

Bill & Melinda Gates Institute for Population and Reproductive Health

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Bill & Melinda Gates Institute for
Population and Reproductive Health

VISION + STRATEGY

Scholarship and Science for Social Change





2015 - 2025

This document provides a high-level overview of our vision for the next 10 years. It is a framework for action, underpinned by our vision and mission statements. We have outlined four pillars of work and organizational guiding principles. The key components of each pillar are detailed, along with “spotlights” on specific flagship activities.

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Scholarship and Science for Social Change



OVERVIEW

The Bill & Melinda Gates Institute for Population and Reproductive Health (GI) was started in 1999 and has become a center for excellence and advancement in the fields of family planning (FP), reproductive health (RH), and population dynamics. The Institute is situated in the Department of Population, Family, and Reproductive Health at the Johns Hopkins Bloomberg School of Public Health (JHSPH). The GI has a unique position within a rigorous academic institution, has global and country level partners, has a track record of positive impact doing capacity building, and translating science and evidence to policies, programs, and practice. These qualities establish the GI as a game-changer in the global landscape of our areas of work. Pivotal outcomes over the past 14 years include:

Ground Breaking Research

GI's pioneering research on emerging issues and long-standing barriers to progress on FP and RH has generated new knowledge and insights that have advanced the field, influenced sound national policies, and shaped global action.

Bringing New Evidence to the Global Agenda

Through key conferences, the convening of strategic meetings and direct engagement with country and world leaders, GI has played a vital role in guiding evidence-based action, including the transformation of international attention on FP into tangible commitments and investment in the sector.

Evidence-Based Policies and Programs

Through targeted advocacy, GI has influenced the uptake of evidence into practice at both country and global levels. Our advocacy impact is measurable and has raised the bar for progress.

Centers of Excellence on Research and Advocacy

Building on JHSPH's academic leadership in public health, GI has strengthened excellence in the capacity for training, research, and advocacy at the country level, demonstrating the impact of small but highly leveraged investments in institutional partners.

Champions for Change

GI has supported the development of current and future RH professionals and policymakers, arming them with the skills to develop new knowledge and champion evidence-based change at the country level.

OUR VISION

THE FUTURE WE STRIVE FOR

We envision a world where population-based science and evidence are discovered, developed, and translated to improve the lives of all through universal and equitable access to family planning and reproductive health.

GI believes that the only way to achieve sustainable progress in FP and RH – progress that actually translates into empowerment and choice for women – is through evidence-informed practice and policy that is driven at the country level. We envision an evidence driven world where all persons can make informed reproductive health decisions and have access to services to realize their choices.

OUR MISSION

THE CONTRIBUTION OF THE GATES INSTITUTE

The Gates Institute conducts and facilitates cutting-edge research in family planning, reproductive health, and population dynamics, and translates science into evidence-based policies, programs, and practice. The Institute works as an innovator, partner, advocate, and convener to bridge the gap between knowledge and implementation and promote access to universal reproductive health and family planning for all.

Our location within JHSPH allows the institute to have strong academic rigor that informs our research, positioning GI as a credible partner, advocate, and convener. Going forward, GI will continue to conduct cutting-edge research with key institutions in countries where universal access to FP and RH services is still a distant goal. Equally, we will leverage our academic expertise, in-country partnerships, and global convening power to maximize the impact of new evidence and knowledge to ensure critical research informs change in a sustainable way. Ultimately, GI aims to be the knowledge leader on research and evidence-informed practice and policy change on our core issues at the global and country levels.



LOOKING AHEAD

With GI's initial grant ending in March 2015, this is a critical moment to define the path forward in a way that builds on previous efforts and maximizes impact in synergy with the Advance Family Planning (AFP) initiative and Performance, Monitoring and Accountability 2020 (PMA2020) project. It is also a clear recognition that GI is no longer simply an amalgamation of projects, but rather a vital and durable player in charting the course towards universal access to FP and RH.

In defining the way forward, GI undertook a critical examination of its work to date. Through a series of meetings and workshops with staff and key stakeholders, GI identified areas of success that can be built upon, evaluated new opportunities and prioritized important gaps within the scope of our core areas of strength.

The resulting 10-year strategic vision (2015-2025) builds on key areas of success and lessons learned, leverages GI's exceptional abilities, and reflects our unique contributions. The strategic vision positions GI and its key partners as a "go-to" institution for the FP and RH community for research and evidence, convening and advocacy, performance-monitoring of the Family Planning 2020 (FP2020) goal and training the next generation of leaders.

Over the next 10 years, the Institute will pursue a bold and multi-faceted agenda aimed at advancing the fields of population, FP, and RH. It will expand on its credible brand built on the quality of its work and the standing of the leading school of public health and the reputation of the Bill & Melinda Gates Foundation.

As a key partner in FP2020, advancing access to FP will be a core component of our work. We will seek to serve as a global source for facilitating knowledge-sharing, measuring, and highlighting progress, influencing policies, generating resources, and mobilizing action. By doing so, we will maintain the momentum of and bring forward commitments made at the London Summit.

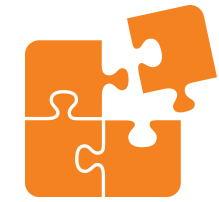
Our future work will reinforce efforts to advance the field through the generation and diffusion of science and evidence, and by building in-country capacity to train and equip the next generation of leaders with skills to make a difference. We will also take bold steps forward on catalyzing innovation and new thinking in the FP and RH space. The scope of work is structured into four key pillars.

Each individual pillar makes a specific contribution to the achievement of our goals, yet all four intertwine, overlap, and build upon one another. This strategy will allow us to show impact at multiple levels: individual, institutional, national and global. We believe this comprehensive approach to be essential for achieving long-term, systemic change, particularly in light of a new development framework to succeed the Millennium Development Goals (MDGs).



PILLARS OF WORK: REALIZING OUR MISSION

Fill Critical Gaps in Knowledge and Generate New Evidence



The Gates Institute conducts and facilitates cutting-edge research on family planning, reproductive health and population dynamics.

Research that answers questions for social change is one of the cornerstones of GI's work. To that end, GI partners with colleagues in the Bloomberg School of Public Health and in-country partner institutions who conduct innovative population-based studies that examine the intersections of FP, RH and other development issues, and make an investment case for FP/RH.

Over the past 14 years, our international collaborative research projects have not only generated new knowledge and insights that have advanced the field and influenced sound national policies, but they have also contributed to a sustainable research infrastructure and culture at the country level.

THE WAY FORWARD

GI will continue to advance the field by answering critical research questions to overcome the remaining barriers to universal access to FP and RH services and strengthen the investment case for family planning. We will build on and expand our collaborative research efforts, rigorously identifying research gaps and the essential studies needed to fill these gaps, while being pioneers in developing new research tools and methodologies. Over the next 10 years, our work to support this pillar will focus on three key areas:

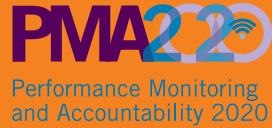
1.1 Answering the Questions that Drive Social Change

Our future research will seek to bridge gaps in knowledge that are critical for increasing access to RH/FP, with a particular focus on advancing the goal of FP2020. Our research agenda will be motivated by knowledge gaps identified through practice, which may include but are not limited to the following.

Contraceptive Access and Choice: We will try to gain an in-depth understanding of unmet need as a dynamic construct beyond access and static estimates from current data. We will explore structural and individual factors over a life course to better understand patterns of unmet need in women's reproductive trajectories. We will look not only at term periods of unmet need, but psychosocial context.

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SPOTLIGHT ON

**New Frontiers In Research Technology**

GI believes that the new mobile-based resident enumerator infrastructure developed through PMA2020 has the power to not only fast-track progress on FP2020 goals, but to revolutionize the field of research more broadly. PMA2020 has already shown initial results, enabling countries to more frequently and accurately monitor FP program performance close to the real time. This tool has enormous potential for FP, but also for facilitating similar understanding and action on other critical health issues.

Because of the potentially catalytic nature of PMA2020, this will be a core component of GI's future work. Once it is proven in the initial pilot countries, GI will seek to leverage its impact and scale it up by:

Expanding its reach to additional, demographically large countries.

Broadening its scopes, incorporating additional issue areas, such as maternal health, into the PMA2020 research and monitoring infrastructure thereby positioning it for impact in critical health areas beyond FP.

We will examine what would happen if real full access and choice is made available and accessible in many countries and what the implications are for the method mix if access is maximized and provider bias is minimized.

We will conduct research on the impact of interconnections of service, demand, and advocacy to bring proven innovations to scale. Doing this while maintaining some level of intimacy and personalization that research has shown to be highly effective—"going small in a big way." Application of this research, for example, could be used for the Health Extension Program and the Health Development Army of Ethiopia. The research could yield lessons that can have immediate application to accelerating achievement of the FP2020 goal.

Demographic Dividend: We will conduct research on the relationships between fertility, dependency ratios, economic well-being, employment, and investments in developing human capital with special emphasis on outcomes in the short and medium term.

We will advance research to comprehensively determine how changing dependency ratios and small family norms influences life expectancy.

We will investigate gender and Demographic Dividend consequences, particularly increased female labor force participation, as enabled by higher schooling and contraceptive use, and capacity/acumen for financial resource management (e.g., business operations, banking, credit, investment and property/asset acquisition) and allocation decisions (for child schooling, family health and economic welfare). How can expanded female participation in the labor force and economic contributions accelerate and prolong achievement of the Demographic Dividend?

Cross-Sectoral Research: We will examine the intersection of FP/RH and population dynamics with other development priorities, particularly addressing the issue of extreme poverty eradication, a likely focus of the post-MDG agenda.

Adolescent Reproductive Health: We will attempt for a multidimensional understanding of early adolescent and adolescent health issues; answering the

questions that pose barriers to policy change by strengthening data on what works, developing measures to assess change and developing, and documenting innovative solutions that are scalable.

Integrated Delivery: We will examine evidence of impact of integrated delivery packages that include family planning, quality of services, and cost-effectiveness. We will do Implementation science research in partnership with governments and NGOs in FP2020 priority countries. We will identify and overcome health system barriers to scaling up and achieving high integrated delivery coverage.

Ultimately, we will seek to create change across the continuum of research, program, and policy, and enhance the impact of our findings. With our partners we will explore opportunities to further integrate implementation science within our approach.

Integrating Research and Training at the Field Level: GI will explore the feasibility of building on or creating new field labs in partnership with local institutions, or evolving the field lab model to a similar but less resource-intensive approach. By doing so within existing university partnerships we will increase the efficacy of their training while answering questions of real local, and often generalizable, importance.

Examining the Role of Researchers: We will continue to build on the role of the researcher, who should not only be a scientist collecting and synthesizing data from afar, but one who experiences the issues first-hand in the community. We will expand on our current model and create a framework for training researchers at the public health bedside.

1.2 Pioneering Research Innovation

In order to achieve GI's goals and the goals of the global community, there is a critical need for new tools and resources that facilitate efficiency and accuracy, and decrease the cost of research and performance monitoring. New innovations need to be developed, tested and their application in other issue areas explored. GI will leverage our expertise in research to inform new, transformative approaches with potential global impact on the research field, including:

Building a Tool Kit focused on Early Adolescents: Using the expertise of GI affiliated faculty we plan to build a tool kit of assessment tools for early adolescents, ages 10-14 years old. This is an age group which has been largely neglected and for whom new innovations are needed.

Building an Enduring Research Infrastructure: Working with other donors and in-country teams, GI will expand a data monitoring and analysis system built around the current PMA2020 project system. The current system strengthens the national-level capacity for monitoring progress in FP/RH that can be used globally, at it can be extended to monitor need and track progress in additional research areas.

1.3 Advancing Research Methodologies

GI will investigate the impact of key research methods in order to advance the standard for evidence-based best practice in research. GI's academic roots and experience in implementing field research make this a natural complement to and progression of our existing comprehensive approach to research. This may include:

Evaluating Gold Standard Research Examples: GI may examine a number of gold standard research methodologies, including those used by ICDDR_B/Matlab, Navarongo, Rakai research labs and by GI, to assess and document their approach and impact. GI aims to evolve these approaches where appropriate, and inform a next-generation model of research that establishes an even more consistent and impactful standard of research focused on FP2020 issues. GI could build on the Rakai field experiment, support India's development of an Adolescent Health Research Center, or work closely with the Ministry of Health of Ethiopia in its plan to set up an International Institute for Primary Care that will examine issues about integrated delivery around the Health Extension and Health Development Army platforms.

Assessing Innovative Approaches: Private providers of RH care are continually testing new approaches to increase access to services and supplies—for example, through tasksharing, mobile outreach, voucher programs, and technological breakthroughs such as SayanaPress, a progesterone-only injectable contraceptive product packaged in the Uniject injection system, a small, prefilled, autodisable device. For donors and governments to invest more widely in these approaches, research is needed on operational methodologies i.e., the total market needs and requirements for supplies, service delivery points, and human resources, and potential results. GI will consider studies to advance the impact and effectiveness of these new approaches in partnership with major private sector organizations and their sponsors.

A special **GI Analytics Team** for FP2020 would be set up to address implications of future growth in modern contraceptive practice for preventing unintended pregnancies and averting maternal and child deaths. Preliminary work has already begun, and approaches targeting the 69 low-income countries have been identified. The results of these estimates will also inform the achievement of the FP2020 goal of providing 120 million additional women with access to modern contraception.

With the new user estimates, fertility levels can be projected and estimates of births averted obtained. In turn those estimates can be used to calculate averted deaths among mothers and children under 5. The Analytics Team could complete the calculations for the 69 low-income countries as a group, then it could focus individually on the priority countries of donors and prepare detailed projections for individual PMA2020 country reports and its website.



OUR TRACK RECORD



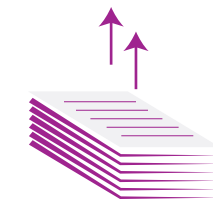
Building the Evidence-Base for Change

GI support has strengthened the development of the Rakai Health Sciences Program's position as a state-of-the-art center for research in Rakai, Uganda. This center has conducted ground-breaking research on pregnancy-related acquisition risks and correlations between rates of male circumcision and HIV, which have altered global and local policy and program guidelines.

The Family Health and Wealth Study (FHWS) is one of GI's flagship multi-country research projects that examines the hypothesis that family size influences family wealth and health. This study in seven countries is ongoing over three years, yet has already contributed to the knowledge base through the development of a middle class index which showcases key linkages between family size and poverty.

Tracking Progress on FP2020

Using an innovative mobile-assisted data and dissemination system, Performance Monitoring and Accountability 2020 (PMA2020) was designed to facilitate rapid and accurate progress reporting in support of the goals and principles of FP2020 in at least 10 countries in Africa and Asia. Instead of measuring progress using Demographic and Health Survey data every five years, PMA2020 facilitates data collection at both household and facility levels at least once each year via mobile phones. In real time, data is validated, aggregated and prepared for use by country and other stakeholders, allowing them to track progress and manage progress against set goals.



Translate Evidence Into Policies, Programs, and Practice

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The Gates Institute bridges the gap between new knowledge and evidence-based policy, program, practice, and through dialogue, tools and action.

Recent years have witnessed an increasing appreciation by many governments and donors of the importance of FP and RH services for meeting both health and development goals. Yet these political promises only become truly meaningful when they translate into the reality of improved access to services. Evidence-based policies, programs, and practice are essential to reaching this goal. As a **global convener and advocate**, as well as a **trusted source of knowledge**, GI has played a leading role in the translation of new evidence into increased attention and action around FP and RH.

THE WAY FORWARD

With a critical mass of strong institutional partners, GI continues to be well-positioned to translate scholarship and research into practice in new and innovative ways going forward. This work will remain a core component of our strategy in the future.

Overall, we will seek to strengthen our role as the “go to” global center of excellence in bridging the divide between new knowledge and evidence-informed action. We will draw on innovative new research and evidence to inform stakeholders. We will utilize new means of communicating, disseminating information, and interacting with partners to ensure we are casting a wide net. We will reinforce our efforts to facilitate cross-directional learning and action. Our vision for this pillar is focused in three key areas of work:

2.1 Facilitating Knowledge Sharing and Action on FP

GI has proven to host successful, influential conferences, meetings, and learning sessions. The gatherings provide a platform for sharing emerging evidence, facilitating dialogue, and taking action. Looking ahead, GI will focus on achieving tangible outcomes from these events and build the capacity of in-country advocacy partners to facilitate national-level meetings. This may include:

Convening Stakeholders at the Global and Regional Levels: GI will continue to organize and co-sponsor conferences and strategic meetings, including the International Conference on Family Planning, a key event for the family planning movement. These gatherings will aim to disseminate knowledge to a wide range of global stakeholders, define progress and identify, and stimulate next steps for action especially as they relate to the goal of FP2020.

Gathering Critical Stakeholders on Emerging Issues: GI will continue to organize and support learning sessions (which may be virtual or face-to-face) that engage specific audiences on key issues. Our aim is for these sessions to serve as important forums to disseminate knowledge to decision makers and to promote cross-learning and collaboration. They will serve as incubators for promising policy, program ideas, and models. Sessions may focus on GI's experience in promoting a Demographic Dividend as a framework for policy and action, or including faith-based organizations so common ground is achieved. They could also focus on ensuring that FP and RH indicators are integral to the post-MDG agenda.

2.2 Influencing Country-Level Change

GI's unique contributions are a result of our ability to advocate with people in positions of power and with a wide range of communities, and our ability to promote change that is backed by solid evidence. Our results are supported by the ability and commitment to measure the impact of our advocacy by utilizing a rigorous model of evaluation. We will continue to set new standards for advocacy best practice that establish even more rigorous measures, increase cost-effectiveness and efficiency, and improve outcomes.

Pioneering Tools and Resources for Advocacy: GI will incorporate new innovations that help bridge the gap between evidence and action. This may include the development of new interactive advocacy tools and resources, including gaming software and social media approaches, which could be used for and by policy makers or advocates to influence evidence-based change.

Leading on Advocacy: We aim to expand our reach and model going forward and to facilitate the scale-up of AFP's framework for effective, evidence-based advocacy to other countries and at the sub-national level (see spotlight on AFP).

2.3 Evaluating Advocacy Approaches

AFP's Cascade Model has set the standard for measurable results on advocacy, however there continues to be large knowledge gaps relating to advocacy methodologies and their impact. GI will evaluate the different methods with which we, our partners, and other institutions measure advocacy results, teasing out key lessons learned and identifying and testing new ways to deliver even better measures. Elements of this work may include:

Documenting Advocacy Impact: GI will consider spearheading research that evaluates the impact and outcomes of specific advocacy methodology through the lens of FP and RH.

Documenting Policy Impact: GI will conduct research to examine the impact of policy change on the lives of women, looking at resulting changes in the provision of and access to key FP/RH services especially in FP2020 priority countries.



SPOTLIGHT ON



Evidence-Based Change

Advance Family Planning (AFP) has proven that advocacy works where country-led efforts focus on decision-makers and partnerships result in tangible change at regional, national, and sub-national levels.

Going forward, GI will built on the effectiveness of AFP's approach to:

- Strengthen advocacy strategies and skills.
- Facilitate scale-up of our approach in current countries and in additional countries through new parties and leveraged resources.
- Enhance links between AFP, PMA2020, and other institutional partners to maximize impact across the continuum of research, program, and policy.



OUR TRACK RECORD

Pioneering Global Discussions on Emerging Issues

In 2011, GI assisted the World Bank (WB) in organizing a side seminar for ministers of finance and development on the Demographic Dividend (DD), launching a previously misunderstood but powerful concept into the spotlight. DD is poised to become a major policy driver in Sub-Saharan Africa and for key institutions and foundations.

GI provided leadership on such issues as HIV and RH integration (hosting the first-ever international RH/HIV conference, “Linking Reproductive Health, Family Planning and HIV/AIDS Programs in Africa” in 2006), and evidence-based interventions that promote the health and development of youth (“Investing in Young People’s Health and Development: Research that Improves Policies and Programs” Conference, 2008)

Diffusing New Knowledge to Change-Makers

GI played a key role in a series of FP conferences and meetings, including co-hosting and organizing the 2009, 2011, and 2013 International Conferences on Family Planning and supporting the 2012 London Summit. These conferences played a vital role in the dissemination of new knowledge and led to unprecedented commitments to FP. GI also supported its institutional partners in sponsoring national FP summits in Ethiopia, Nigeria, Ghana, Uganda, and Egypt to highlight FP2020 commitments and encourage evidence-based action.

GI and its partners have published over 365 papers on research findings in academic journals, including the Lancet Special Issue on Family Planning (July 2012), the Journal of Adolescent Health (March 2012) and the Global Public Health Journal (Sept 2011).

Advocating Evidence-Based Change

Advance Family Planning (AFP) has raised the bar on achieving tangible outcomes through advocacy. In partnership with a broad range of stakeholders, we develop the capacity of in-country champions to identify the actions needed to move from advocacy to policy change to impact, and the data needed to build the case for policy actions that will increase universal access to reproductive health. Using the Cascade Model, AFP has documented that evidence-based, decision-maker focused, and locally-led advocacy can change budget and policy decisions in significant ways. In four years, we have worked collaboratively to achieve over 60 policy advances, including increased national and district government funding for FP, and guidance to expand and enhance community-based distribution of the full range of contraceptive methods.



SPOTLIGHT ON

Demographic Dividend From Evidence To Action

The demographic dividend (DD) is a prime example of GI’s success in strategic convenings that drive action on key emerging issues. The GI/World Bank DD seminar, with DFID and USAID introduced DD to a wide audience, has generated global momentum and set off a chain of reactions that continue to move forward and amplify.

Looking ahead, the Institute will continue to be a key driving force on this important concept in the global arena. In an effort to catalyze the development of DD policy in key countries, particularly in Sub-Saharan Africa, GI will seek support for a Demographic Dividend Policy and Research Fund for Africa. This fund will provide resources to economist, health and social science researchers to facilitate work in four areas: policy development, research to inform policy, capacity and skills building, and learning forums.

Strengthen the Next Generation of Champions



The Gates Institute equips future researchers and advocates with the necessary knowledge and skills to influence sustainable change on family planning, reproductive health, and population dynamics.

Our commitment to being a leader in rigorous research and evidence-based advocacy and evaluation is a commitment to excellence; it is a commitment we believe must ultimately exist at the country level in order to realize lasting change. We recognize that academic institutions and individuals within these institutions are critical partners .

As such, GI seeks to equip institutions and individuals in new ways with the skills to develop robust evidence and translate this knowledge into action. Ultimately, our work arms existing leaders and future champions with the resources needed to be “positive disruptors”, leaders who strengthen the institutions and populations they serve.

THE WAY FORWARD

GI will continue to build on years of success in strengthening the capacity of institutional partners with an evolved focus on cultivating in-country excellence in research and evaluation, teaching and training, and the translation of evidence into policy, program and practice – excellence that not only exists institutionally and individually, but reaches across regions and partners. Our vision for the way forward includes:

3.1 Building Centers of Excellence

GI will continue to strengthen selected in-country partners, focusing on institutionalizing standards of excellence that drive research agendas, spark innovative advocacy ideas, and are grounded in evidence-based methodology. Through faculty exchange, cutting-edge trainings, and co-research and publishing opportunities, GI will support institutions in partner countries to provide best practice experience on policy development and advocacy. We will help our partners broaden their impact and increase their sustainability. This may include:

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SPOTLIGHT ON



Capacity Building

Institutional Capacity Building: Leveraged Impact

Through our work with partners in developing countries GI has demonstrated that small strategic investments in the development of institutions can have powerful results.

Looking ahead, we will work to create a landscape of institutional and individual FP/RH champions that pave the way for change in their countries.

As such, we will:

Continue to grow and strengthen our existing institutional partnerships and encourage our strongest partners to establish and support new partnerships and maintain learning networks of their own.

Expand our model of support into additional countries with an eye to maximizing opportunities for synergy between our work on research and advocacy.

Facilitating South-to-South Learning: GI will explore opportunities to help partner institutions broaden the reach of their training; improve their sustainability; stimulate regional learning, dialogue and collaboration; and spur innovation and action. This may include developing selected in-country institutions as training hubs on policy-related research and advocacy.

Reaching New Partners: GI will expand our model of support to new partnerships with institutions in current and/or new focus countries. This will potentially include new countries where there is overlap with GI's advocacy and performance monitoring efforts thereby enhancing the synergy between research, advocacy and evaluation.

3.2 Cultivating Young Champions

GI will also continue our efforts to support broader group training for young researchers and advocates in the context of our core issues with the aim of inspiring a broad spectrum of potential champions and facilitating peer-to-peer learning. GI's future work will build on initiatives that have been historically successful, which may include:

Optimizing Opportunities for Learning through Research: We will continue to maximize opportunities to build the technical skills of scholars at the Johns Hopkins Bloomberg School of Public Health and at in-country partner institutions and actively promote cross-learning among our network of affiliated researchers, young scholars, and other partners. This may include facilitating learning exchange through a Young Scholars Program for advanced graduate students from developing countries or the US. GI would send Young Scholars to spend time at a partner institution and provide support for investigating key research questions.

Conducting Short Training Courses: GI will explore the continuation of key training courses, with an eye to strengthening their sustainability and long-term impact. This may also include, for example, extending the Summer Institutes to the country level to facilitate ownership by local champions and increase accessibility.

Developing a Network of Leaders: GI will seek to develop a powerful network of leaders who can draw inspiration from each other, support each other and, when needed, act in concert on key issues that impact on the goals of FP2020. GI will continue to mentor these leaders and support innovative and entrepreneurial ideas that can create change and spur momentum.



OUR TRACK RECORD



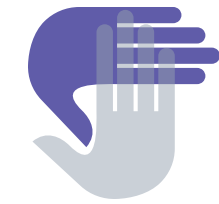
Building Sustainable Institutional Capacity

GI has strengthened the training and teaching infrastructure in research, education, practice and advocacy at seven African institutions. GI's partners have received international recognition for their evidence-based research outputs, providing them with the technical and social capital needed to leverage further funding and win additional research awards. Through the recently added peer-mentoring program, GI partners will expand their impact by supporting the development of excellence at other national universities.

Strengthening the Cadre of RH Professional

GI has supported the development of approximately 700 promising young scholars and mid-career leaders from developing countries and the US. Through training, mentoring, fellowships and collaborative research opportunities (including Gates Scholars and the Summer Institute on Reproductive Health and Development), GI has built a cadre of RH professionals in the developing world who are contributing to change in diverse ways, and a network of colleagues in the Institute's focus countries.

Catalyze Change Through Innovative Investments and Collaborations



The Gates Institute collaborates with a broad range of partners to spur investment in innovative, high return and transformational approaches and ideas to advance access to family planning and reproductive health services.

THE WAY FORWARD

This pillar responds to a critical gap in the FP, RH and population dynamics space and is an opportunity to cultivate and reward new ways of thinking that advance these issues. It represents both the culmination of the outcomes of GI's work to date and a next step in our evolution. Through our work to support this pillar, we will strengthen our role as a thought leader on innovation, institutionalize direct investment in innovation in our work, and leverage new funds. Key elements of this work may include:

4.1 Highlighting Innovations in Family Planning and Reproductive Health

GI will leverage our expertise and position in the global community and create new opportunities to raise visibility in FP/RH. We will seek to showcase emerging ideas and issues, as well as the results and impact of innovation, thereby setting the foundation for new and ongoing investment in new ways of thinking. Our activities may include:

Recognizing Pioneering Investors: GI will develop a prestigious recognition award that would be given to key donors in the public and private space who are champions in supporting FP/RH in innovative and ongoing ways. This will be the first of its kind of recognition to donors that could be bilateral or multilateral institutions, foundations, corporations or individuals.

Bringing a Global Spotlight on Emerging Issues: GI will seek to command the attention of the public and media around the world and inspire action on key issues relating to innovation or innovative ways of thinking about FP/RH.

4

SPOTLIGHT ON



Biennial Letter

Thought Leadership at the Global Level

GI has demonstrated our foresight on emerging FP/RH issues and our leadership on drawing global attention to new knowledge, which result in the transformation of evidence into action.

Looking ahead, we will seek new opportunities to drive the global agenda with evidence and innovation. As such, following the lead of Bill Gates and Warren Buffet, GI will institute an Eminent Persons biennial letter to be written under the auspices of GI on a ground-breaking topic of great import to the FP/RH field, for example “The Population and the World in 2050.” We will engage top minds in the field to author this letter, including Nobel Laureates, top scientists, and other prominent thought leaders in the topical area chosen.

4.2 Nurturing Visionary Ideas of Entrepreneurs and Scholars

Unconventional thinking about FP/RH is essential to overcoming persistent obstacles and advancing the field, yet too often there is no place for visionary ideas to gain support or traction, so they vanish before they can be realized or explored. GI recognizes visionary thinkers as potential agents of change. As such, we will identify and nurture key entrepreneurs, scholars and advocates at partner institutions with potentially catalytic ideas, and support them to advance their thinking. This may include, for example:

Hosting Visiting Fellows: GI will consider instituting a program whereby key scholars or well-known thinkers in the FP/RH field and beyond come to GI to fully develop their ideas or complete their work at the Institute. This program could work in conjunction with our facilitation of South-to-South learning to build capacity. Fellows would be supported by GI’s depth of experience in research and advocacy on FP/RH, and be provided with a platform to be publicly recognized and explore additional areas of innovation with other top minds in the field.

4.3 Maximizing Opportunities to Leverage Critical Change

GI’s broad experiences and global reputation make it well-positioned to act on opportunities discovered in research that could bring about change. Some discoveries might require dedicated funding to bring them forward. We will seek to implement an investment approach that can be small in size, but has the ability to be leveraged and create impact. For example:

Catalyzing Country-Driven Change: GI will investigate ways of bringing forward change in priority countries through strategic investments. We will consider: 1)

expanding the AFP Opportunity Fund to support FP advocacy, and 2) to establish a broader challenge fund that seeks to support innovative ideas that are aligned with GI’s mission and work pillars.

4.4 Guiding New Investments

A gap exists between innovators and those interested in investing in innovation. As long as there are limited linkages between these stakeholders, potential high-impact projects go unfunded and resources go untapped. GI’s knowledge of the evidence, combined with its partnerships with champions in innovation, makes GI uniquely positioned to serve as a resource for donors and the commercial sector who are interested in investing in FP/RH but want to ensure their investments will be highly impactful and effective. GI will bridge this gap to support innovation and spur investment, which may include activities such as:

Linking Investors to Innovation: GI will serve as the “go to” source to connect innovations with investments. We will link new partners to support innovators in the field that have the potential to produce substantial returns on the investment, thereby filling a critical role that is often missing in the field.

Evaluating Funding Opportunities: GI will consider instituting a “stamp of approval” process for funding opportunities that use solid evidence, good practice and align with the current needs of the FP/RH field. They should also have the potential for long-term impact. A potential partnership with groups like Global Giving can fill the need for e-bay style investments that are currently missing for emerging ideas in the RH community and are needed to gain the interest of the corporate sector.

OUR TRACK RECORD



At its core, GI is a nurturer of new ideas and thinking. We believe that **evidence-based innovation** has the power to transform the field, thus we strive to continually discover new ways of thinking and working, and to identify creative opportunities to advance the knowledge base. GI recently took a first step towards programmatically supporting new ideas that derive from our work through two initiatives:

Realizing Critical Advocacy Opportunities

AFP’s Opportunity Fund was created to seize advocacy opportunities to advance the policy and funding decision needed to accelerate family planning in countries beyond AFP’s nine focus countries.

Recognizing Progress on the FP2020 Goal

GI’s Excellence in Leadership for Family Planning (**EXCELL**) Awards are a platform to celebrate progress that is being made to increase access to FP information and services at the country, organization, facility, individual, and team levels.



GUIDING PRINCIPLES

A FOUNDATION FOR CHANGE

GI's work is grounded in a set of clear principles that were essential to past progress and will continue to lay a foundation for its future.

Our research is grounded in practice and translates into impact

We believe research should be informed by programs, practice, and questions that drive social change; researchers should have a direct connection to work in the field, not just in an office or lab. Equally, we believe that research is only as good as its application. We will leverage both our academic roots and field work in ways that position us to influence the uptake of evidence and transform it into policy and practice.

We invest in innovation

We strive to push the limits and imagine new and impactful ways our work can improve the lives of all. We will work with entrepreneurs and will champion creativity in thought leadership, research, policy, programs, and practice. The value of innovation is central to ongoing progress and sets a foundation for our work.

We promote collaborative learning and action

Our work is enhanced through cross-learning between researchers and advocates at the global, national, and sub-national levels. These ongoing interactions broaden our perspectives, spark new ideas, and provide a platform for cultivating new opportunities. We recognize that knowledge and best practices evolve with a diversity of experiences and can come from collaborators at any level.

We believe in the value of partnership

Our success hinges on the ability to create and support strong partnerships with organizations and individuals that do complementary work. We strive to leverage our collective leadership to advance issues of major consequence and encourage broad collaboration to achieve shared goals. Our reputation and our brand, which builds on the reputation of a premier university, offer a welcoming space for collaboration. We strive to build trust for productive partnering.

We support country-led change

We recognize that change is only sustainable if it is owned and led by the countries themselves. We continually aim to strengthen the expertise of policymakers, program implementers and civil society in developing countries to devise and implement evidence-based policies and programs that improve the health and well-being of their people.

Our approach is strategic and flexible

We strive to be nimble in responding to opportune gaps identified in the FP and RH landscape while maintaining focus on the long term and strategic goals.

Our impact is both measurable and measured

We believe that it is critical to measure impact – both short- and long-term – across the scope of our work. Therefore, we set clear goals and take deliberate steps to quantify the impact of our work, from research and advocacy to performance, monitoring and accountability on an ongoing basis.

WHERE WE WORK

By capitalizing on over a decade of partnerships and collaborations, GI is uniquely positioned to take advantage of the synergistic benefits of hosting multiple projects in one country. AFP works in nine countries, and PMA2020 will work in at least ten countries. GI currently has active partnership grants in six countries until March 2015 and desires to establish new partnership grants while maintaining active grants in key countries like Nigeria and Ethiopia. Because strong partnerships are such a critical contributor to the success of any project, the extensive network already developed by the Gates Institute is a notable asset. For example, the establishment of PMA2020 in Ethiopia was greatly aided by the existing partnerships with Addis Ababa University and the Federal Democratic Republic of Ethiopia Ministry of Health. In Nigeria, PMA2020 will make use of the capacities developed at the Universities of Ibadan and Ife and the planned expansion into Bayero University in Kano. In Kenya, PMA2020 will establish resident enumerator areas in districts where AFP will be active, and the data will be used by AFP to evaluate the impact of their work and address additional policy barriers. In Uganda, the capacities built at Makerere University are already being used to build PMA2020, and the results will be plugged into the advocacy activities under AFP.



OUR REACH AND COLLABORATIVE EFFORTS

COUNTRY	ANCHOR GRANT PARTNERS	AFP	PMA2020 + EXPANSION COUNTRIES
Burkina Faso	x	x	x
China	Graduated		
DRC		x	x
Egypt	x		
Ethiopia	x		x
Ghana	x		x
India		Bihar, Uttar Pradesh	Bihar, Uttar Pradesh, Jharkhand
Indonesia	Graduated	x	x
Kenya		x	x
Malawi	x		
Niger			x
Nigeria	x	x	x
Pakistan			x
Senegal		x	
Tanzania		x	
Uganda	x	x	x



OUR LEGACY

ADVANCING UNIVERSAL ACCESS TO RH AND FP

Our vision for the future positions GI at the forefront of progress. In realizing our bold and multi-faceted goal of advancing the field of FP and RH through excellence in research and the translation of evidence into policies, programs and practice, our role will have several dimensions: we will **LEAD** pioneering research and advocacy, **BUILD** sustainable best practice capacity at the country level, and **CATALYZE** innovation for the advancement of FP, RH and population dynamics.

In this way, we envision that GI's legacy will be equally rich and diverse – a robust body of knowledge that enables countries to address the remaining hurdles to universal access to FP and RH; a thriving research and advocacy culture in developing countries that generates new evidence and drives forward change in policies, practice, and programs; and new and exciting innovations that clearly pave the way for sustainable change and impact. We are committed to a world in which all women and families have access to equitable family planning and reproductive health services and are able to live healthy and productive lives.
