



# 17 ROOMS

Rejuvenating the  
**Sustainable Development Goals**  
through shared action

# 17 ROOMS

## Rejuvenating the **Sustainable Development Goals** through shared action

### 2022 Global Flagship Synthesis Report

#### **Acknowledgements**

This report was prepared by the 17 Rooms secretariat, which is co-chaired by Zia Khan of The Rockefeller Foundation and John McArthur of the Center for Sustainable Development at The Brookings Institution. Drafting was led by John McArthur and Jacob Taylor, with contributions from Alexandra Bracken, Daniel Bicknell, and Shrijana Khanal. Zia Khan, Sarah Geisenheimer, and Nathalia dos Santos all provided key inputs. Junjie Ren at The Brookings Institution provided editorial support. The report was designed by Lynde Pratt of LP Design Collaborative. The secretariat thanks Margaret Biggs, Max Bouchet, Indermit Gill, Ito Peng, Tony Pipa, and Subramanian Sevgan for helpful comments and review on earlier drafts of this report. The secretariat thanks participants in the 17 Rooms 2022 process for contributing remarkable insights and ideas, which inspired the contents of this report. The secretariat is also particularly grateful to the Room co-Leads who provided such energizing leadership, feedback, and support for the 17 Rooms process throughout 2022.

The Brookings Institution is a nonprofit organization devoted to independent research and policy solutions. Its mission is to conduct high-quality, independent research and based on that research, to provide innovative, practical recommendations for policymakers and the public. The conclusions and recommendations of any Brookings publication are solely those of its author(s), and do not reflect the views of the Institution, its management, or its other scholars.

Support for this publication was generously provided by The Rockefeller Foundation. Brookings is committed to quality, independence, and impact in all of its work. Activities supported by its donors reflect this commitment.

The Rockefeller Foundation advances new frontiers of science, data, policy, and innovation to solve global challenges related to health, food, power, and economic mobility. As a science-driven philanthropy focused on building collaborative relationships with partners and grantees, The Rockefeller Foundation seeks to inspire and foster large-scale human impact that promotes the well-being of humanity throughout the world by identifying and accelerating breakthrough solutions, ideas, and conversations. For more information, visit [www.rockefellerfoundation.org](http://www.rockefellerfoundation.org).

# ABOUT 17 ROOMS

A partnership between the Center for Sustainable Development at The Brookings Institution and The Rockefeller Foundation, 17 Rooms is an initiative aimed at advancing the economic, social, and environmental priorities embedded in the 17 Sustainable Development Goals (SDGs). Launched in September 2018 as an experiment to stimulate new forms of collaborative action, 17 Rooms has since evolved on two tracks: (1) an annual global flagship process focused on international-scale SDG challenges; and (2) “17-X,” a widely accessible approach to help communities of all scales and geographies take practical steps toward their local SDG priorities. In all 17 Rooms processes, each Room (i.e., working group) is encouraged to target “next-step” SDG actions that are “big enough to make a difference and sized right to get done.”

This annual 17 Rooms flagship summary report is the latest in a series of documents describing different aspects of the initiative. It builds on previous publications that described, for example, [key design principles](#) and a typology of Room formats to help guide Room [actions](#). In May 2022, the first [17 Rooms annual letter](#) reflected on the state of the initiative and initial thoughts on longer-term directions.

For more information about 17 Rooms and related activities, visit [www.brookings.edu/17rooms](http://www.brookings.edu/17rooms).

# CONTENTS

Message from 17 Rooms Co-chairs .....	<b>iv</b>
Executive Summary .....	<b>v</b>
<b>INTRODUCTION</b> .....	<b>1</b>
<b>2022 ROOM ACTIONS</b> .....	<b>5</b>
<b>ROOM ACTION AGENDA SUMMARIES</b> .....	<b>8</b>
<b>WHAT MAKES 17 ROOMS DIFFERENT?</b> .....	<b>14</b>
<b>PRIORITIES FOR 2023</b> .....	<b>15</b>
<b>APPENDIX: 2022 FLAGSHIP PARTICIPANTS</b> .....	<b>17</b>
<b>BOXES</b>	
BOX 1 Room 4: A Multi-year Evolution of Action .....	<b>7</b>
BOX 2 Select Actions from the 17 Rooms 2021 Flagship .....	<b>13</b>
BOX 3 What Makes 17 Rooms Unique: Comments from Participant Survey .....	<b>14</b>

# MESSAGE FROM 17 ROOMS CO-CHAIRS

Everyone agrees on the need for more and faster progress across all the Sustainable Development Goals (SDGs). Promises are easy. Results are what matter. The 17 Rooms initiative takes non-traditional approaches to help people with ideas and ideals drive action, gather insights, and forge the bonds of community that underpin longer-term gains. We are deeply committed to growing a new type of enterprise that democratizes the SDGs so that people everywhere can take them into their own hands. This report shares updates from the annual 17 Rooms flagship, en route to this larger vision.



Zia Khan & John McArthur



*Co-chairs, Zia Khan (left) and John McArthur (right), at the September 2022 17 Rooms Community gathering in New York City on the eve of the U.N. General Assembly.*

# EXECUTIVE SUMMARY

The 17 Rooms initiative continues to drive action across all the Sustainable Development Goals (SDGs), using unique approaches to help groups unlock and accelerate diverse paths to progress. In the 17 Rooms 2022 flagship, 17 highly curated working groups, one per SDG, came together to craft “next step” actions on priorities ranging from prototyping digital data cooperatives in South Asia, to updating African food and protein policies, and reimagining the role of education systems in climate action worldwide. Several Rooms brought unconventional allies together to prompt new waves of momentum and new forms of accountability. Several focused on actions to bridge environmental and societal outcomes, while others pursued localized tools to tackle global challenges. Meanwhile, in the spirit of enabling local leadership on the SDGs, 17 Rooms-X (or simply “17-X”) offers a widely accessible approach to help communities of all scales take SDG action into their own hands. In 2023, people around the world are invited to bring their own ideas and direct engagement to the 17 Rooms movement.



*Participants in the 17 Rooms 2022 global flagship attend opening plenary of the annual virtual summit.*

# INTRODUCTION

The world is struggling to shore up basic tenets of cooperation, at all scales. Many countries are competing rather than joining forces on shared challenges. Many societies are dividing rather than uniting to confront common problems. Shortfalls in progress erode trust in public institutions, and autocratic forces are on the rise. Communities' perceived lack of agency makes it harder to generate positive momentum on humanity's greatest tasks.

In 2015, the Sustainable Development Goals (SDGs) set the stage for a new approach to cooperation, when all 193 U.N. member states agreed on 17 economic, social, and environmental objectives to transform our world by 2030. Since then, the SDGs have become an increasingly common reference point for government, business, science, and civil society. But these goals have [not yet broken through](#) as drivers of collective change. On the heels of cascading crises, U.N. Secretary-General António Guterres [has described](#) an urgent need to “rescue” the SDGs.

SDG supporters around the world need to confront a stark reality. Many SDG-affiliated processes declare a need for transformative long-term change. Too few focus on creating new ways for people to come together around practical steps toward change. In this context, 17 Rooms (see [About 17 Rooms on page ii](#)) aims to help groups come together quickly and efficiently to be the change.

Since launching in 2018, experience from the 17 Rooms initiative has surfaced three important ingredients for driving new forms of SDG progress.

**First, people need to be able to take the SDGs into their own hands—across every level and scale of community.** Groups should not have to wait on other institutions or legacy processes to drive progress. Whatever a person's role in an organization or broader society, motivation can spring from direct ownership of shared action.

**Second, difficult societal problems require diverse mixes of people, perspectives, and assets coming together to drive shared action.** The world has many spaces for incubating new approaches driven by specific organizations. It needs more venues and know-how for growing goal-oriented actions that can take root across a range of constituencies.

**Third, leaders and organizations need places to connect across professional and geographical boundaries to broaden outlooks, spark new approaches to action, and pursue broader impact.** Specialists working on each SDG can learn a great deal from peers working on other SDGs.

---

**17 Rooms aims to help groups come together quickly and efficiently to be the change.**



**ROOM 9: Advance new governance models for gender-related digital user data**



DSG - Amina Mohammed

00:04



Astha Kapoor - Room 9



Babu Vaitla - Room 9

Astha Kapoor, Co-Founder and Director, Aapti Institute (bottom left) and Babu Vaitla, Fellow, Data2X (bottom right) present Room 9's action agenda of designing a digital data cooperative to promote gender equality to keynote listener U.N. Deputy Secretary-General Amina Mohammed (top left) during the "rapid report-out" plenary session of the September 2022 flagship virtual summit.



17 Rooms begins with the premise that when people come together with the mindset of driving shared action, they are more likely to foster the types of collaboration, insight, and community bonding that are essential for tackling society's greatest challenges. We do this by offering a platform for 17 action-specific working groups, one per SDG, to solve problems in parallel and in concert.

In previous publications, we have articulated [core design principles](#), tested an [array of approaches to fast-tracking cooperation](#), and seen a growing range of local leaders add their own bottom-up tweaks to the methods through the "[17-X](#)" [community of practice](#). Every year, we continue to learn more about what works for advancing different forms of action.

This report summarizes actions arising from the 2022 annual 17 Rooms flagship process. It considers what makes 17 Rooms different, as reflected through the perspectives of participants themselves. It then shares early thoughts on where the 17 Rooms initiative may go next, in a world eager for change.

---

**When people come together with the mindset of driving shared action, they are more likely to foster the types of collaboration, insight, and community bonding that are essential for tackling society's greatest challenges.**





**4** QUALITY EDUCATION



**ROOM 4: Reimagine the role(s) of schools, systems, and societies in combatting climate change in and through education**

**8** DECENT WORK AND ECONOMIC GROWTH



**ROOM 8: Elevate training that improves employee retention and economic security**



*Urvashi Sahni, Room 4 Member (left) and Thomas Kamei, Room 8 Member (right) share a laugh during the 17 Rooms community gathering in New York City on the eve of the U.N. General Assembly.*

# 2022 ROOM ACTIONS

This year's flagship brought together an international community of more than 300 people in groups of typically 10-20 people per Room (see [Appendix](#) for list of participants). Beginning in May and June, each Room began working on its unique substantive focus and action agenda. In September's annual virtual summit, all Rooms presented their draft plans to the U.N. Deputy Secretary-General Amina Mohammed for her live feedback, helping to inform each group's firming-up of next steps. The final [Action Agenda Summaries](#) put forward by each Room are summarized later in this section below. Many of them draw inspiration from efforts made by previous years' flagship Rooms, some of which are described in [Box 1](#) and [Box 2](#).

The range of Room approaches highlight the many forms of action that can help drive progress toward the SDGs:

## **Pursuing large-scale policy progress**

New government policies and regulations can play a huge role in unlocking action. To meet Africa's fast-growing protein demands, [Room 2](#) developed a 12-month strategy to recommend policies for the African Union to consider on insect-based food, feed, and fertilizers. The Room used the time-bound 17 Rooms process to fortify working relationships among experts and generate resource commitments for different components of the strategy. The implications could be significant for SDG 2 and beyond, reducing direct farmer costs by more than 25 percent, lowering land use and greenhouse gas emissions, building entrepreneurship, creating employment, and unlocking new forms of food system investment and innovation across the region.

## **Prototyping new governance models for frontier technologies**

Fast-shifting technologies often require new organizing principles to align with sustainable development outcomes. To this end, [Room 9](#) deployed the convening power of the flagship process to assemble the mix of data scientists, development experts, and local actors needed to inform the co-design of a prototype digital data cooperative. In 2023, the Room aims to build on the momentum of this prototype—the first of its kind in a developing country—by creating a companion guidebook and global support network. The goal is to deliver resources to other cooperatives looking to harness new forms of value and agency through digital asset creation and ownership.

## **Integrating disparate approaches and uniting uncommon allies to unlock new forms of progress**

Many groups find value in a neutral space that convenes diverse stakeholders for practical action. For instance, [Room 4](#) used the process to align often disconnected education-for-climate initiatives into a cohesive global climate education action plan in the lead up to the COP28 climate summit in November 2023. Meanwhile, [Room 17](#) brought together religious and secular leaders from existing partnerships and projects to launch an integrated global faith-secular alliance for climate action at this year's COP27. As a step forward in advancing the "localization agenda"—a growing global effort to transfer power, processes, and resources from institutions based in advanced economies to local leaders in developing countries—[Room 11](#) curated a neutral space in which local leaders and global funders could work together on intersecting technical issues. This included the elevation of bottom-up approaches to assessing localization and frontier efforts to increase transparency of funding flows to local actors.

### Generating tools for local-level action

For many global SDG challenges, success hinges on developing new local-level tools to help community-level actors gain traction. Recognizing the global inequities in mental health services—made stark by the COVID-19 pandemic—[Room 3](#) brought leading urban mental health experts together with city-level decisionmakers to vet and prioritize population-level interventions to foster mentally healthy cities. Similarly, [Room 16](#) gathered an international group of violence prevention experts, city-level decision-makers, funders, and local leaders from Bristol, U.K. to develop principles for packaging and communicating community-led approaches to urban violence prevention. Meanwhile, [Room 14](#) built on the SDG Narrative Approach—identified in the previous year’s flagship—to mobilize four pilots of short-form communication efforts capturing cross-SDG linkages toward sustainable community-level management of reef and ocean ecosystems.

### Deploying novel data techniques and tools to confront deep policy changes

New data science and analytical approaches can expand frontiers of policy awareness and reform at all scales of policymaking when they are well distilled, tested, and socialized. In this regard, members of [Room 1](#) recognized that the livelihoods of the world’s poorest—increasingly imperiled by climate-induced disasters—can no longer wait for gradual policy reform. The Room brought together leading technical experts and policymakers to identify and demonstrate new mechanisms for rapid deployment of social protection programs, like natural disaster-triggered direct cash transfers funded by a blend of public and private finance. Meanwhile, a mix of workforce experts, company representatives, and investors in [Room 8](#) focused efforts on establishing novel data-driven insights toward the proposition that company investments in training frontline workers can be a “win-win” proposition for employees and employers alike.

### Spotting opportunities to overcome entrenched systems and structures

Many of the world’s deepest SDG challenges are embedded in institutionalized power structures, including many cross-border organizations that seek to reduce inequities. A mix of insider knowledge and outsider perspective is often required to drive change. In that spirit, [Room 10](#) recruited finance and policy experts to craft a list of near-term measures that low- and middle-income-country governments and civil society actors can adopt to outmaneuver structural inequalities in the global financial architecture. Meanwhile, [Room 13](#) took aim at the top echelons of global policy debates to advance an overarching argument for integrating the global climate finance agenda within the development finance agenda, to ensure transitions to a low carbon economic growth model can be equitable, just, sustainable, and nature positive. In [Room 7](#), key global actors involved in efforts for the “Just Energy Transition” proposed the development of a “net people positive” framework that can be unpacked and deployed at country and local levels to facilitate equitable and just transitions to low-carbon energy systems in developing countries.

### Reframing problems to mobilize new opportunities

Sometimes the best way to unlock a problem is to reframe it in a way that energizes new and existing stakeholders alike. In the 17 Rooms 2021 flagship process, a group of Rooms gelled around the notion of positioning nature as a foundational source of human, national, and global security. This year, [Room 15](#) continued to advance this “Natural Security Initiative” and ran it through a gauntlet of ideation, pressure-testing, and design sessions. This led to a more advanced proposal for a “global commission on nature and security” to advance investment and advocacy within an emerging nature-security nexus. Meanwhile, [Room 6](#) developed plans for a private sector engagement campaign to reframe water as “blue

water”—an analogue of “green energy”—to help inform public perceptions around of the value of water. **Room 5** convened a cross-section of academics and practitioners around the emergent nexus of “climate and care,” meaning opportunities to address the compounding local-level effects of climate- and pandemic-induced stressors on women and girls’ already outsized burden of caregiving in society.

### Exploring new norms or collaborations

Some sustainable development challenges hinge on the evolution of new norms, which in turn require recognition of existing community-specific values and creative ways to forge a conversation toward new possibilities. In this spirit, **Room 12** convened a group of business journalists, all of whom value independence as a professional principle, to discuss the role of business media in a new era of Environmental, Social, and Governance (ESG) reporting. This conversation mirrored some insights from last year’s **Room 5**, which organized its own “Room 5” spinoff conference in early 2022, to offer the neutral ground that might allow productive explorations to take shape around interfaith collaboration for gender equality (see [Box 1](#) below).

#### **BOX 1 ROOM 4: A MULTI-YEAR EVOLUTION OF ACTION**

During the inaugural 17 Rooms convening in September 2018, a mix of education leaders in Room 4 brainstormed ways to bend the curve on SDG 4 for quality education over the following year. Among several promising action possibilities to emerge was a proposal to elevate education’s role in advancing climate action. After hearing this proposal during the plenary report-out session, several members of Room 13 (focused on SDG 13 for climate action) connected with members of Room 4 to contribute fresh thinking and relevant expertise. A series of follow-up calls helped galvanize a core group of actors around a shared vision for future action. This fed into many broader efforts and growing enthusiasm around the nexus of education and climate over subsequent years.

In 2019, 2020, and 2021, Room 4 focused on a variety of different education-related priorities not specifically related to climate. Then, in 2022, a new **Room 4** cohort deemed the timing ripe to consolidate disparate efforts at the intersection of climate and education into an aligned global platform, as described in this report.

From an open brainstorming session that catalyzed a new approach, to a highly targeted effort to launch a global-scale undertaking, this journey highlights the value of taking a stance toward group SDG action within a diverse professional context like 17 Rooms. A focus on “next steps” can take many shapes over multiple years.

# ACTION AGENDA SUMMARIES FROM THE 17 ROOMS 2022 GLOBAL FLAGSHIP

The following paragraphs summarize the action agendas put forward by each of this year's 17 flagship Rooms. All Room Co-leads and Members are listed in the [Appendix](#).



## ROOM 1: BRIDGE POVERTY MEASUREMENT AND ANTI-POVERTY POLICYMAKING

Technologies such as Big Data, artificial intelligence (AI), and remote sensing have revolutionized the retail and transportation sectors. These technologies can also help transform access to essential services such as social protection and climate adaptation. To demonstrate this, Room 1 intends to test a new approach to targeted, parametric social protection using publicly observable data to support cash payments for people impacted by climate change. Priorities for testing include whether: (i) social protection systems can be made more responsive and trigger-based, such that existing social protection budgets can release cash within *one day* of a crisis (e.g., a flood, pandemic lockdown, or physical insecurity), and (ii) social protection budgets could promote private household-level or philanthropic purchasing of insurance premiums to drive higher adoption rates of social protection insurance, instead of relying on World Bank financial assistance, which is becoming increasingly difficult to sustain during a worsening global debt crisis.



## ROOM 2: PROMOTE INSECT-BASED PRODUCTS ACROSS THE AFRICAN CONTINENT

Insect-based proteins can help African communities meet their increasing demand for food and protein by ensuring availability of locally produced and sustainable proteins. This can drive down farmer costs, reduce organic waste, promote local economic development, and mainstream traditional insect-based foods. Insects as food and feed have been commercialized by over 100 small and medium-sized enterprises (SMEs) in Africa, and animal feed processors have a near insatiable demand for alternative protein. However, many countries in Africa lack relevant policies and regulatory frameworks to support the sector, so a policy transformation is required across the continent. Room 2 will explore collaboration with the Alliance for a Green Revolution in Africa (AGRA) to formulate harmonized policies at the continental level with the African Union and the United Nations Economic Commission for Africa. The aim is that these policies will be implemented by individual countries across Africa—to promote and scale insect protein for food and feed with a circular economy focus. By the end of 2023, Room 2 will have successfully drafted a harmonized model strategy on insects for food, feed, and frass fertilizer, aiming for consideration by the African Union and its member states. The [Room 2 supplemental document](#) presents additional context and a roadmap for implementation.



## ROOM 3: PRIORITIZE APPROACHES AND INTERVENTIONS TO FOSTER MENTALLY HEALTHY CITIES

While the social determinants relevant to mental health are widely recognized, there is no clear policy agenda for what to prioritize to create “mentally healthy cities.” Successful implementation of population-level interventions for mentally healthy cities could help address the enormous and inequitable imbalance between the supply and demand for mental health services across countries. Room 3 assembled a group of mental health experts and city-level decisionmakers to vet and prioritize the most impactful and actionable interventions for urban mental health. By the end of 2023, the Room aims to create and distribute easy-to-interpret “postcards” articulating the key principles of school- and community-based interventions to city-level decisionmakers, school-level decisionmakers, and relevant funders to help scaffold the design and implementation of trial interventions at the city level. The [Room 3 supplemental document](#) presents principles and provocations for mentally healthy cities.



#### ROOM 4: REIMAGINE THE ROLE(S) OF SCHOOLS, SYSTEMS, AND SOCIETIES IN ADDRESSING CLIMATE CHANGE IN AND THROUGH EDUCATION

Education systems can help lead the world's collective response to climate change when ministries of education, teachers, and students have access to technical, financial, and political decision-making forums; agency to design, innovate, and iterate solutions; and actionable examples about how best to address climate change in and through schools, classrooms, and communities. To advance these priorities, Room 4 is launching a 12-month road map—from COP27 to COP28—for teachers and education leaders to co-create a climate-ready education system for all. The road map places educators at the center of the education system's response and contains two workstreams: (i) establishing a strong global community of practice for school and system-level leaders in climate and education, where new solutions are discussed and debated for the future of the planet; and (ii) developing an "Education for the Planet" learning hub, a new repository of proven innovations in climate and education that are useful for teachers, school leaders, and education/climate policymakers.



#### ROOM 5: ADVANCE CLIMATE RESILIENT, GENDER EQUITABLE CARE INFRASTRUCTURE

The COVID-19 pandemic—which disrupted education, childcare, long-term elder care, and other services—massively increased women and girls' responsibility for care-related tasks. In many countries, particularly in the Global South, women's care work is likely to be compounded by climate-related changes such as increased incidence of food-, water-, and vector-borne diseases, loss of arable land and crop failures, and mental and physical stresses resulting from extreme weather events and associated economic shocks. Local-level conversations about how to address care needs and climate change happen in silos. The Room is exploring how urban planning frameworks—such as the 15-minute city approach, which requires basic services to be accessible to residents within a 15-minute commute by foot, bicycle, or public transit—can help break down these silos by facilitating sustainable, localized, and climate-resilient care infrastructure and services. In 2023, the Room aims to develop a policy and research network to build out its initial ideas and produce a "Top 10 ideas" guidance document for addressing climate and care simultaneously. The document would offer a menu of options that could be tailored to local contexts and eventually be piloted as learning labs in cities around the globe.



#### ROOM 6: UNLOCK WATER INNOVATION INVESTMENTS

All water consumers face challenges in knowing the quality of the water being consumed at home, at restaurants, and in other products. Accurate information about water quality is generally inaccessible without costly, time-consuming tests. Room 6 is exploring a "blue water" mark and norm-changing campaign that companies can engage in to demonstrate responsible water practices to consumers, both in terms of water quality and water quantity. In turn, the "blue water" mark can help consumers select higher quality and more sustainable water-based products. By 2023, the Room aims to pilot the campaign with a consumer-facing company, exploring opportunities to increase consumer water awareness and spur corporate investment in water innovations and sustainability.



#### ROOM 7: ACCELERATE JUST ENERGY TRANSITIONS IN DEVELOPING COUNTRIES

Transitioning from fossil fuels to a low-carbon energy system implies fundamental, country-level transformations of the economy, society, and culture. However, the implications of "just energy transitions" have not yet been well translated to the national and local contexts in low-income countries and other developing economies. There is a widespread desire to build a more compelling, holistic, and practical vision for just energy transitions in the developing world—a vision that not only translates into a net-zero-emissions world but also delivers on ending poverty, expanding economic opportunity, and deploying safety nets that help protect local communities through changing political and economic realities. Room 7 will collaborate to develop and promote a holistic, empirically sound framework for energy transitions in the developing world that are just and "net people positive." The framework could potentially catalyze major public policy changes in all developing countries—not just coal-dependent economies—where major concerns such as climate and energy justice, sustainable livelihoods, indigenous rights, youth engagement, and women's empowerment, among others, need to be addressed in the pathway to a low-carbon economy. The [Room 7 supplemental document](#) outlines ingredients for a net-zero pathway that is net people positive.



## ROOM 8: ELEVATE TRAINING THAT IMPROVES EMPLOYEE RETENTION AND ECONOMIC SECURITY

While many companies are having challenges hiring and retaining their frontline workforce, these same workers have limited opportunities to move into well-paying careers that can provide a bridge to economic mobility. To address this issue, Room 8 aims to merge empirical and anecdotal evidence to identify a set of best practices for retaining and promoting frontline, entry-level workers. Success in 2023 will be an analysis of the skills valued and developed by employers that can be demonstrably proven to produce strong economic mobility outcomes for their employees, with learnings that other companies can leverage to improve both their financial performance and their employees' prospects for economic mobility. The goal for this product will be to help create a virtuous circle by serving (as a first step) companies interested in improving the lives of their employees and for investors interested in understanding corporate practices that can contribute to shared prosperity.



## ROOM 9: ADVANCE NEW GOVERNANCE MODELS FOR GENDER-RELATED DIGITAL USER DATA

Data cooperatives have the power to redistribute the economic benefits of digital user data—one of the world's most valuable assets—from large data controllers back to data subjects. Room 9 seeks to advance this promising breakthrough model for inclusivity by designing and prototyping a use case in the Global South, developing a handbook for building data cooperatives based on learning from the use case, and establishing an incubator to support existing women's cooperatives to pool and extract value from their data. The prototype will be built with Megha Women Farmers' Cooperative and the SEWA Federation in Gujarat, India, with support from the Aapti Institute and Data2X. The handbook and incubator will be led by the Aapti Institute and Data2X with support from Open Data Manchester. The [Room 9 supplemental document](#) summarizes the Room's proceedings.



## ROOM 10: "CRACK" THE POLITICS OF DEVELOPMENT FINANCE TO FIGHT INEQUALITY

Low- and middle-income countries (LMICs) are facing the triple crises of debt, inflation, and COVID-19, creating an urgent need to free up fiscal space to provide essential services, advance sustainable development, and build a more equitable future. Room 10 has crafted a near-term action agenda to unlock targeted financing mechanisms, aiming for creative and systemic changes to the challenges of austerity and debt. The agenda proposes a set of interventions that LMICs and civil society can advance without requiring domestic political approval in G7 countries. These interventions could potentially make exponential contributions to LMICs' ability to finance the fight against inequality and would elevate the countries' voices and influence in global economic governance. In 2023, Room 10 will convene multistakeholder dialogues among LMIC governments and civil society representatives to discuss and validate the action agenda and implementation strategy.



## ROOM 11: SHIFT POWER, PROCESS, AND FUNDING TO LOCAL LEADERS

Methods of assessing "localization"—the transfer of power, processes, and resources of sustainable development to local leaders—tend to cluster into (i) macro approaches tracking the flow of resources; and (ii) micro approaches using locally-generated information to characterize development projects led from the bottom-up. Recognizing that both approaches are important, Room 11 created a neutral space for local leaders and Global North funders to pursue near-term opportunities to advance them in parallel. In 2023, the Room will respond to an invitation from USAID to support one to two pilot programs designed to improve the assessment criteria of USAID's "50 percent metric," the target by which half of USAID programming will place local communities in the lead, by having them co-design programs and set priorities, as well as implement or evaluate them. As part of this process, the Room will seek to engage with broader constituencies to capture and coordinate the perspectives of additional local development actors and global funders.





## ROOM 12: HOLD COMPANIES ACCOUNTABLE FOR SDG OUTCOMES

Amid a broad shift in business and investor focus toward social and planetary goals, the role of business media remains unclear. There is little public conversation about the challenges and opportunities for business media in this new era of stakeholder capitalism. Business journalists face key questions such as how newsroom structures may need to change, the business case for ESG coverage, and the role of solutions journalism. Room 12 brought together a cross-section of business-focused journalists and other relevant experts with the aim of stimulating a broader conversation on these issues within and beyond the business media. By the end of 2023, Room 12 aims to (i) host a private roundtable discussion to bring together a network of relevant actors and (ii) curate a report looking at how business journalism is already changing and could change further in the era of stakeholder capitalism and growing focus on ESG and the SDGs.



## ROOM 13: ALIGN THE CLIMATE AND DEVELOPMENT AGENDAS

The green development agenda has been facing pressures from high inflation, high food prices, and fallout from the Russian invasion of Ukraine. The fallout includes the push to develop more fossil fuels to compensate for Russian resource restrictions. However, the sound path forward is to continue expanding the development of clean energy and powering sustainable and green transitions. Room 13 will promote a cohesive finance narrative that positions green transitions as central to—and not in competition with—sustainable development. Specifically, the strategy will focus on unlocking more private finance, optimizing existing multilateral development bank (MDB) capital, and increasing MDB capital. By 2023, Room 13 aims to have informed the work of global finance and policy leaders, particularly through the Indian G20 Presidency, in achieving greater impact from the MDBs and mobilizing more private finance for climate and clean energy.



## ROOM 14: ELEVATE LOCAL ACTORS' OCEAN-BASED VISIONS BASED ON AN "SDG NARRATIVE APPROACH"

Many SDGs can be advanced by protecting the marine environment and achieving sustainable livelihoods. However, the cross-SDG benefits of ocean-based initiatives are under-recognized—making it difficult for initiatives to secure needed policy, financial, and other forms of support from key actors. Locally-based initiatives need support to strengthen and articulate the cross-SDG value, impact, and action needs of their work. To address this, Room 14 is building on its 2021 action agenda to pilot and refine an SDG narrative framework highlighting the cross-SDG synergies of local ocean-based initiatives. Four local initiatives volunteered to pilot the approach, with a goal of attracting greater visibility, support, and partnership by mapping links to other SDGs. By the end of 2023, the SDG narrative framework aims to have helped the pilot initiatives raise visibility and support, attract collaboration and investment from other sectors, and build momentum around key actions. Lessons from the pilots will be captured in a set of tools and best practices available to the broader international community.



## ROOM 15: INVEST IN NATURE THROUGH THE NATURAL SECURITY INITIATIVE

Nature loss, environmental change, and ecological degradation are increasingly combining to stress individuals and social systems, leading to human, national, and global security threats. There is an urgent need for the national security community, the climate community, and the biodiversity community to join forces to confront these issues together, by increasing awareness of the security implications of nature loss and expanding action and investments to halt and reverse nature loss. Room 15 will advance the Natural Security Initiative (NSI) by producing a conceptual framework that elaborates on the nature-security nexus and developing a proposal to establish a Global Commission on Nature and Security. By the end of 2023, the Room seeks to publish the conceptual framework, conduct outreach to relevant constituencies, and secure seed financing for broader research, outreach, and policy influence on the topic. The [Room 15 supplemental document](#) and attachments detail the roadmap for implementation and present the nature and security conceptual framework.



## ROOM 16: IMPROVE COMMUNICATION STRATEGIES FOR URBAN VIOLENCE PREVENTION

The world's population is increasingly clustered in urban areas—and so too is the vast majority of serious violence. Without significantly reducing urban violence, Goal 16's ambition of lowering all forms of violence by 2030 will not be achieved. Despite problematic messaging that proposes quick solutions to complex challenges, there is a real wave of support—from mayors, activists, researchers, policymakers—for effective, rights-based interventions to reduce and prevent urban violence. This wave needs amplification, investment, and reinforcement to be sustained and scaled. Room 16 aims to support this movement by developing, in 2023, a concrete approach to communicating the imperative of preventing urban violence through an evidence-based and rights-centered lens. To do this, Room 16 developed “5 Principles of Urban Violence Prevention,” and aims to pilot and learn from the adaptation of these principles in two to three cities. This effort will be directly tied to a strategy for unlocking more funding and support for violence reduction interventions globally.



## ROOM 17: LAUNCH A 'MULTI-FAITH AND MULTI-SECTOR' ALLIANCE AT COP27

The values, community trust, influence, asset base, and north-south global positioning of faith actors, when more effectively aligned with secular climate change initiatives, can accelerate achievement of climate action goals. But coordinated, global-scale engagement is required between faith and secular communities—through collaboration on areas of specific common interest—to fully leverage the potential of faith-based contributions. To this end, Room 17 decided to launch a global-scale Multi-faith/Multi-sector Alliance for Climate Action at COP27. The alliance aims to catalyze ongoing initiatives by coordinating attention and effort of faith networks to bolster, scale up, and progress toward global climate goals. In 2023, the alliance aims to support at least three specific initiatives (the Multi-Faith Just Transition Climate Fund, the Joint Clean Energy Access communications and advocacy campaign, and a women and youth-led global campaign to meet carbon emissions targets) and one cross-cutting strategy of actively engaging faith-related media and communications networks. The alliance seeks to foster a new paradigm for faith-secular partnerships and a values-based transformation of the global economic system toward more sustainable and equitable outcomes.

## BOX 2 SELECT ACTIONS FROM THE 17 ROOMS 2021 FLAGSHIP

Every year, the 17 Rooms flagship process brings together 17 issue-specific working groups to explore opportunities for joint action to advance SDG outcomes over the following 12-18 months. In October 2022, a year after the 2021 flagship arc had concluded, we checked in with a cross-section of Rooms to take stock of their subsequent progress.

**Room 1: Expanding emergency cash transfer infrastructure for emergency response and adaptive social protection.** Amid the early strains of the COVID-19 pandemic, the government of Togo led a pioneering effort with domestic and international partners to deploy rapid, hyper-targeted, emergency cash transfers as social protection for citizens in extreme poverty. Building on this success, [Room 1 galvanized multi-stakeholder support](#) for near-term scaling of similar infrastructure in more developing countries. This included the creation of a [set of principles and guidelines](#) as a resource for organizations designing digital cash infrastructure and coordinated efforts to fund and support proof-of-concept government-led cash programs. The Room helped mobilize over \$5 million in philanthropic capital and is now supporting local leaders in Malawi and Nigeria in designing their own digital cash programs, expected to launch before the end of 2022. The Room further aims to package and codify learnings from these programs to support future scale-up of digital cash transfer infrastructure globally. *(Co-leads: Michael Faye, CEO and Co-Founder, Give Directly; and Cina Lawson, Minister of Digital Economy and Digital Transformation, Government of Togo)*

**Room 5: Documenting, connecting the dots between, and supporting women leading change for gender equality in faith contexts.** Anchored in a view that [religion can be a catalyst for advancing gender equality](#), Room 5 convened leaders from across faith traditions to consider how religious actors could collaborate with secular actors to advance the “last mile” in achieving SDG 5 for gender equality. The neutral space of 17 Rooms allowed the group to support and connect dots between women leading change for gender equality, without implicitly preferencing one faith perspective over another. In March 2022, Room 5 hosted a major gathering, bringing together more than 100 female faith leaders from around the world in a virtual convening entitled, “[Women Leading Change: Conversations on Faith & Gender Equality](#).” The event explored the role faith plays in gender equality, captured best practices, placed a spotlight on specific women leaders, and strengthened networks for further cooperation. *(Co-Leads: Blessing Omakwu, Deputy Director for Goalkeepers, The Bill & Melinda Gates Foundation; and Jean Duff, President, Partnership for Faith and Development)*

**Room 9: Advancing “good” digital public infrastructure for a more sustainable and equitable world.** In a fast moving and complex global space of digital technology infrastructure, Room 9 brought together technical experts, government officials, and funding actors to accelerate and amplify the global movement for digital public goods (DPGs) and digital public infrastructure (DPI). Building on [Room 9 dialogues from the previous year](#), the group helped catalyze, shape, and align three independent strands of action: a policy agenda for [Co-Develop](#), an international fund launched in 2021 to help countries develop inclusive, safe, and equitable DPI; the “[DPG Charter](#),” a multi-stakeholder initiative to align and mobilize diverse stakeholders and initiatives around a compelling shared vision for DPGs; and a high-level multi-stakeholder [commitment](#) to support the development and scaling of inclusive DPI, which helped inform \$295 million of initial pledges from various funders in September 2022. *(Co-leads: Lucy Harris, Co-Lead, Digital Public Goods Alliance, UNICEF; Sanjay Jain, Partner, Bharat Innovation Fund; and Liv Marte Kristiansen Nordhaug, Co-Lead, Digital Public Goods Alliance, Norwegian Agency for Development Cooperation)*

**Room 17: Developing a public data tool to help investors track and avoid forced labor in company-level supply chains.** Embodied in an unconventional pairing of co-leads, Room 17 forged a ground-breaking partnership between leading institutional investors and experts on issues of forced labor and human trafficking. The group agreed to create a first-of-kind open data tool that would allow investors to estimate the company-level risk of forced labor within their portfolios. After performing initial research and scoping for building a “Forced Labor Open Risk Estimation Tool” (FLORET) in 2022, a subset of Room 17 participants recently secured technology and data partners to prototype and test the tool in 2023. *(Co-leads: Kristen Abrams, Senior Director of Combatting Human Trafficking, The McCain Institute; and Carsten Stendevad, Co-Chief Investment Officer, Sustainability, Bridgewater Associates)*

# WHAT MAKES 17 ROOMS DIFFERENT?

While the 17 Rooms initiative is anchored in [key design principles](#) and [methods](#), it is also constantly evolving. In 2022, we focused on refining methods to help Rooms identify their own path to action as efficiently as possible, respecting the time constraints of busy professionals. Fortunately, out of more than 120 people who completed this year's final participant survey, nearly nine out of 10 gave high marks (four or five on a five-point scale) when asked whether participating in 17 Rooms was worth the time spent.

A central task for 17 Rooms secretariat is to identify how each annual flagship cycle can increase the share of Rooms driving actions, while also prompting ideas and insights that add momentum to broader SDG progress. Different Rooms have different outlooks and group dynamics, so we tested a mix of research tools to track "what works." So far, no single factor explains why some Rooms coalesced to define next steps more quickly than others, or why some focused on sharing insights more than planning next steps. Nonetheless, Rooms that started with a clear proposal for group input seemed to coalesce more quickly. At the same time, some Rooms benefited from more open-ended, generative approaches, which gave space for new ideas or consensus. Across this spectrum, achieving collective clarity of purpose, aligning on priorities, and securing adequate resourcing all appeared to fuel follow-on Room action.

Participant-driven insights are crucial for ongoing learning. As illustrated through the comments captured in [Box 3](#) from the participant survey, the Who, What, and How of 17 Rooms all offer motivation. People value engaging with diverse expertise in their problem-solving conversations. They find advantage in convening around an action-oriented premise that values progress over perfection. They are keen to be part of agile processes that bring people together quickly. They like to work with similarly motivated leaders to push for collaborative progress. When the right ingredients come together, participants coalesce to accelerate change. In 2023, we aim to keep refining our understanding of what helps every Room most efficiently reach its desired form of action.

**Achieving collective clarity of purpose, aligning on priorities, and securing adequate resourcing all appeared to fuel follow-on Room action.**

## BOX 3 WHAT MAKES 17 ROOMS UNIQUE: COMMENTS FROM PARTICIPANT SURVEY

The opportunity to engage with a broad network of professionals to **think creatively on how to collaborate to support the SDGs.**

The speedy, light-footed, but highly thoughtful and consultative, process engendered by the initiative promotes optimism that development is achievable. It is grounded in the belief that **effective solutions can emerge by linking development thinkers from across disciplines, diverse experiences, and geographical areas.**

Action-oriented; excellent people from many sectors; **no requirement for perfection.**

It pushes your thinking to **make connections, spark action, and just 'go for it'** when perhaps natural tendencies would cause us to go slower than usual.

Bringing a network of diverse stakeholders to **help us see our blind points.**

Great opportunity to **work with your dream team of experts** to think creatively about difficult problems in a new way.

Meeting of bright minds and global thinkers from different institutions and perspectives to **try to tackle a common theme.**

Good opportunity to **learn from others with adjacent expertise** and different but relevant experience to one's own work.

# PRIORITIES FOR 2023

In 2023, the SDGs will cross the midpoint of their 2030 deadline, with the U.N. hosting a major checkpoint summit in September. A default approach to the midpoint might focus on dire trend lines and a call to action for redoubled efforts. But leaders need to focus on more than *what* needs to improve. They need to focus on *how* people can come together in new ways to help drive their own improvements.

17 Rooms aims to help inform the global conversation on how to drive SDG action, through the international-scale annual flagship and the bottom-up 17-X community of practice. We do not pretend to have found an overarching solution for the SDGs, but we do think we have found some important ingredients for renewal.

The lessons come from more than the annual 17 Rooms flagship process. In recent months we have seen groups around the globe use 17 Rooms to solve local problems collaboratively—from communities in East Central Florida and Hawai'i in the U.S., to university-based efforts in Canada and Nigeria, to an exercise convening participants from more than a dozen countries in Latin America. Each of these 17-X activities demonstrates the power of the SDGs as a galvanizing force for bringing a community's diverse interests together, and of 17 Rooms as a tool for revealing common aspirations and converting them into shared insights and action.

Over the coming year, the 17 Rooms initiative aims to involve more groups of people in generating more actions. To this end, we have recently launched two public portals, one soliciting proposals for [future flagship Room ideas](#) and another exploring partnerships for broader deployment of [17-X use cases](#).

In the near term, the flagship process will continue in its aims to offer a platform for supporting increasingly ambitious international-scale actions that advance the SDGs. It will also serve as an important testing ground for improving human-centered approaches to problem-solving. Adaptability will remain crucial as the world continues to recalibrate across virtual and in-person methods of convening.

When the SDGs were created in 2015, they mainly focused on the role of global and national institutions. Those entities matter enormously, but SDG success hinges on much more than them alone. The vision for 17 Rooms is to offer a pathway that enables widespread agency and helps democratize the SDGs—bridging the gulf between community-level interests and global aspirations for progress. In this spirit, we will be thrilled if our own next step is to support 50 local 17-X exercises within a year. As the world reaches for new forms of cooperation across groups of all scales, we hope 17 Rooms can help rejuvenate the world's path toward sustainable development success.

---

**Leaders need to focus on more than what needs to improve. They need to focus on how people can come together in new ways to help drive their own improvements.**



**11 SUSTAINABLE CITIES AND COMMUNITIES**



**ROOM 11: Shift power, process, and funding to local leaders**

**7 AFFORDABLE AND CLEAN ENERGY**



**ROOM 7: Accelerate just energy transitions in developing countries**



*Room 11 Member Vongai Nyahunzvi (left) and Room 7 Member Akil Callender (right) discuss the challenges and future bright spots for global sustainable development.*

# APPENDIX: 2022 FLAGSHIP PARTICIPANTS

In spirit of informal conversations on a “first name basis,” names are listed alphabetically by first name. All participants attend 17 Rooms in their personal capacities.

## ROOM 1 – NO POVERTY

### CO-LEADS

**Indermit Gill**, Chief Economist and Senior Vice President for Development Economics, The World Bank

**Josh Blumenstock**, Chancellor’s Associate Professor, UC Berkeley School of Information and the Goldman School of Public Policy; Faculty Co-Director, Center for Effective Global Action; and Director, Global Policy Lab, UC Berkeley

### ROOM MEMBERS

**Claudia Juech**, Vice President, Data and Society, Patrick J McGovern Foundation

**Doug Kirke-Smith**, Vice President, Operations, GiveDirectly

**Ekhosuehi Iyahan**, Secretary General, Insurance Development Forum

**Greg Chen**, Managing Director, BRAC UPGI

**Homi Kharas**, Senior Fellow, Center for Sustainable Development, The Brookings Institution

**Jean-Martin Bauer**, Country Director, Haiti, World Food Programme

**John Mundy**, Lead, Climate Finance and Technology, One Acre Fund

**Mahmoud Mohieldin**, Executive Director, International Monetary Fund and United Nations Climate Change High-Level Champion for Egypt

**Melissa Rosa**, Impact Program Manager, Planet

**Nitin Desai**, Former Under Secretary General for Economic and Social Affairs, United Nations, and Former Chief Economic Adviser, Government of India

**Simon Young**, Senior Director, Willis Towers Watson

**Sonia Medina**, Executive Director, Climate, Children’s Investment Fund Foundation

**Xin Wei Ngiam**, Managing Director, Deliveries, Grab

### ROOM ASSOCIATES

**Han Sheng Chia**, Senior Fellow, Global Policy Lab, UC Berkeley

**Solomon Hsiang**, Professor and Director, Global Policy Lab, UC Berkeley

**Somik Lal**, Lead Economist, Office of the Chief Economist for Equitable Growth, Finance and Institutions, The World Bank

## ROOM 2 – ZERO HUNGER

### CO-LEADS

**Betty Kibaara**, Director, The Food Initiative, Africa Region Office, The Rockefeller Foundation

**Subramanian “Subbi” Sevgan**, Principal Scientist, The International Centre of Insect Physiology and Ecology, *icipe*

### ROOM MEMBERS

**Anna Okello**, Research Program Manager, Livestock Systems and One Health, Australian Centre for International Agricultural Research

**Boaz Blackie Keizire**, Head, Policy and Advocacy, Alliance for a Green Revolution in Africa

**David Auerbach**, Co-Founder, SANERGY

**Deborah Duveskog**, Agriculture and Resilience Officer, Food and Agriculture Organization

**Gabriel Petrus**, Deputy Director, Global Partnerships and Development, International Chamber of Commerce

**Gerald Makau Masila**, Executive Director, Eastern Africa Grain Council

**Hussen Ahmed Abseno**, Managing Partner, Soil and More Ethiopia Pvt. Ltd. Co.

**Linley Chiwona-Karlton**, Associate Professor and Research Fellow, Rural Development Division, Swedish University of Agricultural Sciences

**Namukolo Covic**, Director General’s Representative to Ethiopia, International Livestock Research Institute; and One CGIAR Convener for Ethiopia, CGIAR

**Robert Musundire**, Associate Professor of Entomology, Chinhoyi University of Technology

**Shobita Soor**, Founder and Chief Executive Officer, Legendary Foods

**Simplice Nouala**, Head of Division, Agriculture and Food Security, Department of Rural Economy and Agriculture, African Union Commission

**Stephen Wathome**, Program Manager, EU Delegation in Kenya, European Union

**Talash Huijbers**, Chief Executive Officer, InsectiPro

### ROOM ASSOCIATE

**Yvonne Kaunye**, Food Initiative Graduate Intern, The Rockefeller Foundation

**Chrysantus Mbi Tanga**, Senior Scientist, The International Centre of Insect Physiology and Ecology, *icipe*

## ROOM 3 – GLOBAL HEALTH AND WELL-BEING

### CO-LEADS

**Miranda Wolpert**, Director, Mental Health, Wellcome

**Sandro Galea**, Robert A. Knox Professor and Dean, Boston University School of Public Health

### ROOM MEMBERS

**Benedict Weobong**, Senior Lecturer of Social and Behavioral Sciences, Global Mental Health Epidemiologist, University of Ghana

**Claudi Bockting**, Director, Center for Urban Mental Health, University of Amsterdam

**Dave Chokshi**, Clinical Professor, Department of Population Health and Medicine, NYU School of Medicine

**Grace Gatera**, Lived Experience Consultant, Wellcome

**Hauwa Ojeifo**, Executive Director, She Writes Woman

**Jane Pirkis**, Professor of Mental Health, Melbourne School of Population and Global Health

**Melvyn Freeman**, Consultant, Public Mental Health and NCDs, University of Stellenbosch

**Miguel Uribe**, Head, Department of Psychiatry and Mental Health, Pontificia Universidad Javeriana

**Moitreyee Sinha**, Chief Executive Officer and Founder, CitiesRISE

**Naheed Nenshi**, Former Mayor, City of Calgary

**Pamela Collins**, Professor of Global Health and Psychiatry and Behavioral Sciences, University of Washington, Executive Director; I-TECH; and Director, University of Washington Consortium for Global Mental Health

**Pardis Sabeti**, Professor, Center for Systems Biology and Department of Organismic and Evolutionary Biology, Harvard University and Institute Member, Broad Institute

**Poppy Jaman**, Chief Executive Officer, City Mental Health Alliance

**Rosanne Haggerty**, President and Chief Executive Officer, Community Solutions

**Shuranjeet Takhar**, Lived Experience Consultant, Wellcome

**Suresh Kumar**, Head, Research and Development, CitiesRISE and Professor of Psychiatry, Institute of Mental Health

**Yolanda Botti-Lodovico**, Policy Lead and Technical Writer, Broad Institute

**ROOM ASSOCIATES**

**Beck Smith**, Head, Mental Health Policy, Wellcome

**Salma Abdalla**, Research Fellow, Boston University School of Public Health

**ROOM 4 – QUALITY EDUCATION****CO-LEADS**

**Andrew Cunningham**, Global Lead, Education, Aga Khan Foundation

**Daniel Baheta**, Chief of Education, UNICEF Tanzania

**ROOM MEMBERS**

**Alice Jowett, Lead**, Strategic Partnerships, The LEGO Foundation

**Alison Bellwood**, Creator and Director, World's Largest Lesson, Project Everyone

**Animesh Priya**, Director, Partnerships, Global School Leaders

**Christina Kwauk**, Head, Climate and Education, Education Commission

**Colin Bangay**, Senior Education Adviser, Foreign, Commonwealth & Development Office

**Elizabeth King**, Nonresident Senior Fellow, Center for Universal Education, The Brookings Institution

**Jo Parsons**, Director, Delivery and Impact, Prince's Trust International

**Justin Blake**, Ambassador and UK Country Lead, HundrED

**Katja Anger**, Project Officer, UNESCO

**Laura D'Arcy**, Head, Trillion Trees, World Wildlife Fund

**Laureline Simon**, Founder and Executive Director, One Resilient Earth

**Lennart Kuntze**, Global Head, Climate Education and Leadership, Teach for All

**Leonora Dowley**, Head, Partnerships, Learning Planet Institute

**Nathalie Sirois**, Senior Manager, Education, Global Centre for Pluralism

**Nicola Dean**, Deputy Director, Dubai Cares

**Rebecca Winthrop**, Senior Fellow and Director, Center for Universal Education, The Brookings Institution

**Ryan Burgess**, Global Lead, Primary and Secondary Education and TVET, Porticus

**Urvashi Sahni**, Founding President and Chief Executive Officer, Study Hall Educational Foundation and Nonresident Fellow, Center for Universal Education, The Brookings Institution

**Vishal Talreja**, Co-Founder and Trustee, Dream a Dream

**ROOM ASSOCIATES**

**Aman Merchant**, Chief Provocateur, Radicle Studios

**Farhan Karim**, MEd Education Policy and Analysis student, Harvard Graduate School of Education

**ROOM 5 – GENDER EQUALITY****CO-LEADS**

**Caren Grown**, Senior Fellow, Center for Sustainable Development, The Brookings Institution

**Ito Peng**, Director, Center for Global Social Policy and Professor of Sociology and Public Policy, Munk School of Global Affairs and Public Policy, University of Toronto

**ROOM MEMBERS**

**Amanda Devercelli**, Global Lead, Early Childhood Development, The World Bank

**Ana Tribin**, Public Policy Specialist, UNDP

**Beth Chitekwe-Biti**, Managing Director, Slum Dwellers International

**Caroline Skinner**, Director, Urban Research, Women in Informal Employment: Globalizing and Organizing

**Chelina Odbert**, Chief Executive Officer and Founding Principal, Kounkuey Design Initiative

**Crystal Simeoni**, Director, Nawi – Afrifem Macroeconomics Collective

**Joshua Eastin**, Associate Professor of Political Science, Portland State University

**Lynne Corner**, Director, VOICE and Chief Operating Officer, UK National Innovation Centre for Ageing

**Octavio Vergara**, Former National Director, National Service for the Elderly, Ministry of Social Development and Family, Government of Chile

**Seema Arora-Jonsson**, Professor of Rural Development, Swedish University of Agricultural Sciences

**ROOM 6 – CLEAN WATER AND SANITATION****CO-LEADS**

**Kobe Nagar**, Chief Executive Officer, 374Water

**Laura Liram**, Chair, Managing Director, Bow & Arrow and Member, Accenture Song

**ROOM MEMBERS**

**Caitlin Berretta**, Director, Government Affairs and Sustainability, Evoqua Water Technologies

**Daniel Perlin**, Lead, Global Experience Design, Accenture Song Sustainability Studio

**John Robinson**, Managing Partner, Mazarine Ventures

**Karen Short**, Global Executive Creative Director, Sustainability, Accenture Song

**Nicole Pasch**, Client Solutions Manager, Xylem Inc.

**Sadek Wahba**, Chairman and Managing Partner, I Squared Capital

**Shalene Thomas**, Global Emerging Contaminants Program Manager, Wood

**Tobias Svanberg**, Innovation Leader, Product Innovation, Range and Product Design, Inter IKEA Group

**ROOM ASSOCIATE**

**Lisa Neuberger**, Head of Sustainability + Ecosystems, 374Water

**ROOM 7 – AFFORDABLE AND CLEAN ENERGY****CO-LEADS**

**Ashvin Dayal**, Senior Vice President, Power and Climate, The Rockefeller Foundation

**Damilola Ogunbiyi**, Chief Executive Officer, Sustainable Energy for All and Co-Chair and Special Representative of the UN Secretary-General, UN-Energy

**ROOM MEMBERS**

**Ahmed Saeed**, Vice President, Asian Development Bank

**Akil Callender**, Youth Specialist, Sustainable Energy for All

**Amit Vatsyayan**, Partner, Social and Skills Sector, Ernst & Young India

**Anna Biswas**, Associate Director, India, Forum for the Future

**Crispian Olver**, Executive Director, South African Presidential Climate Commission

**Edward Borgstein**, Director of Country Programs, Global Energy Alliance for People and the Planet

**Katie Auth**, Policy Director, Energy for Growth Hub

**Janre Shasore**, Senior Special Assistant, Planning and Coordination, Office of the Vice President, Federal Republic of Nigeria

**Leon Clarke**, Director, Decarbonization Pathways, Bezos Earth Fund

**Rabia Ferroukhi**, Director, Knowledge, Policy, and Finance Center, International Renewable Energy Agency

**Rebekah Shirley**, Research Director, Data and Innovation, World Resources Institute

**Reema Nanavaty**, Executive Director, Self Employed Women's Association

**Sahba Chauhan**, Program Manager, Climate Engagement, Ikea Foundation

**Tariye Gbadegesin**, Managing Director and Chief Executive Officer, ARM-Harith Infrastructure Investment LTD



**Vijaya Ramachandran**, Director, Energy and Development, The Breakthrough Institute

**Wanjira Mathai**, Vice President and Regional Director, Africa, World Resources Institute

### ROOM ASSOCIATES

**Carla Gomez-Briones**, Summer Associate, Power and Climate, The Rockefeller Foundation

**Taylor Smith**, Executive Assistant and Team Coordinator, Power and Climate, The Rockefeller Foundation

## ROOM 8 – DECENT WORK AND ECONOMIC GROWTH

### CO-LEADS

**Ethan Rouen**, Assistant Professor of Business Administration, Harvard Business School

**Shanti Nayak**, Partner, Incandescent

### ROOM MEMBERS

**Abigail Carlton**, Vice President, Social Impact, Indeed

**Carsten Stendevad**, Co-Chief Investment Officer, Sustainability, Bridgewater Associates

**Gayatri Agnew**, Senior Director and Head, Accessibility Center of Excellence, Walmart

**Ira Handler**, Partner, New Holland Capital

**Jill Miller**, Founder, Below the Line

**Kristen Leanderson Abrams**, Senior Director, Combatting Human Trafficking, McCain Institute

**Laura Roberts**, Senior Director, JFFLabs, Jobs for the Future

**Matt Sigelman**, President, The Burning Glass Institute

**Maura Cassidy**, Principal, Career Mobility, Guild Education

**Robert Johnson**, Chief Economic Inclusion Officer and General Counsel, YWCA Metropolitan Chicago

**Thomas Kamei**, Investor, Morgan Stanley and Executive Director, Counterpoint Global

**Warren Valdmanis**, Partner, Two Sigma Impact

**Yuanxia Ding**, Manager, Career Choice Global Pathways, Amazon

## ROOM 9 – INDUSTRY, INNOVATION AND INFRASTRUCTURE

### CO-LEADS

**Astha Kapoor**, Co-Founder and Director, Aapti Institute

**Bapu Vaitla**, Fellow, Data2X

### ROOM MEMBERS

**Eliane Ubalijoro**, Executive Director, Sustainability in the Digital Age, Global Hub Director, Future Earth

**Jeni Tennison**, Founder and Executive Director, Connected by Data

**Julian Tait**, Chief Executive Officer, Open Data Manchester CIC

**Kevin O'Neil**, Director, Data and Technology, The Rockefeller Foundation

**Kippy Joseph**, Senior Advisor, Gender, Global Innovation Fund

**Lucy Harris**, Co-Lead, Digital Public Goods Alliance, UNICEF

**Neema Iyer**, Founder, Pollicy and Senior Fellow, Mozilla

**Rabeh Ghadban**, Former Senior Program Officer, Bureau of Democracy, Human Rights, and Labor, US Department of State

**Revathi Kollegala**, Solution Network Co-Director, SEWA Cooperative Federation

**Rikin Gandhi**, Co-Founder and Executive Director, Digital Green

**Salonie Muralidhara Hiriyyur**, Senior Coordinator, SEWA Cooperative Federation

**Suneeta Krishnan**, India Country Office Deputy Director, Strategy, Planning and Management, Evaluation, Bill & Melinda Gates Foundation

**Sushant Kumar**, Director, Responsible Technology, The Omidyar Network

**Varja Lipovsek**, Director, Learning, Measurement and Evaluation, Co-Impact

### ROOM ASSOCIATES

**Neeraja Penumetcha**, Senior Manager, Data 2X

**Shefali Girish**, Research Analyst, Aapti Institute

## ROOM 10 – REDUCED INEQUALITIES

### CO-LEADS

**Julie McCarthy**, Senior Advisor to the Chair of the WHO Council on the Economics of Health for All, World Health Organization

**Nadia Daar**, Head of Office, Oxfam International

### ROOM MEMBERS

**Alvin Mosioma**, Executive Director, Tax Justice Network Africa

**Andres Arauz**, Former Central Bank Director, Republic of Ecuador

**Christian Kastrop**, Global Solutions Fellow, Global Solutions Initiative and Professor of Public Finance, Free University Berlin; Daniel Munevar, Economic Affairs Officer, United Nations Conference on Trade and Development

**David McNair**, Executive Director, Global Policy, ONE

**Elizabeth Sidiropoulos**, Chief Executive Officer, South African Institute of International Affairs

**Isabel Ortiz**, Director, Global Social Justice Program, Initiative for Policy Dialogue, Columbia University

**Joseph M. Muldoon**, Managing Director, Innovative Finance, The Rockefeller Foundation

**Kate Donald**, Director of Program, Center for Economic and Social Rights

**Kevin Gallagher**, Professor and Director, Global Development Policy Center, Boston University

**Laura Carvalho**, OSF Equity Director, Open Society Foundations

**Patricia Miranda**, Advocacy Coordinator, LATINADD

**Peter Hurst**, Senior Program Officer, The Bill & Melinda Gates Foundation

**Salih Booker**, Senior Program Officer, International Cooperation and Global Governance, Ford Foundation

## ROOM 11 – SUSTAINABLE CITIES AND COMMUNITIES

### CO-LEADS

**Jamie Drummond**, Global Strategist, Global Goals and Co-Founder, ONE

**Kennedy Odede**, Co-founder and Chief Executive Officer, Shining Hope for Communities

### ROOM MEMBERS

**Anand Arkalgud**, Co-founder, Socion

**Courtenay Cabot Venton**, Executive Director, The Share Trust

**Daniel Tomlinson**, Special Advisor, Skoll Foundation

**Don Steinberg**, Senior Fellow, Diversity and Inclusion, InterAction and Former Deputy Administrator, US Agency for International Development

**Gary Forster**, Chief Executive Officer, Publish What You Fund

**George Ingram**, Senior Fellow, Center for Sustainable Development, The Brookings Institution

**Innocent Magambi**, Chief Executive Officer, INUA Consulting

**Jeroo Billimoria**, Co-Founder, Catalyst2030

**Leah Kibe**, Director, Co-funding & Partnership and Head of Kenya Office, Children's Investment Fund Foundation

**Liz Diebold**, Managing Director, Portfolio and Investments, Skoll Foundation

**Naheed Sarabi**, Former Deputy Minister of Finance, Afghanistan and Visiting Fellow, Center for Sustainable Development, The Brookings Institution

**Nick Deychakiwsky**, Senior Program Officer, Civil Society, Charles Stewart Mott Foundation

**Paul Wang**, Strategic Advisor, Shining Hope for Communities

**Pritha Venkatachalam**, Partner, The Bridgespan Group

**Renwick Irvine**, Senior Policy Analyst, Development Assistance Committee, Organisation for Economic Co-operation and Development

**Shaheen Kassim-Lakha**, Director, Strategic Partnerships, Conrad N. Hilton Foundation

**Sujata Khandekar**, Founding Director, Community of Resource Organizations

**Theo Chivuru**, Founder and Strategic Advisor, NewThinking Development

**Vongai Nyahunzvi**, Chief Network Officer, Teach for All

**William Asiko**, Managing Director, Africa Region Office, The Rockefeller Foundation

#### ROOM ASSOCIATE

**Molly Frank**, Development Officer, Shining Hope for Communities

## ROOM 12 – RESPONSIBLE CONSUMPTION AND PRODUCTION

#### CO-LEADS

**Matthew Bishop**, Founder and Board Member, Social Progress Imperative and Nonresident Fellow, Center for Sustainable Development, The Brookings Institution

**Raj Kumar**, Founding President and Editor in Chief, Devex

#### ROOM MEMBERS

**Alessandra Galloni**, Editor in Chief, Reuters News

**Gillian Tett**, Chair of Editorial Board and Editor at Large, Financial Times US

**Jessica Long**, Chief Strategy Officer, Closed Loop Partners

**John Fraher**, Senior Executive Editor, Bloomberg

**Kamal Ahmed**, Editor in Chief and Co-Founder, The News Movement

**Ken Brown**, Financial Enterprise Editor, The Wall Street Journal

**Kevin Delaney**, Chief Executive Officer and Editor in Chief, Charter

**Khushbu Shah**, Editorial Director, Rest of World

**Kyle Pope**, Editor in Chief and Publisher, Columbia Journalism Review

## ROOM 13 – CLIMATE ACTION

#### CO-LEADS

**Amar Bhattacharya**, Senior Fellow, Center for Sustainable Development, The Brookings Institution

**John Podesta**, Founder and former Chair, Center for American Progress (Co-Lead through August 2022)

#### ROOM MEMBERS

**Arunabha Ghosh**, Founder and Chief Executive Officer, Council on Energy, Environment and Water

**Barbara Hendrie**, Regional Director, UN Environment Programme, North America Office

**Charlotte Pera**, Vice President, Strategy and Programs, Bezos Earth Fund

**Elizabeth Cousens**, President and Chief Executive Officer, United Nations Foundation

**Helen Mountford**, President and Chief Executive Officer, ClimateWorks Foundation

**Manish Bapna**, President and Chief Executive Officer, Natural Resources Defense Council

**Natalie Unterstell**, President, Talanoa

**Richard Calland**, Associate Professor, University of Cape Town

**Selwin Hart**, Special Advisor and Assistant Secretary-General for Climate Action, United Nations Secretary General

**Smita Singh**, Chief Strategy Officer, Open Society Foundations

**Stephen Hammer**, Advisor, Global Partnerships and Strategy of Climate Change, The World Bank

**Vera Songwe**, former United Nations Under Secretary-General and Executive Secretary, UN-Economic Commission for Africa

#### ROOM ASSOCIATE

**Elise Gout**, Senior Policy Analyst, Energy and Environment, Center for American Progress

## ROOM 14 – LIFE BELOW WATER

#### CO-LEADS

**David Obura**, Founding Director, Coastal Oceans Research and Development East Africa

**Lisa Dreier**, Founder and Principal, Systems Leadership Lab

#### ROOM MEMBERS

**Adriana Sanchez**, Iberostar Lifting Local Initiative, Iberostar Group

**Ana Carolina de Oliveira**, Coordinator, Our Blue Hands Project

**Celeste Connors**, Executive Director, Hawai'i Local2030 Hub

**Innocent Ngao Wanyonyi**, Director, The Coastal & Marine Resource Development

**Kate Brown**, Executive Director, Global Island Partnership

**Katherine Milligan**, Director, Collective Change Lab

**Kim Friedman**, Senior Fisheries Resources Officer, Food and Agriculture Organization

**Laura Kam**, Lead Coordinator, Local2030 Islands Network, Hawai'i Green Growth

**Megan Morikawa**, Global Director, Sustainability Office, Iberostar Group

**Neil Davies**, Executive Director, UC Berkeley Gump Research Station

**Sun Veer Moollye**, Secretary, Marine Megafauna Conservation Organisation

**Ursula Rakova**, Executive Director, Tulele Peisa

## ROOM 15 – LIFE ON LAND

#### CO-LEADS

**Anne Christianson**, Director, International Climate Policy, Center for American Progress

**Richard Florizone**, President and Chief Executive Officer, International Institute for Sustainable Development

**Rosina Bierbaum**, Research Professor, Roy F. Westin Chair in Natural Economics, University of Maryland School of Public Policy and Professor and Dean Emerita, University of Michigan School of Natural Resources and Environment, and School of Public Health

#### ROOM MEMBERS

**Aileen Lee**, Chief Program Officer, Environmental Conservation, Gordon and Betty Moore Foundation

**Akanksha Khatri**, Head, Nature and Biodiversity, World Economic Forum

**Alec Crawford**, Director, Nature for Resilience, International Institute for Sustainable Development

**Alice Chamberlayne Hill**, David M. Rubenstein Senior Fellow, Energy and the Environment, Council on Foreign Relations

**Alice Ruhweza**, Africa Regional Director, Worldwide Fund for Nature

**Benjamin Simmons**, Director, Sustainable Infrastructure and the Nature-based Infrastructure, Global Resource Centre, International Institute for Sustainable Development

**Chizuru Aoki**, Lead Environmental Specialist, Global Environment Facility

**Esra Buttanri**, Senior Advisor, Office of the Coordinator of OSCE Economic and Environmental Activities

**Joanna Eyquem**, Managing Director, Climate Resilient Infrastructure, Centre Intact d'Adaptation au Climat

**Ramiro Batzin**, Director, Sotz'il

**Rod Schoonover**, Founder and Chief Executive Officer, Ecological Futures Group

**Sandy Andelman**, Vice President, Conservation Strategy and Partnerships, Wildlife Conservation Society

**Sarah Geisenheimer**, Vice President, Innovation, The Rockefeller Foundation

**Sherri Goodman**, Senior Strategist and Advisory Board Member, The Center for Climate and Security, Wilson Center

**Tom Evans**, Director, Intact Forests Initiative, Wildlife Conservation Society

**Whitley Saumweber**, Director, Stephenson Ocean Security Project and Nonresident Senior Associate, Asia Maritime Transparency Initiative, Center for Strategic and International Studies

### ROOM ASSOCIATE

**Anika Terton**, Senior Policy Advisor, International Institute for Sustainable Development

## ROOM 16 – PEACE, JUSTICE AND STRONG INSTITUTIONS

### CO-LEADS

**Marvin Rees**, Mayor of Bristol, United Kingdom

**Rachel Locke**, Director, Violence, Inequality and Power Lab, University of San Diego

### ROOM MEMBERS

**Adam Gelb**, President and Chief Executive Officer, Council on Criminal Justice

**Alison Park**, Interim Executive Chair, Economic and Social Research Council, UK Research and Innovation

**Angela Me**, Chief, Research and Trend Analysis Branch, United Nations Office on Drugs and Crime

**Dan Wilhelm**, President, Harry Frank Guggenheim Foundation

**Daniel Mack**, Program Lead, Violence Reduction, Pathfinders

**David Steven**, Senior Fellow, United Nations Foundation

**Elizabeth Andersen**, Executive Director, World Justice Project

**Julia Roig**, Founder and Chief Network Weaver, The Horizons Project

**Karen Volker**, Executive Vice President, Cure Violence Global

**Kelsey Paul Shantz**, Program Officer, Stanley Center for Peace and Security

**Kessy Martine Ekomo-Soignet**, Local Peacebuilding Expert, Central African Republic, Peace Insight

**Lori Dorfman**, Director, Berkeley Media Studies Group, Public Health Institute

**Louisa Aviles**, Senior Program Officer, Joyce Foundation

**Martin Bisp**, Chief Executive Officer, Empire Fighting Chance

**Michelle Breslauer**, Senior Manager, Governance and Peace, UN Global Compact

**Nathalie Tatiana Alvarado**, Head, Citizen Security and Justice, Inter-American Development Bank

**Octavi de la Varga Mas**, Secretary General, Metropolis

**Robert Muggah**, Co-Founder, Igarapé

**Sameh Naguib Wahba**, Global Director, Urban, Disaster Risk Management, Resilience and Land Global Practice, The World Bank

**Santiago Uribe**, Executive Director, Resilience Office, City of Medellín

**Sara Batmanglich**, Senior Operations Officer, Fragility, Conflict and Violence Group, The World Bank

**Sarah Mendelson**, Nonresident Senior Fellow, Center for Sustainable Development, The Brookings Institution and Distinguished Service Professor of Public Policy and Head of Heinz College in Washington, DC, Carnegie Mellon University

**Thomas Abt**, Senior Fellow, Council on Criminal Justice

**Tim Phillips**, Founder and Chief Executive Officer, Beyond Conflict

**Tony Pipa**, Senior Fellow, Center for Sustainable Development, The Brookings Institution

### ROOM ASSOCIATES

**Jai-Ayla Sutherland**, Program Specialist, Mass Violence and Atrocities, Stanley Center

**Max Bouchet**, Senior Project Manager and Senior Policy Analyst, Center for Sustainable Development, The Brookings Institution

## ROOM 17 – PARTNERSHIPS FOR THE GOALS

### CO-LEADS

**Jean Duff**, President, Partnership for Faith and Development

**Rudelmar Bueno de Faria**, General Secretary, ACT Alliance

### ROOM MEMBERS

**Amanda Burrell**, Executive Producer, Programs Directorate, Al Jazeera

**Aznague Hatim**, President, Sustainable Development's Youth, Government of Morocco

**Azza Karam**, Secretary General, Religions for Peace

**Fletcher Harper**, Executive Director, GreenFaith

**Husna Ahmad**, Chief Operating Officer, Global One

**Iyad Abumoghli**, Founder and Director, UN Environment Programme

**James Bhagwan**, General Secretary, Pacific Conference of Churches, Fiji

**Jane Nelson**, Director, Corporate Responsibility Initiative, Harvard Kennedy School

**Mafalda Duarte**, Chief Executive Officer, Climate Investment Funds, The World Bank

**Martin Palmer**, Founding President and Interim Chief Executive, FaithInvest

**Meredith Sumpter**, Chief Executive Officer, Council for Inclusive Capitalism

**Michelle Hammer**, Director, Partnerships, Global Energy Alliance for People and Planet

**Oliver Smith**, Director, Conservation Culture, World Wildlife Fund

**Pacific F. Achieng Ogola**, Director, Climate Change, Ministry of Environment and Forestry, Government of Kenya

**Sundaa Bridgett-Jones**, Chief Partnership and Advocacy Officer, Global Energy Alliance for People and Planet

**Thomas Schirmmacher**, Secretary General, The World Evangelical Alliance

## 17 ROOMS SECRETARIAT

**Alexandra Bracken**, Assistant Director, Center for Sustainable Development, The Brookings Institution

**Daniel Bicknell**, Senior Project Manager, Center for Sustainable Development, The Brookings Institution

**Evan Noorsaid**, Intern, Center for Sustainable Development, The Brookings Institution

**Gabriella Rodbell**, Project Assistant, Center for Sustainable Development, The Brookings Institution

**Jacob Taylor**, Fellow, Center for Sustainable Development, The Brookings Institution

**Jessie Yin**, Intern, Center for Sustainable Development, The Brookings Institution

**Nathalia Arcencio de Marchi dos Santos**, Senior Program Associate, Innovation, The Rockefeller Foundation

**Sarah Geisenheimer**, Vice President, Innovation, The Rockefeller Foundation

**Shrijana Khanal**, Senior Project Coordinator, Center for Sustainable Development, The Brookings Institution

## 17 ROOMS CO-CHAIRS

**John McArthur**, Senior Fellow and Director, Center for Sustainable Development, The Brookings Institution

**Zia Khan**, Senior Vice President, Innovation, The Rockefeller Foundation

