment dollars for charities through the Scottish Business Awards – read what **George Clooney** had to say about the business of Hollywood and his own philanthropic pursuits on page 16.



Our next plans will no doubt see us redouble our efforts there, but also focus on scale-ups - why?

All the available evidence shows it's the SME's and scale-ups that drive job growth...

Scotland has two Unicorns at present from a population of 5m; Silicon Valley 150 Unicorns; Population 8m ... Clearly something is missing in Scotland and indeed the UK.

But Unicorns are only one element of businesses capable of scale - businesses of scale by definition grow employee numbers 20% year on year and are fundamental to economic growth; no scale-ups, no growth. It's as blunt as that, hence going forward THF will focus more effort in scale-ups. Creating jobs to drive poverty alleviation.

Recent estimates by RBS indicate a 1% increase in scale up businesses would yield, in just three years, 280 000 jobs and

add an astonishing £ 38 billion in gVA in the UK and scale ups create 3 x more jobs than the FTSE 100... Read more about that in **Sherry Coutu's** intriguing opinion piece on page 14.

But here's the rub. We have an acute skills shortage; a report in July 2014 indicated that there were 990,000 job vacancies in the UK going begging due to skills shortage and that skill gap would increase

**990,000
job vacancies
in the UK
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skills shortage**

So we need to build on the success of our schools, colleges and universities but also come together to ensure that what's being taught fits with the skills needed for the 21st century of work, a very, very different place from that of the last century.

Hence, we must enable a dialogue that allows our true silver bullets, the teachers and school leaders to synchronise what is taught to what is needed; after all that is precisely how the workforce of the future will be very much guaranteed their place in employment, in a positive destination.

ECONOMIC GROWTH = POVERTY ALLEVIATION

We must afford opportunity for all whilst taking care of the most vulnerable in our society.





Sherry Coutu CBE

What would businesses and entrepreneurs like secondary school educators to do?

“I was recently asked by the Perse School to talk to the Sage Network (Strategic Alliance of Global Educators) about what businesses and entrepreneurs would like secondary school educators to do... I reflected on my experience as an entrepreneur, an investor and as the author of the Scale up Report.

Let's start with where businesses and entrepreneurs are at the moment:

- The median annual sales of a six year old firm in the UK is less than £23,000.
- 1% of Start-ups have sales of over £1 million six years after they start.
- If you consider the ten year period from 1998 – 2008, 221,000 business were started with at least 1 employee, but only 37% of these businesses survived ten years. Of those, only 4% had > 10 employees and only 2.7% of these had at least one year of 'high growth'.
- **Science companies** grow on average 90% per annum.
- Yet, **100% of net new jobs** are created by companies that are less than 5 years old (this is the case in the USA and European countries).
- Moreover, 6% of these companies create 54% of ALL jobs and there are just under 9000 companies in the UK that currently can be called 'scale-ups'. That is approximately 228 serious 'job creating companies' in each 'Local Area' or 'Cluster'.
- These Scale-ups are 'high quality' (80% job satisfaction compared to 46% job satisfaction elsewhere).

Straight-forward? Right? Well, if what you are highlighting to children is that there will be interesting, good jobs for them when they finish up their formal education - it IS simple. They should consider the start-ups that are growing rapidly. These startups are all around them. In fact, the interesting part is that the UK produces more startups per 100,000 of population than the US!

“Scale-Ups are fundamental to our economic future and are critical pieces in our foundations future strategy and that is why we are delighted Sherry Coutu has written a little bit about her analysis on the impact of start-ups and how we generate more of them.”

- Sir Tom Hunter



Now that we know where the jobs for students in secondary school come from, what else do we need to consider?

There are currently 990,000 openings for jobs. Right now. Today.

These businesses have customer orders that they cannot accept because they can't find people with the right skills sets. Secondary school teachers can definitely help with that!

- The **Royal Society** released a report called Vision, which shared their analysis that *the skills gap would increase by another million by 2020.*
- The **OECD** have forecast that the number of people needed for the 'App economy' would be 5.8 million by 2018.

There is a massive gap between what young people appear to be choosing to learn and what those who need to hire people need them to learn – the skills gap.

A survey of these innovative fast growing companies last year showed that 87% said they would be able to grow their company faster if university graduates had the skills necessary to meet their customer demand. But the desire to have the 'right skills' does not start at university - it starts much earlier than that - some argue at secondary school, others argue primary school.

In the Scale-up Report, I called upon *secondary schools to invite* the top 50 fastest growing business leaders to visit classrooms and career fairs so that the students came into contact with real life role models.”

- Sherry Coutu

GEORGE CLOONEY

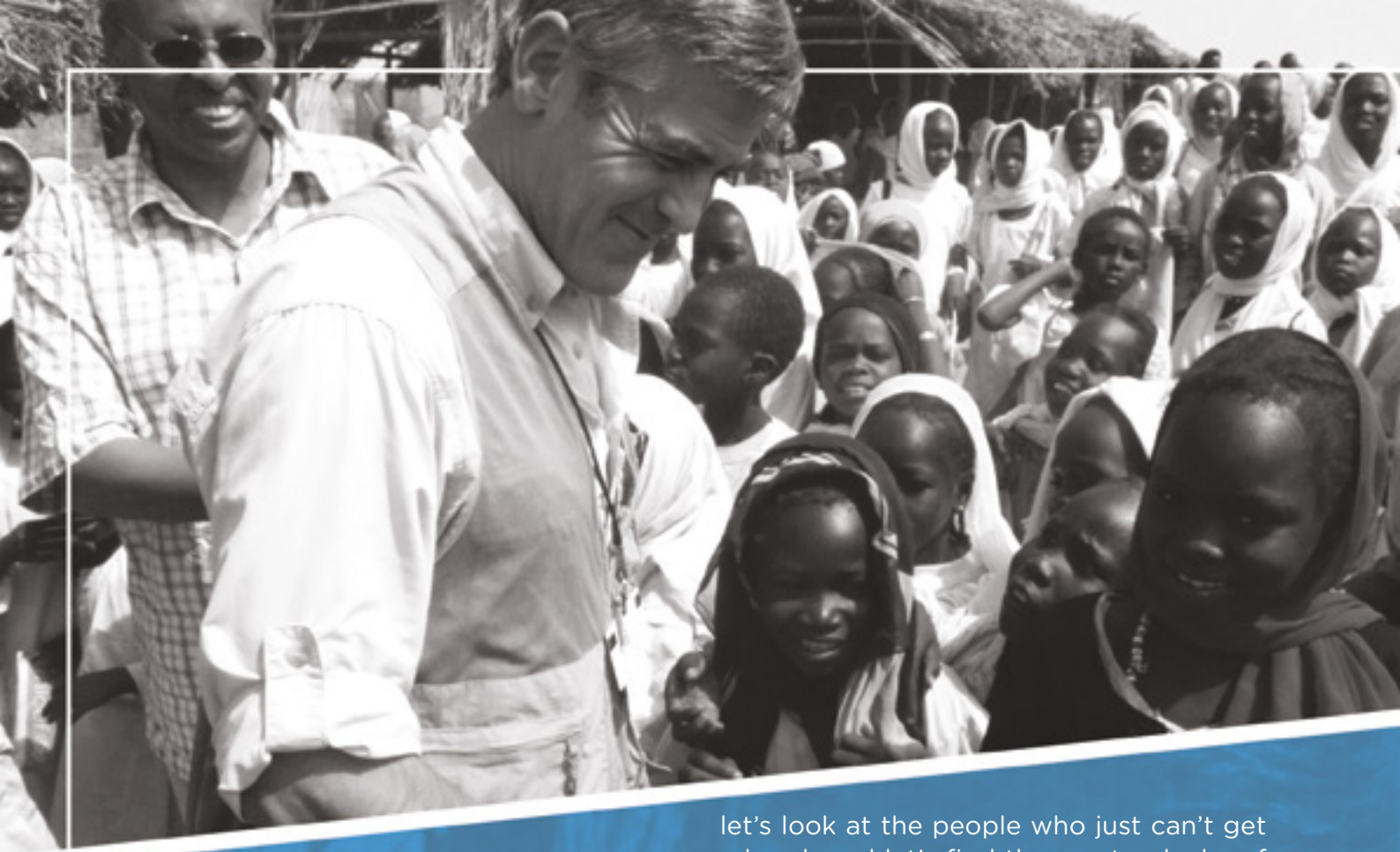
In November 2015, campaigner and actor, George Clooney was interviewed by Chris Evans at The Scottish Business Awards..



George Clooney meets former homeless employees at Social Bite.

THE HUNTER FOUNDATION REPORT CARD

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On presenting to the UN Security Council on Darfur (he'd been invited on the premise he'd denigrate the UN):

"...Instead of crapping all over the UN, I just said 'if not you then who?' Because we don't have any other entity that can do this but you and so it requires you. If not for you it, will all be just white sheets and headstones if it's not for you."

How his childhood shaped his attitudes to helping others:

"I was always taught that we are a community and we are only as good as how we take care of the people who are, you know, in the most need and it was a big part of my life..."

I think we all sort of agree and part of the reason we're here is because somewhere along the way it's not just our own brilliance that got us successful, or you know, luck came into play for all of us...

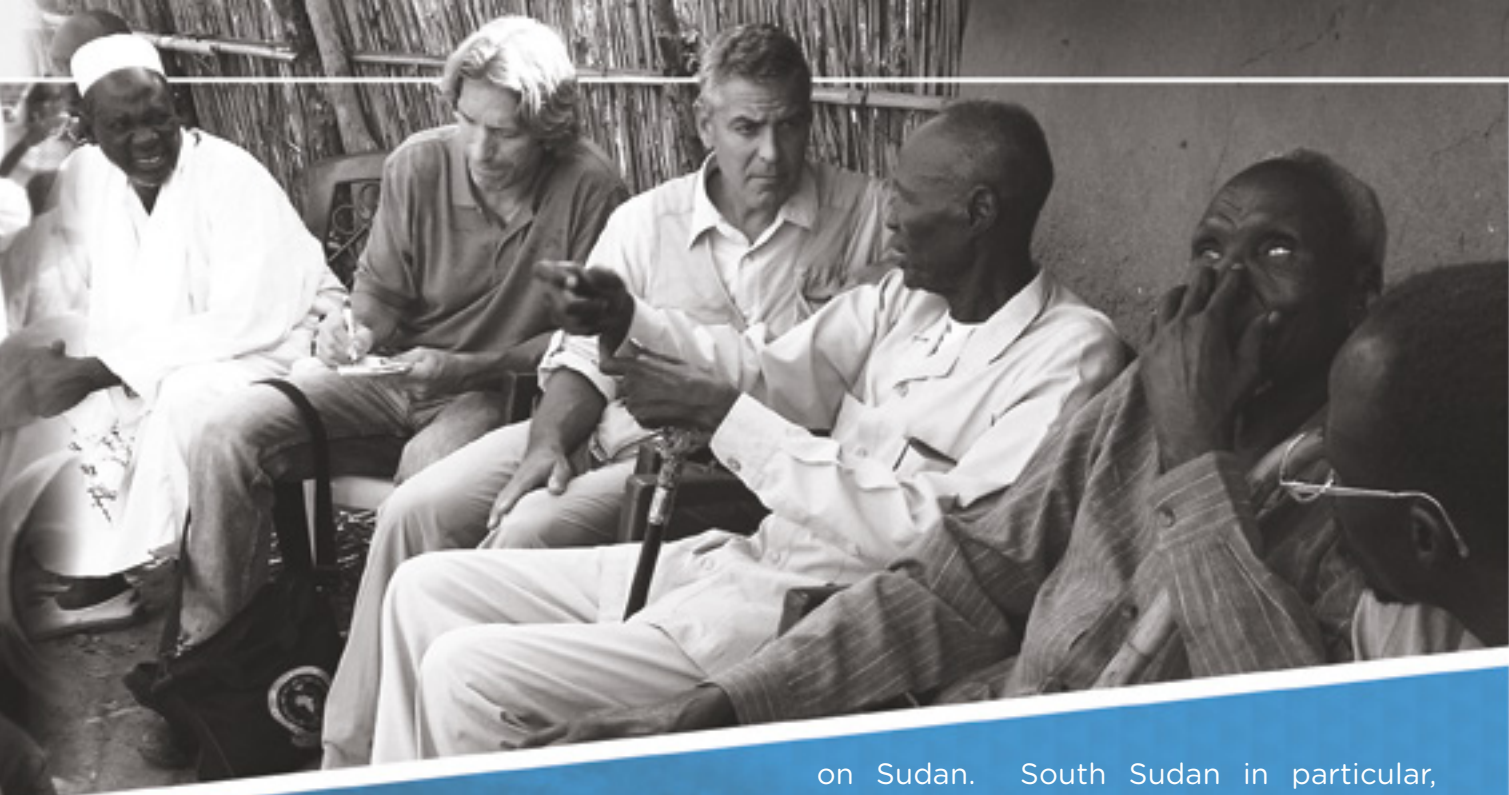
I look at people who have been lucky and I see their great interest in saying well,

let's look at the people who just can't get a break and let's find the most unlucky of them all and let's see if we can do anything at all to just give them a break, just give them a chance, just help out in some way."

The antecedents of 'Not On Our Watch'.. How it all came about:

"There was a genocide going on in Darfur. There was a really wonderful writer for the New York Times, named Nicholas Kristof, who was writing articles, won a Pulitzer prize for writing and you know, they were great stories, they just weren't getting any attention and you know if you're famous, you can't make policy, you can't do a whole lot, but what you can do is you can shine a light in different directions. You can't get the light off of yourself sometimes, so it's nice if you can shine it on places that need the light, to literally shine on them."

My father and I, my father is a journalist, decided well, let's go to Darfur in 2006 and let's try to chronicle what's going on and sort of make it a very loud story about what Nick had been writing about. And we thought if we could succeed at all, it would be in just making what all of these



other people, the hard work that these other people were doing, making it much, much louder.

I think there was some success in that, you know, the idea. The hope is if you make it loud, it will stop, right. You think if everybody knew, you know we always think this... We say this about Rwanda, we say this about Cambodia, we say it about you know, going back to Germany. We always say we didn't know and if we knew we would have done something. The truth of the matter is we know. We know and we don't do anything and we hide behind the idea that we don't know.

So we tried to make it so loud and so hard for you to ignore it and something has to happen. I'm not talking about military intervention, I'm actually talking about mandates from the UN, because the UN is in a position where the Security Council needs to actually make the mandate much stronger to protect people. I'm talking about Governments using sanctions which are extremely effective, we've seen the sanctions work in many ways in creating the deal that the United States is working on in Iran. So we started, we've spent a good period of time, as the Darfur conflict weaned and started to end, we focussed

on Sudan. South Sudan in particular, wanted to become it's own country and there was an armed conflict that was going to happen if they didn't get a vote. So our job then was to make sure we made it loud enough that the UN, and all the supporting countries who were giving billions of dollars in aid to this country, were going to make it possible for them to register and vote, because if they didn't get the vote they were going to kill each other.

We also knew that there was a good possibility that when that country succeeded and became it's own country, that they could end up being Somalia, for all intents and purposes, which is in some ways some of the things that have happened, because we have dropped the ball in terms of looking out for people.

So now our job is to keep an eye on this. **John Prendergast** and I were in the middle of Sudan, a place called Abyei, we had been cut off from being able to get home because there had been about 9 or 10 people just killed up the road, so we had to sleep on the dirt outside. We were laying outside looking up at the stars and I was like why can you Google Earth my house, but you can't Google Earth a war criminal? You know it doesn't make sense that we can't because they won't allow cameras in. So John said, well why don't we try and we



On the Sentry Project:

started the sentinel satellite project and it was incredibly effective in being able to get photos in real time of mass graves, of troop build ups - we actually caught a antonov plane dropping bombs on people in the Nuba mountains. It was incredibly effective and we know it was effective because they stopped bombing during the daylight and would only bomb at night or during cloud cover.

Omar al-Bashir, who was charged with war crimes, kept saying - would write pieces saying that I was spying on him. He even in an article said, how would Mr. Clooney like it if everywhere he went someone was following him with cameras. And I thought, you know, I think a war criminal should at least experience what I get to experience you know, in some way, seems only fair."



"But here is what happens, I'm sure many of you who do this understand this, is that at some point that changes right, so we do this - front page of the New York Times... We got many of the pieces of evidence that were used to help indict these people at the International Criminal Court, but when it is all said and done, when nobody does anything, when they hide it for a period of time and nobody cares, it's not that nobody cares, it's nobody can do anything about it.

The UN isn't capable at that point and then they go well okay, screw it, then they start bombing in the middle of the day, so we had to change up the way we were working. In the last year, we looked around and said okay well, what's the next step and the next step for us was, you know - **It's like every movie you have ever seen, it's like All The President's Men - follow the money.** The truth is there are people who are profiting off of atrocities, it's as simple as it is... You land on a dirt strip with a tiny plane, literally

“Omar al-Bashir, who was charged with war crimes, kept saying - would write pieces saying that I was spying on him. He even in an article said, how would Mr. Clooney like it if everywhere he went someone was following him with cameras.”

- George Clooney

nobody there. Hundreds of people there, no water no food, they will take a piece of tar from the road and they will suck on it for water for days, just to keep their mouth moist, but every single one of them has a Kalashnikov, everyone of them to a man.

Well, somebody is supplying those and they are not buying them with Sudanese pounds - which you can't use on the open market - but somehow they are getting them into banks, getting them into pounds and dollars and euros somehow...

So our thought was, so let's follow these shell companies all the way through this process because I'm sure they are not going to Bank of America saying - 'here's my money take please', but they are

eventually ending up in places that you and I do business with, that we all do business with, I think they'd like to know that.

I think they would be ashamed of it if after they knew they didn't do something about it. So that's what our new project is, our Sentry project is we are literally following the money.


We have hired some insane forensic accountants which sounds really sexy, and they've been doing some amazing work and we are in the process of really chasing these guys down and finding where the money is and how these guys are profiting

from it and whose profiting from it and we are going to expose it and I think that's the fun of it.”



George with John Prendergast

George Clooney

A portrait of John Prendergast, a man with long, wavy grey hair and a light beard, smiling and looking slightly to the right. He is wearing a light-colored button-down shirt. The background is a blurred outdoor setting.

THE SENTRY

JOHN PRENDERGAST

“Over the past two decades, the area stretching from Northeast to Central Africa has been the deadliest war zone in the world. Tens of millions of people have perished or been displaced as a result of a lethal nexus of extreme violence, grand corruption, and competition over vast natural resources. In Sudan, South Sudan, Somalia, the Central African Republic, and the Democratic Republic of Congo, political, military, and commercial elites have hijacked the institutions of the state to transfer a large fraction of society’s resources to enrich themselves, and use brute force to remain in power. In these states, high-level corruption linked to violence is not anomalous; it constitutes the actual system of governance.

Responsibility for the violence and mass atrocities in this region of Africa is not limited to the individuals perpetrating the crimes. Networks of facilitators extend from the conflict zones into global economic centers and use legitimate systems of international finance, trade, and transportation to fund and equip conflict actors, as well as launder the spoils of war. The points of convergence, where

illicit schemes rely on legitimate global financial and transport infrastructure, at times represent the most profitable links in the conflict value chain, and also those most vulnerable to disruption. Direct perpetrators of mass atrocities may be relatively insulated from international pressure, but their facilitators are certainly not.

A collaborative effort between financial investigators, regional analysts, and policy advocates, The Sentry seeks to dismantle the networks of perpetrators, facilitators, and enablers who fund and profit from Africa’s deadliest conflicts. Co-founded by George Clooney and John Prendergast, The Sentry is an initiative of the Enough Project, with its supporting partners C4ADS and Not On Our Watch (NOOW).

In order to track and analyze how conflict is financed, sustained, and monetized, The Sentry uses open source data collection, field research, and state-of-the-art network data analysis technology, and works in partnership with local and international civil society organizations, journalists, and governments. The Sentry’s investigations produce analytical reporting that engages civil society and media, supports regulatory



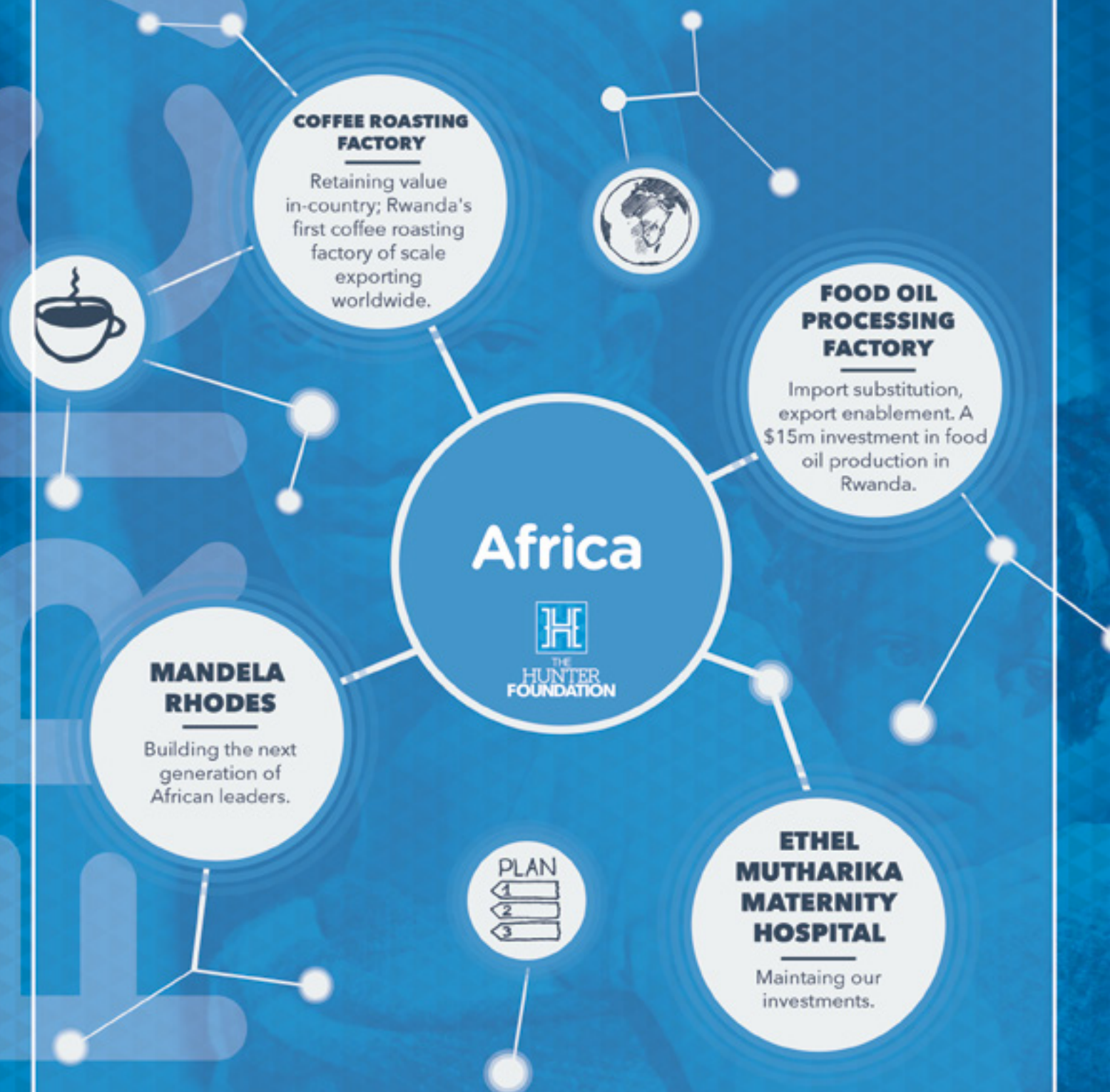
action and prosecutions, and provides policymakers with the information they require to take effective action.

The Sentry examines the techniques used to finance and profit from conflict, including: convergence of licit and illicit systems of finance, trade, and transportation; regulatory and sanctions evasion; disguised beneficial ownership (who really benefits from owning a property, company, or bank account); extractive industries and natural resource trafficking; corruption and illicit financial flows; security sector fraud and abuse; elite financing and offshore assets.

The Sentry's ultimate objective is to alter the incentives for funding or profiting from violence and mass atrocities. This will lend greater support to broader accountability measures as well as provide leverage to peace efforts aimed at ending Africa's deadliest conflicts."

- John Prendergast

In Africa, through the Clinton Hunter Development Initiative, we are trying to enable sustainable economic and social development...



FOR FURTHER INFORMATION ON THESE PROJECTS PLEASE VISIT
WWW.THEHUNTERFOUNDATION.COM



“Africa can become a middle-income continent within our children’s lifetimes.”

- Paul Kagame

Our efforts in Africa have largely focused on working on sustainable businesses through our partnership with the **Clinton Foundation**, and the **Clinton Hunter Development Initiative**.

Predominantly with, and for, the **Rwandan Government** and its people, we have invested in ‘for-profit’ businesses that employ rural farmers on a large scale, effect import substitution, export enablement and retain value add in-country

This has resulted in co-investments in a large scale food oil manufacturing facility and a coffee roasting factory.

Each investment has been a collaboration with local and East African investors and we have learnt a lot for future deployment. Managing shareholder relationships is no simpler in Africa than it is in Europe and engaging farmers on a large scale is no easy task, however both investments are now starting to yield dividends.

At all times we, as guests in Rwanda, are guided by local aspiration and ambition and are simply enablers of that ambition. Wherever we make profits, they will be reinvested in Rwanda for the common good.

As we move forward, we are now considering the best investments we could make and one glaring opportunity is in talent development, particularly at managerial level.

Africa is a great leveler and we are constantly reminded that you do not simply invest then move on. Hence, when we returned to visit the **Ethel Mutharika Maternity Hospital** that we built under **CHDI** seven or so years ago, we realized a long-term maintenance plan had to be funded as many donors had left. The responsibility of investment is not short term nor should it be.

We are now considering what to invest in next and look forward to continuing our excellent relationship with **President Kagame** and the **Government of Rwanda**.

Many people ask about a third term for President Kagame and our answer is always the same – it’s for the people of Rwanda to determine their future, not the West imposing their own views on democracy in Africa.

It’s a privilege to work in Rwanda and it’s heartening to see so many Rwandan’s glad of a hand up, not a hand out.



PRESIDENT KAGAME ON SUSTAINABLE URBANISATION

"Urbanisation is inevitable. More people will move to cities, at a faster rate than at any other time in human history. The most dramatic shifts will occur in Africa, currently the least urbanised continent, but with an urbanisation rate several times higher than anywhere else in the world.

When people move from rural areas to cities, they are exposed to new ideas, technologies, habits, and skills. They learn to work differently. In other words, they become more productive.

Urbanisation can help reduce poverty, sustainably, in ways that handouts never can. Growth without planned urbanisation, in contrast, is a recipe for soaring inequality.

Thus, the issue is not whether to urbanise or not. The issue is whether we manage it in such a way that we obtain, together with our citizens, the maximum benefits possible.

That insight is critical, because increasing our citizens' productivity results in higher wages, empowering them to build a prosperous, secure future for themselves and their children. That is why people will continue to move to cities by the millions every year, whether we want them to or not, affecting and being affected by the environment.

Rwanda shares with other African countries the many challenges and opportunities of rapid urbanisation. These include the urgent need to upgrade informal settlements and avoid such development in the future; provide basic infrastructure and services; mitigate the risks of inequality and segregation of the poorest; protect urban wetlands and green space; and enable the private sector to create jobs, especially for youth.

In addition, twenty years after a genocide that destroyed Rwanda's social fabric, urbanisation is part and parcel of our rebuilding, unity and reconciliation efforts.

Rwanda's most recent national development agenda gives high importance to organised settlement - from rural market centres to small towns and larger urban areas, while taking care of our environment.

In an effort to make the most efficient possible use of Rwanda's land, the government established a comprehensive legal framework for the inclusive registration and management of land, and built a national database for property records and land use maps. This provides the basis for a vibrant and trustworthy property market.

Rwanda also seeks to establish financing and supply options for affordable housing and related services, such as education and health, to address the needs of low income earners.

The best response to the risks and dangers associated with urbanisation is innovation and cooperation rather than alarm. For example, sometimes social problems become more noticeable when concentrated in urban areas, but that does not necessarily make them more difficult to deal with. In some cases, urban density may make them easier to solve. Take the case of basic services, which will have to be provided more extensively in cities in the coming years. The good news is that the money we spend on services goes further in towns and cities than in rural areas because of the bigger scale.

The role of urbanisation in development policy will continue to be the subject of vigorous debate, and rightly so. This is, in some sense, inevitable, because cities have to work for everyone. Industries and investors. Real estate developers. The middle class. Environmentalists. And, above all, for the young people struggling to make a better life.

Against this background, it is important to resist the tendency to equate ambitious urban design — particularly in Africa — with an anti-poor agenda. After all, it is not just the well-off who appreciate and benefit from an orderly and predictable urban environment.

Modern central business districts are an important part of a balanced city capable of sustainable economic growth. But they are, of course, only a part of a comprehensive approach. In Rwanda this includes an ever improving decentralisation system within which citizens participate in the decision-making process.

The emphasis on accountable governance and zero tolerance to corruption ensures that resources meant for urbanisation are used appropriately.

Let me once again thank the UN Economic and Social Council for providing this invaluable platform, to establish a common understanding of the role of urbanisation in sustainable development.

African leaders have adopted a common position on the Post-2015 sustainable development agenda which incorporates cities and human settlements. Drawing on our national experience, we will continue to work with partners such as UN Habitat and others at a regional and global level.

The road ahead is long, and we are aware that solutions that worked elsewhere in the past may not work as well today in Africa. We will learn, innovate and adjust course as needed. But the reason why sustainable urbanisation has moved to the centre of the development agenda is clear: It is key to the well-being of our citizens.

In order for cities to drive progress, our people must be able to afford to live in them. Once there, they must be able to afford to travel to work.

Our task as leaders is to maximise the benefits by promoting orderly migration, investing in basic services, and adopting policies that support affordable housing and transport. If we work together to stay focused on these policy objectives, Africa can become a middle-income continent within our children's lifetimes."

- President Paul Kagame



Thank you...

To those who we work with, those that educate us and those that
inspire us everyday.

A special thanks to...

Vartan Gregorian, President Bill Clinton, Melinda Gates,
Fiona Mackenzie, Sherry Coutu CBE, George Clooney,
John Prendergast & President Paul Kagame

Most of All thanks to everyone who has helped us along the way.



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