

# W. H. GATES SR. INSTITUTE STRATEGY 2030

Scholarship and Science  
for Social Change

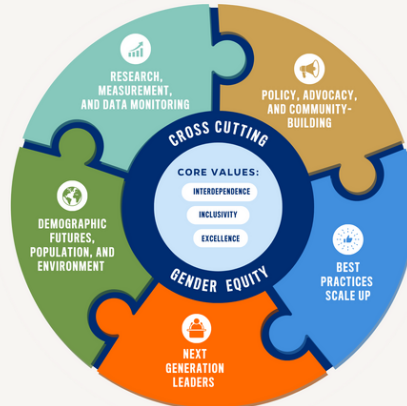


# FOREWORD

After two decades of advancing scholarship and science for social change and pioneering advancements in sexual and reproductive health and rights, gender equity, and family planning, the institute will be officially known as the William H. Gates Sr. Institute for Population and Reproductive Health.

This renaming not only celebrates William H. Gates Sr.'s profound influence on global health philanthropy but also acknowledges his foundational support, enabling the institute's remarkable journey over the past 24 years.

We have organized our work into five Global Programs – with Gender Equity cutting across all five – to represent our strategic priorities going forward. Within each of the Global Programs are various investable platforms for those considering partnering with the W. H. Gates Institute. In this strategy, we detail our plans for accelerating our innovative research, advocacy, programs, and capacity strengthening through 2030.



Over the years, the Institute has grown to become the home of innovative thinking and a global leader in revitalizing family planning on national and international policy and research agendas. Throughout its history the Institute's tagline has remained its guide: scholarship and science for social change.

We invite investors, civil society, community-based organizations, philanthropists, the corporate sector, bilateral and multilateral institutions, and governments (national and local) to become our strategic partners as we make the world more equitable for all.

# TABLE OF CONTENTS

<b>INTRODUCTION</b>	Strategy Overview.....3
	Vision & Mission.....4
<b>LEGACY</b>	Honoring William H. Gates Sr.....5
	Memorial Tree Planting.....6
<b>EVOLUTION</b>	Establishment.....7
	Future Forward.....8
<b>EXCELLENCE</b>	RH Centers of Excellence.....9
<b>VALUES</b>	Core Values.....11
<b>PLATFORMS</b>	Platform Approach.....13
<b>PROGRAMS</b>	Global Programs.....21
<b>GENDER</b>	Gender Equity.....33
<b>FUTURE</b>	Looking Forward.....35

# OVERVIEW

## ACHIEVEMENTS AND GLOBAL IMPACT: BUILDING A LEGACY IN POPULATION AND REPRODUCTIVE HEALTH

The Bill & Melinda Gates Institute for Population and Reproductive Health—known for its groundbreaking work on sexual and reproductive health and rights and gender equity—has been renamed the William H. Gates Sr. Institute for Population and Reproductive Health.

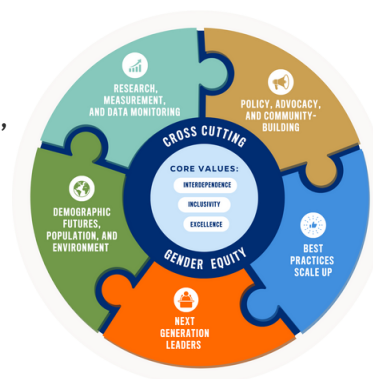
The Institute has reached millions across the globe through programs including The Challenge Initiative, Performance Monitoring for Action, and SMART Advocacy. The Institute has organized the International Conference on Family Planning since 2009. Since its inaugural event in Kampala, Uganda, the conference has become a pivotal catalyst in global reproductive health.

In 1997, a two-year planning grant led by William H. Gates Sr. from what would become the Bill & Melinda Gates Foundation supported a new initiative at the Bloomberg School to strengthen population and reproductive health capacity in the developing world. In 1999, the Foundation provided an additional \$20 million to officially establish what would become the Bill & Melinda Gates Institute for Population and Reproductive Health, capitalizing on the initiative's global public health leadership. Since 2012, the Institute has grown significantly and diversified its funding base.

## ELEVATING THE GATES INSTITUTE GLOBAL PROGRAMS

The Institute is proud to unveil a refreshed 2023-2030 vision, mission, and strategy synthesizing its strategic priorities to form five interconnected Global Programs—1) Research, Measurement, and Data Monitoring 2) Policy, Advocacy, and Community-building 3) Best Practices Scale Up 4) Next Generation Leaders and 5) Demographic Futures, Population, and Environment—alongside its cross-cutting Gender Equity work.

Each of the W. H. Gates Institute Global Programs offers unique platforms for investment that enable us to address the most pressing public health and sexual and reproductive health and rights challenges of our time.



## CROSS-CUTTING, DELIBERATE COLLABORATION

Our approach fosters deliberate collaboration not only across the Global Programs and the Population, Family and Reproductive Health Department of the School but also throughout the entire university. Moreover, we extend our collaborative efforts beyond the walls of Johns Hopkins University, actively engaging with strategic global and local partners.

This includes scaling up our efforts to facilitate cross-directional learning and action to intensify engagement and amplify key learnings and best practices across programs and focus countries to ultimately accelerate progress. The W. H. Gates Institute is now firmly established as an entity with global influence and impact, through groundbreaking research, cutting-edge policy and advocacy work, convening power, innovations in performance monitoring and urban reproductive health, focus on youth, and ability to translate evidence into policies, programs, and practice.



Photo Credit: The Challenge Initiative

# VISION

The Future We Strive For

**A future where scholarship and science improve health and transform lives at scale.**

We envision a world where evidence-based policies, programs, and practices drive social change to save lives – millions at a time.

The Contribution of the  
W. H. Gates Institute

# MISSION

**We cultivate new ways of thinking and doing to accelerate locally led progress in gender equity, sexual and reproductive health and rights, population dynamics, and equitable development.**

Together with local partners, we identify and act on ideas with the greatest promise and the greatest impact on the greatest number of people, especially in under-resourced and marginalized communities.

# THE INSTITUTE'S LEGACY

William H. Gates Sr.  
speaking at JHU



Photo Credit  
W. H. Gates Institute

## HONORING WILLIAM H. GATES SR.

**The Institute's new name honors the late William H. Gates Sr. (1925-2020) and his inspirational role in global health philanthropy and lifelong contributions to improving family planning, reproductive health, and health equity on a worldwide scale. His dedication to fighting global inequity and uplifting the voices of others inspired our mission and enabled Gates Institute to train the leaders of today and tomorrow, engage in revolutionary research, lead innovative programs, and make "positive disruptions" to increase family planning access and improve reproductive health across the world.**

William H. Gates Sr. has many profound legacies, but the one that resonates most with us is his investment in the vision that created the Bill & Melinda Gates Institute for Population and Reproductive Health at Johns Hopkins Bloomberg School of Public Health within the Department of Population, Family and Reproductive Health.

A philanthropist, lawyer, and humanitarian, Mr. Gates had a profound influence in championing causes related to global equity and campaigns to address vaccine-preventable diseases, reduce infant mortality, promote reproductive health, and build schools.

The initial vision to establish and strengthen leadership and educational institutions in developing countries was that of Mr. Gates. In 1997, a two-year planning grant from what would become the Bill & Melinda Gates Foundation spawned an initiative at the Bloomberg School to strengthen population and reproductive health capacity in the developing world. In 1999, the foundation provided an additional \$20 million to officially establish the Bill & Melinda Gates Institute for Population and Reproductive Health, capitalizing on its global public health leadership.

This transformative gift, followed by additional investments from the Gates Foundation, other philanthropic organizations, and individuals, has allowed us to engage in groundbreaking research, lead innovative programming, and, generate powerful advocacy to make "positive disruptions" to increase family planning access and improve reproductive health for all individuals, communities, and countries across the world.

Mr. Gates' legacy contributes to scientific discovery, advocacy for global health, and training the next generation of leaders who will advance the many initiatives that benefited from his passion and commitment.



# LASTING IMPACT

## William H. Gates Sr. was a luminary in family planning and leaves behind a profound legacy.

When family planning had fallen off of the global agenda, Mr. Bill Gates Sr. helped to ensure it earned a spotlight in policies and programs worldwide.

Without his innovative vision of training the “leaders of tomorrow” and his dedication to fighting global inequity and uplifting the voices of others, our project and partners would not have been able to accomplish all that we have together.

Aside from his deep dedication to creating a more equitable world, Bill Sr. was known as a humble, generous, and kind man. To that end, we want to ensure we honor his legacy in a meaningful and unique way. We want to acknowledge not just his accomplishments in the family planning landscape, but also the countless lives he touched along the way.

To honor Mr. Bill Gates Sr.'s impactful life, we invite our partners and friends who were touched by his generosity to plant a tree sapling. This tree will symbolize his selfless contributions to the world and help improve the health of our planet, just as he did throughout his lifetime.

Learn more: <https://gatesinstitute.org/honoringbillsr/>

*In hindsight, one can only marvel at the extraordinary vision of Bill Sr. in making these early investments. He saw the need to reinvigorate the field of family planning and bring it to the forefront once again after being left off the global agenda for 15 years.*

*He understood that making family planning exciting would attract the best and the brightest to it and to the broader public health field. He saw the need for long-term investments, not just the transactional, quick-fix kind so common today.*

*His dedication to fighting global inequity and uplifting the voices of others inspired our mission and enables the Gates Institute to train the leaders of today and tomorrow, engage in groundbreaking research, lead innovative programs, and make “positive disruptions” to increase family planning access and improve reproductive health for women and men, communities and countries across the world.*

*- Jose “Oying” Rimón II,  
Director, W. H. Gates Institute*



Photo Credit: Gates Institute

# THE INSTITUTE'S EVOLUTION

## SCHOLARSHIP AND SCIENCE FOR SOCIAL CHANGE

Founded with the mission of “Scholarship and Science for Social Change,” W. H. Gates Institute tagline has remained in the same, and the Institute has been a trailblazer for innovation in the fields of family planning, reproductive health, and population dynamics for almost 25 years.

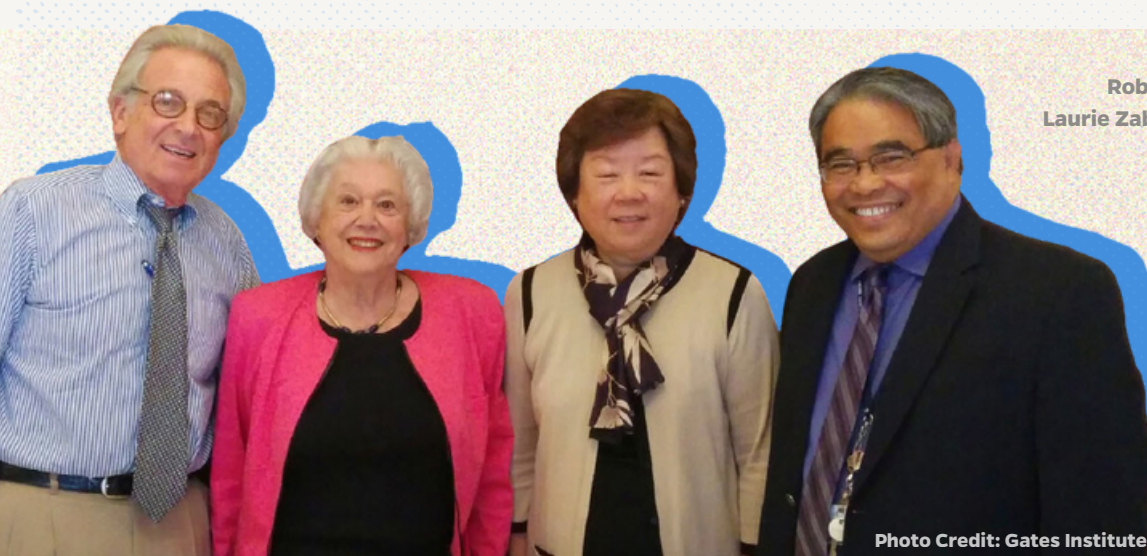
We have a strong track record of positive impact – whether we are supporting local partner capacity or translating science and evidence into policies, programs, and practice.

## STRENGTH IN PARTNERSHIPS

To continue achieving success, we rely on an expansive global network. Of the more than 370 institutions and local governments we have partnered with since our establishment in 1999, more than 90% are based in the global south. This network allows us to use a synergistic approach to create positive disruptions through all of our W. H. Gates Institute Global Programs.

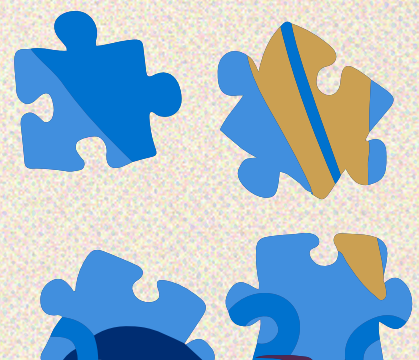
This extensive partner network allows us to deliver innovative technical support, training, information, and best practices while our country-based partners lead research, implementation, and advocacy efforts that champion locally driven change.

**We do not employ staff in-country; instead, we prioritize working through local advocates, researchers, and leaders. Our future success hinges on our ability to continue creating and nurturing strong partnerships with locally based organizations and communities committed to change.**



Robert Blum and former Institute Directors  
Laurie Zabin, Amy Tsui, and Jose "Oying" Rimón II

Photo Credit: Gates Institute





# FUTURE FORWARD

## Embracing Diversity and Equity: Our Vision for Inclusive and Transparent Partnerships

Photo Credit: Larry Canner Photography



*In this next phase of our work, we will expand our engagement with non-traditional partners with a diversified funding base, continue to challenge the traditional power structures inherent in development work, and champion equity, transparency, and inclusive decision-making that strengthens country-based work and leadership.*

We remain committed to upholding the collective responsibilities outlined in the Public Health Code of Ethics while meeting the needs of the populations we serve.

We will actively uncover and address racism, oppression, discrimination, and gender inequity within our own organization as well as the systems, institutions, and partnerships in which we operate.

This commitment requires unlearning prejudices and biases and understanding the disparities affecting the populations with which we work as well as ensuring transparency and accountability throughout these efforts.

# REPRODUCTIVE HEALTH CENTERS OF EXCELLENCE

## EMPOWERING LEADERS, BRIDGING GAPS: ADVANCING POPULATION AND REPRODUCTIVE HEALTH GLOBALLY

From the beginning, the Institute had a strong focus on encouraging academic leadership and sustainability by training academics who could then take on leadership roles at our developing-country partner universities.

In our pursuit of core values interdependence and excellence, we have helped establish seven reproductive health centers of excellence globally in collaboration with esteemed partner institutions.

These centers, located at Makerere University in Uganda, Addis Ababa University in Ethiopia, Assiut University in Egypt, University of Ibadan, Obafemi Awolowo University in Nigeria, Kwame Nkrumah University (KNUST), the University of Ghana, and University of Malawi, have become epicenters of transformative education.

Alongside the strategic leadership course, they have developed graduate curricula and degree programs in reproductive health, empowered faculty research in family planning, reproductive and child health, and population, and have hosted family planning national summits.

These centers now extend their influence to mentor other regional universities, fortifying reproductive health teaching and research capacity.

Modest investments in the establishment of reproductive health centers have been leveraged by local partners to create two schools of public health at Addis Ababa University and KNUST, and centers for reproductive health at the University of Ibadan, University of Malawi and Makerere University.

Moreover, for every dollar received from the Institute, these programs have generated an additional \$2.28 in new funding for research and training, an impressive return on investment.

# SUPPORTING THE GLOBAL RESEARCH AGENDA

## Empowering Research, Inspiring Change: Advancing Family Planning and Reproductive Health Knowledge

At inception, the Institute's overarching goal was strengthening the capacity of countries in the developing world to devise and implement policies and programs that would lead to sustainable improvements in the health and well-being of their populations.

Since 2002, the W. H. Gates Institute's support has enabled Hopkins faculty to collaborate with faculty from partner institutions leading to over 135 peer-reviewed journal articles. The partner institutions in turn have published over 365 articles. Journal articles have filled the knowledge gaps in population, reproductive health and family planning.

W. H. Gates Institute has convened leadership gatherings around family planning almost annually since 2002. The first four were held in Baltimore: Family Planning in New Worlds (2002), Family Planning and the Workforce (2003), Parliamentarian Leadership Seminar (2004), and Obstetric Fistula Prevention (2005).

In 2006 the Regional Conference on Family Planning and HIV Integration was held in Ethiopia, and in 2008 the International Research Conference on Youth and Development was held in Abuja, Nigeria.

In 2009, the International Conference on Family Planning (ICFP) series began in Uganda, followed by Senegal in 2011, Ethiopia in 2013, Indonesia in 2016, Rwanda in 2018, and Thailand in 2022 with over 3,600 researchers, advocates, ministers, journalists, and youth gathered to discuss family planning, solidifying its importance on the global health and development agenda.

After many of these conferences, papers were screened and edited for journal publication, with supplements occurring in the International Journal of Gynecology and Obstetrics (August 2015 and November 2013), the African Journal of Reproductive Health, and the Global Public Health Journal.

Photo Credit: Gates Institute



# CORE VALUES

## The Beliefs Guiding our Work

### GUIDED BY THREE CORE VALUES: INTERDEPENDENCE, INCLUSIVITY, AND EXCELLENCE,

Our Global Programs are responsive to evolving needs and emerging opportunities, while also reflecting our historical expertise.

Through these programs, we aim to generate cutting-edge research and translate findings into evidence-based policies and programs.

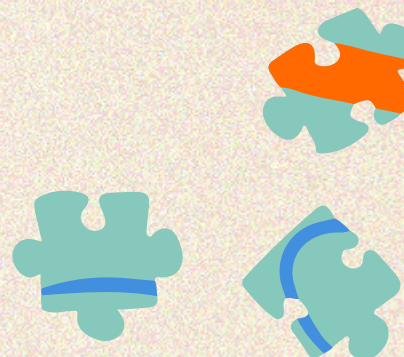
### PRIORITIZING EQUITABLE PARTNERSHIPS AND NEXT- GENERATION LEADERS

We prioritize country-owned, locally-led solutions while fostering equitable partnerships and maximizing collective impact to cultivate the next generation of leaders in global health and drive sustainable change.

**Our culture is one of mutual respect, trust, and accountability, striving to build shared goals and understanding to advance our mission.**



Photo Credit  
The Challenge Initiative



## Interdependence

**We prioritize diversity of voices and ideas to advance sustainable progress. We promote a collaborative approach that builds understanding and shared goals with partners.**

Our focus on a "country-owned, locally-led" approach is effective in identifying solutions grounded in political and fiscal realities.

We cultivate a culture of respect, trust, and mutual accountability internally and amplify country-based work, leading only in areas where we have unique value-add.

## Inclusivity

**We are committed to promoting inclusivity and dismantling systemic barriers across gender, race, ethnicity, class, ability, geographic location, and other categories of marginalization.**

We prioritize increased accessibility—particularly language inclusivity for our francophone partners—and strive to create an institution where historically marginalized and under-resourced communities can thrive.

Through partnerships, we develop innovative solutions to improve access to essential health services, promote gender equity, and support women and girls as agents of change. As we work towards universal access to family planning, we pledge to institutionalize this approach by expanding staff diversity, investing in local champions and researchers, and ensuring local ownership of program work.

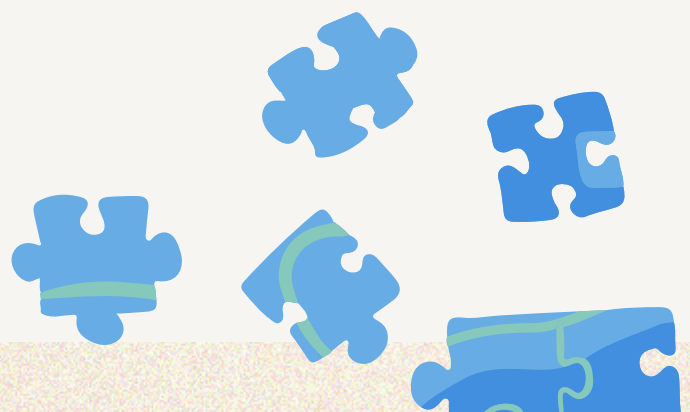
## Excellence

**Evidence is a foundation for excellence. Evidence is foundational to our pursuit of impactful solutions with limited resources. We prioritize tracking and measuring progress, and leveraging learning and synergies across our work for multiplied impact.**

We value local leadership and aim to cultivate talent, foster centers of excellence, and nurture leadership through inclusive and collaborative initiatives. We prioritize strengthening leadership at all levels and investing in local champions and researchers, building capacity, and ensuring in-country work is owned locally.

Over the next eight years, we will continue to play an instrumental role in developing and nurturing a pipeline of talent, fostering centers of excellence, and cultivating leadership across our Global Programs, from the platform of the Bloomberg School and around the globe.

This will include increasing investment in local champions and researchers, and building individual and institutional capacity to engage multidisciplinary cohorts of professionals from around the world in research, advocacy, and programmatic activities, ensuring that in-country work is owned at the local level.



# W. H. GATES INSTITUTE PLATFORM APPROACH

## THE INSTITUTE'S APPROACH TO SCALING

**With our long-standing commitment to excellence, we offer an innovative platform approach for those who want to invest in our vision and mission.**

Within our Global Programs are multiple platforms that leverage technical expertise in cutting-edge areas to create impactful change that is both measurable and adaptable. We create and nurture platforms for advancing Sexual and Reproductive Health and Rights (SRHR) and gender equity, promoting and measuring evidence-based solutions, and developing a new generation of global health leaders.

These platforms are where we transform science into practice with cost-effective, scalable solutions ready for investment.

Through our platforms, donors can invest in new and transformative ways to make an impact at scale, while leveraging both the investments of others and our global network of partners.

Our platforms have the ability to integrate various health areas and achieve synergies between policy development, programs, research, and learnings. This results in a greater impact overall. With this approach, we aim to challenge conventional thinking and pave the way for a new era of global health platforms that prioritize excellence, inclusivity, and interdependence.

Our platform approach leads to sustainable global social goods with no defined end date – unlike projects with three- to five-year lifespans. Our platforms leverage not only our expertise and partnerships, but also the resources of multiple investors and different perspectives, experiences, and networks to maximize the impact of our health and development programs.

**Through our platforms and partnerships, investors and partners seeking a sustainable cost-effective solution for a variety of health and development challenges can help change lives and make a lasting impact.**

# W. H. GATES INSTITUTE GLOBAL PROGRAMS AND PLATFORMS

*We have organized our work into five Global Programs – with Gender Equity cutting across all five – to represent our strategic priorities going forward. Within each of the Global Programs are various investable platforms for those considering partnering with the W. H. Gates Institute.*



## Research, Measurement, and Data Monitoring

- Performance Monitoring for Action
- The Challenge Initiative
- International Conference on Family Planning
- Demographic Dividend
- Centers for Reproductive Health Excellence



## Best Practices Scale Up

- The Challenge Initiative
- International Conference on Family Planning



## Demographic Futures, Population, and Environment

- Demographic Dividend
- International Conference on Family Planning
- Centers for Reproductive Health Excellence



## Policy, Advocacy, and Community-building

- SMART Advocacy
- International Conference on Family Planning
- Family Planning News Network



## Next Generation Leaders

- Adolescent and Youth Sexual and Reproductive Health Global Roadmap for Action
- 120 Under 40: The New Generation of Leaders
- International Conference on Family Planning Youth Trailblazers
- The Challenge Initiative
- Summer Institutes in Reproductive Health and Development

# PLATFORMS FOR INVESTMENT

## EMBRACING PLATFORMS FOR GLOBAL DEVELOPMENT: A NEW PARADIGM FOR SUSTAINABLE IMPACT

### Unlocking scalability, sustainability, and cost-effectiveness in family planning and public health initiatives

The future of global development programming lies in embracing platforms rather than traditional time-bound projects. These platforms offer multi-layered ecosystems that allow for scalability, sustainability, and cost-effectiveness.

By investing in global development platforms, we can foster home-grown solutions led by local governments and organizations, scale evidence-based interventions, and strengthen health systems.

Platforms provide a longer timeframe for implementation, welcome multiple investors with diverse perspectives and resources, and allow for the smart layering of health and development programs.

W. H. Gates Institute has already recognized the power of platforms in its refreshed 10-year vision, with initiatives like The Challenge Initiative, Performance Monitoring for Action, SMART Advocacy, and the International Conference on Family Planning serving as successful examples.

By joining forces with strategic partners and stakeholders, W. H. Gates Institute aims to drive positive disruptions and create lasting global impact in family planning, sexual and reproductive health, and overall public health.





## DEMOGRAPHIC DIVIDEND

The Demographic Dividend (DD) initiative is the Institute’s research, advocacy, and policy framework that helps countries realize their potential for accelerated economic growth that can result from changes in the population age structure driven by changes in the fertility rate. The initiative emphasizes the need for countries to set a favorable policy environment to harness this potential dividend.

The Institute has also organized international gatherings on the DD and worked with the Population Reference Bureau, the African Union, African Population Councils, and the UN Economic Commission for Africa to produce evidence to better assist policy makers in understanding issues around the DD.

[DEMOGRAPHICDIVIDEND.ORG](http://DEMOGRAPHICDIVIDEND.ORG)



## THE CHALLENGE INITIATIVE

The Challenge Initiative is a “business unusual” platform that empowers local governments to rapidly and sustainably scale high-impact practices and other interventions to benefit urban poor communities.

The TCI University app contains practical how-to guidance and tools on implementing proven interventions along with access to an online community of practice, which supports knowledge exchange and sharing among country and regional practitioners.

[TCIURBANHEALTH.ORG](http://TCIURBANHEALTH.ORG)



## SMART ADVOCACY

SMART Advocacy is a disciplined yet flexible approach to build momentum and deliver results. Its power is rooted in its simplicity — identifying near-term advocacy opportunities and the decision-makers who can act on them.

SMART Advocacy is a collaborative process that brings together advocates and allies from different backgrounds to create change and sustain progress.

SMART Advocacy focuses on decision-makers, the specific people with the power to act on requests from well-prepared champions. It prepares advocates to anticipate what information and insights will convince a decision-maker that taking a particular action will achieve their goals and yours.

[SMARTADVOCACY.ORG](http://SMARTADVOCACY.ORG)



## PERFORMANCE MONITORING FOR ACTION

The Performance Monitoring for Action (PMA) platform is fueling a data revolution to guide family planning programs. Data are key to informing and driving policy and program changes around the world.

PMA generates frequent, high-quality surveys monitoring key health indicators in nine countries in Africa and Asia. Data is available open-source for research, program planning, and policy-making. High-quality data — collected frequently, turned - around quickly, and locally owned — help decision makers understand what is working, and what is not, enabling decisions that are more sensitive and responsive to evolving needs.

Explore the data and easily build actionable data charts needed to make informed policy and program decisions.

[PMADATA.ORG](http://PMADATA.ORG)



## GLOBAL ROADMAP FOR ACTION

The Adolescent and Youth Sexual and Reproductive Health and Rights (AYSRHR) Global Roadmap for Action is a growing coalition comprised of 40+ youth-led organizations and collectives, and a robust platform for implementing a youth vision for sexual and reproductive health and rights.

This youth-driven initiative focuses on young people's sexual and reproductive health needs and aspirations and invests in the capacity-building of young advocates while prioritizing:

- Diversity in Youth Identities & Needs
- Progressive Policies
- Meaningful Youth Partnerships
- Equitable Financing
- Transparent Data and Reporting

[GLOBALROADMAPFORACTION.ORG](http://GLOBALROADMAPFORACTION.ORG)



## INTERNATIONAL CONFERENCE ON FAMILY PLANNING

The International Conference on Family Planning is a dynamic movement, community, and platform that champions the global exchange of evidence-based ideas, inspiration, and information.

We amplify community voices, strengthen technical capacities, and facilitate a multi-sectoral platform that propels policy advancements, cultivates innovative research and best practices, reinforces advocacy networks, and sparks action towards achieving universal access to family planning and reproductive health.

With a strategic focus on in-person and digital spaces and through interdisciplinary collaboration, we bridge diverse perspectives to drive transformative change.

[THEICFP.ORG](http://THEICFP.ORG)



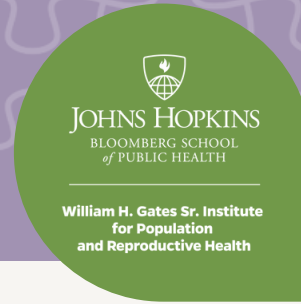
## FAMILY PLANNING NEWS NETWORK

FPNN leverages a diverse group of newsmakers including journalists, youth trailblazer reporters, and members of the global FP community to create multimedia content that is disseminated through social media channels and other online platforms.

FPNN is designed to support youth reporters and established journalists who are engaged in localized, regional media advocacy efforts on topics related to reproductive health and family planning. T

These efforts aim to increase awareness and support for family planning among communities and policymakers, particularly in underserved areas where access to information and resources may be limited. The network has access to fellowship opportunities, reporting trips, targeted trainings, sector reports, and an engaged audience of over 40,000 individuals.

**THEICFP.ORG**



## REPRODUCTIVE HEALTH CENTERS OF EXCELLENCE

Alongside the strategic leadership course, the Reproductive Health Centers of Excellence have developed graduate curricula and degree programs in reproductive health, empowered faculty research in family planning, reproductive and child health, and population, and hosted national family planning summits.

The Data to Policy in Population, Family and Reproductive Health Summer Institute is designed to equip students with skills needed to understand population-based data and shape policies related to families, reproductive health, and the health of populations.

The W. H. Gates Institute is structured around the public health cycle of assessing health and health determinants, developing policy to respond to identified health needs, and assuring that implemented policies achieve their purpose through evaluation.

**GATESINSTITUTE.ORG/CHE**



## 120 UNDER 40: NEXT GENERATION OF FAMILY PLANNING LEADERS

120 Under 40: The New Generation of Family Planning Leaders (120Under40) recognizes and highlights the young people who are making a difference in family planning and reproductive health worldwide. Since launching, 120 Under 40 has quickly become an integral part of the global family planning landscape.

The NextGen Catalyst Initiative, which will continue to strengthen the capacity and visibility of 120Under40 leaders, is poised to broaden the reach of the meaningful work started with the 120 under 40: New Generation of Family Planning Leaders program and chart a new path for a transformational impact on family planning and AYSRH globally.

[120UNDER40.ORG](https://120under40.org)



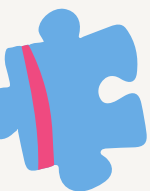
## ADVANCE FAMILY PLANNING

Launched in 2009, the Advance Family Planning (AFP) initiative was grounded in a straightforward yet powerful idea: that effective advocacy is as essential to increasing access to and use of quality contraceptive information, services, and supplies as other interventions.

Fueled by a diverse network of dedicated advocates, AFP achieved 3,454 hard-fought advocacy gains at every level of government, potentially benefiting more than 190 million women of reproductive age since 2009.

Between 2012 and 2023, AFP mobilized \$185.7 million in domestic funds for family planning. More than 300 organizations in 42 countries are applying AFP's advocacy approach, SMART Advocacy.

[ADVANCEFAMILYPLANNING.ORG](https://advancefamilyplanning.org)



# W. H. GATES INSTITUTE GLOBAL PROGRAMS

*Transforming science to practice*

**Rooted at the country level for cost-effective sustainable scale, we expand our work to the global level to reach decision-makers and investors with real-time learning.**

In addition to south-to-north learning, we also facilitate south-to-south exchange of learning to continuously adapt our solutions to address challenges and to share our successes for others to replicate.

Our five Global Programs and interdisciplinary Gender Equity work are described in detail in the following pages, along with the investable platforms that provide solutions for our strategic priorities.

To achieve our vision of a future where scholarship and science improve health and transform lives at scale, we act as an aggregator connecting locally based action with global learning, innovations, investments, and priorities.

We provide accountability and a mechanism to coordinate and leverage our Global Programs and platforms for increased impact at the local level.

RESEARCH, MEASUREMENT, AND DATA MONITORING

POLICY, ADVOCACY, AND COMMUNITY-BUILDING

BEST PRACTICES SCALE UP

NEXT GENERATION LEADERS

DEMOGRAPHIC FUTURES, POPULATION, AND ENVIRONMENT



# W. H. GATES INSTITUTE GLOBAL PROGRAMS



# RESEARCH, MEASUREMENT, AND DATA MONITORING

## Filling critical gaps in family planning data and research

Our Global Program on Research, Measurement, and Data Monitoring demonstrates our leadership in filling critical gaps in science, while generating new evidence and utilizing research to inform practice and drive the global family planning agenda.

By building sustainable research and data monitoring infrastructure and culture within countries, we aim to create a lasting impact on global health and development.

Our Research, Measurement, and Data Monitoring agenda has been informed by end-users, country advocates, programs, and communities.

We implement it through a series of actions, including conducting high-quality research to maximize impact and contribute innovative approaches to the field. We also use near real-time data with our local partners to make programmatic decisions, make course corrections, and track the progress of key performance indicators.

We translate and disseminate research to diverse audiences to provide a platform for sharing work among researchers, professionals, policymakers, and stakeholders. We have established a W. H. Gates Institute Research Fellowship to build the capacity of masters-level, doctoral, and postdoctoral researchers. Finally, we enhance and diversify research funding mechanisms for our Global Programs and interconnections.



Photo Credit  
Performance Monitoring for Action



## Platforms for Investment



The [Performance Monitoring for Action \(PMA\)](#) platform generates frequent, high-quality representative data, which are used to monitor key health indicators in nine countries in Africa and Asia. PMA features an innovative design that produces cross-sectional estimates while also following households and service delivery points over time. PMA works with local partners to ensure that the data collected are used to inform family planning policies and programs in the countries in which it operates. PMA also works closely with country partners to utilize a range of research techniques, including implementation science and other innovative methods, to track progress and promote accountability for improving family planning and health outcomes. Going forward, PMA will continue to push the boundaries of innovation and promote gender equity, as it has done with its cell phone technology for rapid data collection used by a locally-trained workforce of female resident enumerators. PMA's data collection and research will continue to focus on various aspects of gender (e.g., empowerment, gender-based violence).



[The Challenge Initiative \(TCI\)](#) supports local governments in scaling up high-impact practices (HIPs) and other interventions while supporting them in monitoring the performance of their SRHR programs on a near real-time basis. TCI balances rigor with relevance and utility, acknowledging inherent constraints such as the impracticality of fielding several rounds of population-based surveys in almost 200 TCI cities. TCI harvests available data on family planning service statistics from the institutionalized yet underutilized local health management information systems (HMIS), develops new methods and indicators to address seasonality and noise, and makes these approaches portable so cities can easily adopt and sustainably use them in their decision-making. The availability of historical and city-level data at a low-cost are some of the strengths of this data source for a large-scale SRHR program. These near real-time data are used when coaching local partners in decision-making and course correcting, thus transferring capacity for greater self-reliance and sustainability.



Lastly, since 2009, we have convened the global family planning & SRHR community biennially for the [International Conference on Family Planning \(ICFP\)](#), the world's largest scientific gathering on family planning and reproductive health, in which to share research and best practices, build important partnerships, and apply evidence to advocacy to institute policy change. The impact and reach of this convening now expands beyond its conference dates, as ICFP has evolved into a platform of 40,000+ researchers, advocates, thought leaders, governments, donor organizations, and beyond.



The [Demographic Dividend \(DD\) initiative](#) is also considered a research, policy, and advocacy platform but is detailed below in the Demographic Futures, Population, and the Environment Global Program.

# POLICY, ADVOCACY, AND COMMUNITY-BUILDING

## Country-led collaborations to promote evidence-based policies and programs

The Policy, Advocacy, and Community-building Global Program prioritizes country-led collaborations to promote evidence-based policies and programs. We support our country advocates by working hand-in-hand with governments and other influential actors to inform and shape targeted decisions and actions for lasting impact. We consider ourselves a neutral convener, not bound to any government ideology because of how we are funded.

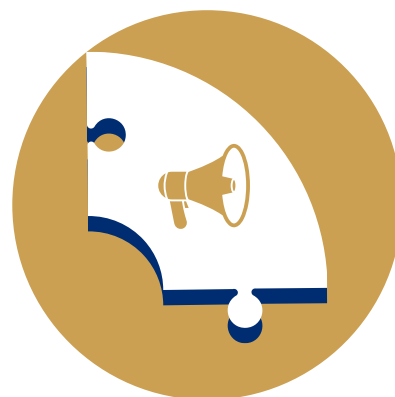
We recognize the critical importance of continually exchanging best practices, generating new ideas, and collaborating on strategies to advance SRHR and gender equity. Our aim is to facilitate country-informed knowledge exchange and focus on global community-building to accelerate progress in these areas.

We also play a role in fostering communities for social and policy change related to SRHR and gender equity. We believe facilitating the development of these communities is essential for spurring action that can ignite a global movement. Our flagship global convenings and co-hosted conferences, meetings, and learning sessions are known for amplifying country expertise and demonstrating the power of community in advancing our collective goals on a global scale.

In the dynamic environment of health and rights, we see opportunities to leverage approaches to research, advocacy, and practice.

For example, despite recent advancements such as self-care guidance by WHO and eased abortion restrictions in some low- and middle-income countries, accurate information about and access to abortion services remain limited for most women in these countries.

Unsafe abortion continues to pose a threat to women's health, rights, and well-being, disproportionately affecting those who are poor, young, and marginalized. Going forward, we will continue to advocate for an increased focus on advancing SRHR and gender equity, including issues such as equitable access to family planning, abortion, and postpartum contraception.



## Platforms for Investment



The [International Conference on Family Planning](#) (ICFP) is a critical juncture for catalyzing evidence-based action and serves as a model for meaningful participation and collaboration between multiple stakeholders working on access to reproductive health services for all. In addition to the physical conference, ICFP held its first-ever virtual Not Without FP Forum during the COVID-19 pandemic. We envision the ICFP platform as a blueprint for community-driven programming and an accountability mechanism for commitments from decision-makers. We also leverage the technical expertise of our Global Programs to strengthen the framework of ICFP’s growing communities in Advocacy & Accountability, Demographic Dividend, Faith, Power Shifting, Youth, and more.



With the launch of platforms such as [Family Planning News Network](#) (FPNN) – a “pop-up” news station – we provide the platform and audience for seasoned and emerging journalists and storytellers to produce original programming and coverage. Through partnerships with local media outlets and our partner organizations, FPNN will work to amplify the voices of individuals and communities impacted by family planning issues, and to highlight the importance of reproductive health and rights as a key component of overall health and wellbeing.



Global, national, and subnational strategies are informed by our disciplined, proven [SMART Advocacy](#) platform, which effectively strengthens the capacity of local coalitions to advocate for SRHR and gender equity. Documentation and dissemination of results are at the heart of SMART Advocacy, which is accessible for use by the larger global health community. Driven by this approach, our [Advance Family Planning](#) (AFP) program achieved over 3,454 advocacy wins and generated \$185.7 million for contraceptive information, services, and supplies. AFP, which will end in 2023 after 13 years of successful operation, greatly expanded the advocacy capacity of over 300 organizations in 42 countries using the SMART Advocacy approach on a range of issues. AFP identified accountability as a critical measure to sustain advocacy infrastructure and achievements. Moving forward, accountability will remain a central theme of our strategic priorities both within and beyond policy and advocacy.

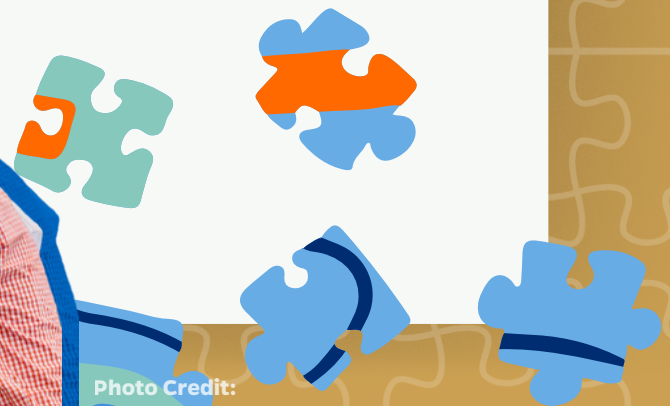


Photo Credit:  
Larry Canner Photography

# NEXT GENERATION LEADERS

## Identifying, cultivating, and celebrating young champions

The Next Generation Leaders Global Program is focused on our efforts to cultivate the next generation of SRHR and gender equity experts and leaders through training, mentorship, and networking opportunities.

Our many youth-centered and youth-driven platforms and initiatives cross-collaborate to elevate emerging leaders in SRHR and gender equity. We implement meaningful engagement of youth across all activities and priorities, recognizing that effectively empowering youth is non-negotiable in achieving a sustainable and impactful future for global health.

Historically, we have excelled in identifying, cultivating, and celebrating young champions, as evidenced by the countless synergies with youth in our work.

Meaningful youth engagement will remain a top priority for the institute moving forward, as we look to continue our tradition of training upcoming generations of young leaders and strengthen new youth-driven initiatives already underway.

We will also continue to champion generating new partnerships and funding mechanisms to create a donor network that will systematically support the Next Generation Leaders program.



Photo Credit  
International Conference on Family Planning



## Platforms for Investment



The [Global Roadmap for Action](#) is a growing coalition comprised of 40+ youth-led organizations and collectives, and a robust platform for implementing a youth vision for sexual and reproductive health and rights, co-created and led by youth.



At the same time, we continue to highlight the “positive disruptions” made by young leaders nationally and internationally through [120 Under 40: The New Generation of Leaders](#), providing several Ingenuity Fund awards every year to build on their success.



The newly established [ICFP2022 Youth Trailblazers](#) and FPNN anchors increases media coverage of young leaders’ achievements in policy agenda-setting, resource mobilization, and program work, while our ICFP Junior Researcher Award raises the visibility of youth as a core contributor to the global SRHR agenda. [The Challenge Initiative](#) also supports local governments in establishing youth champions to advocate for SRHR through its AYSRHR best practices.



With scholarship as a core value of our work, we provided training for over 1,000 scholars and leaders from more than 30 countries in Africa, Asia, the Middle East, and Latin America through Baltimore- and country-based workshops. The [Summer Institutes in Reproductive Health and Development](#) trained an additional 600 mid-level professionals from 71 countries between 1999 and 2014. We established seven Reproductive Health Centers of Excellence in six countries in Africa and Asia, made catalytic investments to help create schools of public health in at least two universities in Sub-Saharan Africa, and supported the development of masters and doctoral programs focused on reproductive health with partners in six countries that conferred degrees upon over 1,000 students.



These investments have leveraged considerable additional resources, with a return in research dollars exceeding \$2.40 per \$1 across six partner institutions. We will build on our close relationships with these Reproductive Health Centers of Excellence to continue their critical work of preparing and producing leaders in public health in their own countries, including the possibility of an exchange program between these centers and with Johns Hopkins University.

# BEST PRACTICES SCALE UP

## Our “business unusual” approach to scaling up best practices

Our Global Program on scaling up best practices is committed to locally led and resourced SRHR programs that feature a package of demand generation, service delivery, and advocacy interventions that are adapted to the local context. We prioritize the needs of under-resourced and marginalized communities in our “business unusual” approach to scaling up best practices through 200+ regional partners.

For sustainability, we believe local governments should own, implement and finance their efforts to rapidly and sustainably scale HIPs, with technical coaching provided with declining intensity by our locally based experts and partners.

We also believe it is important to provide coaching in leadership, and program management and coordination. Cost-efficient self-assessment tools for monitoring progress and course correction are also essential.

Coaching local governments to transfer capacity helps ensure self-sustained improvements in urban health systems when the period of technical assistance ends, sometimes referred to as “graduation.”

Using this approach to scale best practices will ultimately lead to sustainable, locally-owned SRHR and gender equity programs, in line with our Mission.



Photo Credit  
The Challenge Initiative

## Platforms for Investment



[The Challenge Initiative](#) is a proven model for the concept of platform investing and expansion. Since its inception in 2016, TCI has attracted multiple investors and transformed from a three-year single donor-funded project into a multiple investor, multi-year platform capable of addressing any maternal, newborn or child health (MNCH) related health area. TCI has supported more than 170 local governments in Africa and Asia through technical coaching to scale up implementation of best practices. Of those, 90 have graduated from TCI’s direct support and are sustaining gains as of early 2023. TCI has a cumulative population footprint of about 204 million in 13 countries and has contributed to nearly 3 million additional family planning clients.

By the end of 2022, local governments had contributed over \$66 million of their own family planning financial resources to participate in TCI and implement its HIPs. These resources do not include positive changes that occur in health systems that could be worth three times the cost of the family planning programs. TCI’s key mechanism for scale is TCI University (TCI-U), an online virtual university without walls that works in concert with coaching and communities of practice to share learning. TCI-U simplifies the scaling process with step-by-step toolkits for implementing and monitoring best practices. In addition, TCI has developed self-assessment tools, such as the [Reflection and Action to Improve Self-Reliance and Effectiveness](#) maturity model tool, to provide sustainable and cost-effective methods for local teams to measure their progress.

TCI is now working with the global Family Planning High-Impact Practices (HIPs) partnership – led by the Gates Foundation, USAID, UNFPA, WHO, and FP2030 – to share lessons learned from its experience in operationalizing HIPs. TCI looks forward to a much closer collaboration with the HIPs Technical Advisory Group in the future as it continues to align global HIPs with its interventions that have been adapted to the local context. The platform prioritizes “Smart Integration” to capitalize on its established presence and footprint to expand into additional health areas in a cost-effective manner. TCI’s vibrant platform attracts multiple players at all levels including donors, national and local governments, NGOs, and private-sector partners. Going forward, TCI will engage more with the global health scaling community of practice and other interest groups to further disseminate what it has learned from operationalizing and scaling HIPs.



[ICFP](#) has from its outset worked with partners and delegates to integrate program implementation-focused abstracts across all of its tracks. Since the conference’s inception in 2009, Implementing Best Practices (IBP) has been a key partner, providing a track specifically focused on best practices gleaned from across the family planning and SRHR community.

# DEMOGRAPHIC FUTURES, POPULATION, AND ENVIRONMENT

## Understanding the complex interactions between population, health, and the environment

We recognize the critical linkages between population, the environment, and demographic futures, which refers to projections of population change and the implications for topics like climate change, consumption, and aging.

We also address the intersections between gender equity, health equity, and climate change through initiatives like the Demographic Dividend (DD).

The demographic dividend offers a framework by which to define a research agenda, advocate for policies, and mobilize resources that can help countries realize their potential for accelerated economic growth.

Through our understanding of the complex interactions between population, health, and the environment, we champion the demographic dividend framework as a means of accelerating economic growth and improving family planning outcomes in key countries.



Photo Credit  
The Challenge Initiative





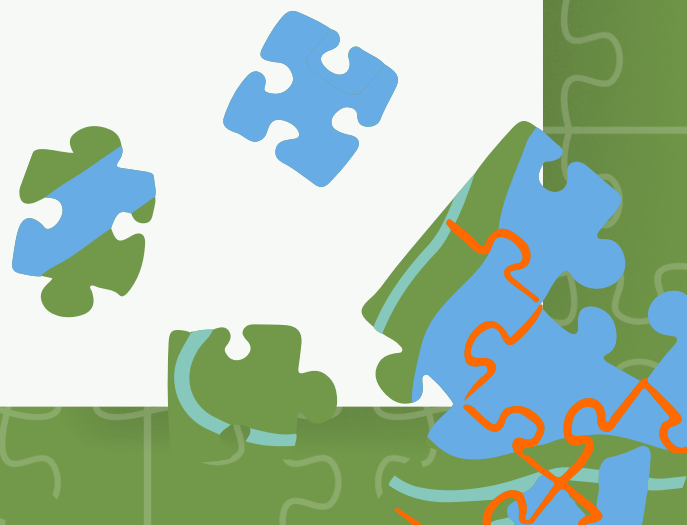
## Platforms for Investment



The [Demographic Dividend](#) initiative is our research, advocacy, and policy framework that helps countries realize their potential for accelerated economic growth by emphasizing the importance of investing in young people and promoting gender equity to achieve sustainable development goals. DD developed the [Demographic Dividend Effort Index](#) (DDEI), a multidimensional innovative measurement tool that guides policymakers, researchers, advocates, and service providers through a process of assessing local efforts in implementing policies and programs to create a favorable policy environment to harness the potential benefits of a demographic dividend.

DDEI reports from a number of countries include policy recommendations we developed using our SMART Advocacy approach. Input data for future initiatives will also leverage existing data collected by PMA. We will continue partnering with institutions, such as Harvard University, and local economic think tanks, such as the Center for Research in Economics and Applied Finance of Thiès in Senegal, to develop novel tools measuring the impact of efforts in advancing global health and development, namely the [Demographic Dividend Impact Calculator](#) (DDIC). This simulation model will draw on DDEI data to measure the economic growth as a result of policy changes in family planning, women's empowerment, labor, and education.

We intend to invite our in-country partners that have co-led data collection for the DDEI project as well as other partners, such as the United Nations Population Fund (UNFPA), the World Bank, the African Union, and other local advocacy groups. We will train local experts from these offices to use the DDIC to conduct country-level analyses, so the tool is sustainable and knowledge is transferred. Additionally, we plan to identify and document the intersections between reproductive health and gender equity around migration to urban centers as a result of climate change. The findings will be applied to program actions in urban under-resourced communities to leverage our TCI experience.



# GENDER EQUITY

*Five interconnected global programs with cross-cutting gender equity work*

**Gender Equity is integrated across all W. H. Gates Institute Global Programs and is rooted in our intersectional approach to global health.**

**Gender equity is not only cross-cutting but also foundational to all of our work, providing the guiding principles and comprehensive programming necessary to achieve our goals of social justice, empowerment, and equality for all communities, particularly those marginalized due to gender-based disparities.**

Our work is focused on addressing health disparities among marginalized populations – such as women, girls, and gender non-conforming individuals – who are disproportionately affected by poverty, violence, and discrimination.

We are committed to accelerating progress toward a more gender-equal world by breaking down any barriers that keep women and girls from being fully active participants in society. While Gender Equity is deeply integrated throughout all of the preceding five Global Programs, it is being pulled to the fore as a specific focus of our research, programmatic, and advocacy efforts.

This is in line with our ongoing expansion from a largely family planning focus to the broader SRHR and other related health and development areas.

From supporting efforts to provide easier access to SRHR services to making sure women are active change agents in their communities by serving in policy-making bodies, Gender Equity will be elevated as a key component in all our Global Programs going forward. This is because of our strong belief that true gender equity can serve as a gateway for improving multiple health outcomes. We intend to work collaboratively with other centers addressing Gender Equity at the university, including the Center for Global Women’s Health and Gender Equity.

*The table to the right outlines how each of the platforms within our five Global Programs will continue to address and integrate Gender Equity.*

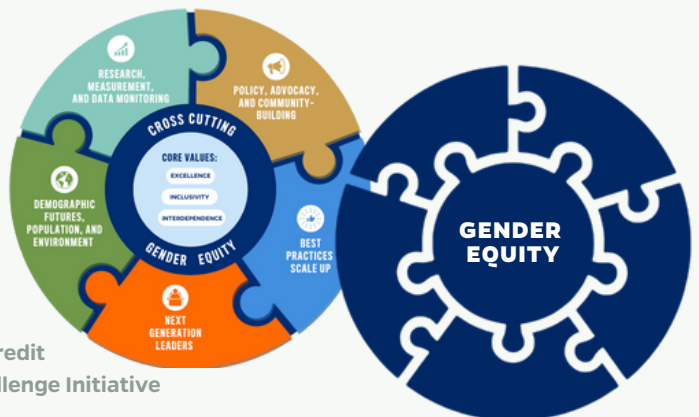


Photo Credit  
The Challenge Initiative



PLATFORM	GENDER EQUITY INTEGRATION
	<p>PMA addresses the gap in the measurement of gender equity by collecting longitudinal data for women, households, and health facilities. It also continually expands into better measures of empowerment, time use, and similar areas, as well as creating new in-country cohorts for measurement and analysis of gender and family planning.</p>
	<p>Our policy and advocacy approach provides a network for partner collaboration on a global reproductive justice framework, aiming to address women's sexual and reproductive health, parenting, and inequality. We will work to leverage the potential for greater synergy between researchers, policy experts, advocates, and practitioners using the SMART Advocacy approach. This approach can be adapted to gain the political and financial support needed to address a variety of issues – gender equity in particular.</p>
	<p>With our partners, we will continue to challenge the larger SRHR community through ICFP's Power Shifting Working Group to center gender equity in all of our work, ensuring that our research, partnerships, implementation, advocacy, capacity-building, and dissemination efforts are truly collaborative and that the needs and rights of those our collective work serves are realized.</p>
	<p>Building on TCI's pioneering work supporting local governments, we will scale up engagement in cities in Asia and Africa to protect and advance gender-equitable policies, programs, and practices through gender-specific parliamentary committees or similar bodies. This includes working through gender-focused legislative committees in at least 100 cities between and 2030. TCI is also scaling a number of HIPs that are gender-intentional. TCI's gender strategy focuses on gender mainstreaming and integration at both the administrative and institutional levels. Gender Champions have been identified and trained in all six TCI regional hubs and within TCI's global team at Gates Institute. We will continue training TCI hubs and partners to use a gender lens, mapping HIPs for gender intentionality, and operationalizing gender equity through clinics and government partnerships.</p>
 	<p>Youth platforms – including 120 Under 40: The New Generation of Family Planning Leaders and the AYSRHR Global Roadmap for Action – are committed to recognizing and promoting gender equity in sexual and reproductive health. These platform prioritize building the capacity of gender-diverse youth to lead programs in their countries, providing funding, such as the Ingenuity Fund, for innovative project ideas that center marginalized communities, including women and girls, and creating platforms that amplify the voices, needs, and work of diverse gender identities, such as through the Candid Conversations Podcast. Through these activities, we aim to support gender-diverse leaders to increase their visibility and decision-making power in the SRHR space.</p>
	<p>The DDEI will measure the level of effort Sub-Saharan African countries are placing on gender equity to create a favorable policy environment to harness the benefits of a demographic dividend in women's empowerment. Women's empowerment was a key driver of the economic growth experienced by Hong Kong, Taiwan, Singapore, and South Korea through women's participation in the labor force. The index is structured around four domains: policy, services and programs, advocacy, and research.</p>
	<p>The Family Planning News Network demonstrates its commitment to gender equity by ensuring that its news platform actively promotes and highlights diverse perspectives, experiences, and challenges faced by women, girls, and gender non-conforming individuals in the realm of family planning, fostering a more inclusive and gender-responsive narrative.</p>

# FUTURE FORWARD

## What is Next for W. H. Gates Institute

### Accelerating locally led progress in gender equity, sexual and reproductive health and rights, population dynamics, and equitable development

Moving forward, we will continue to be a game-changing force in advancing SRHR, gender equity, and environmental sustainability. We will break down barriers with innovative approaches to meet the unique needs of marginalized communities in the areas in which we work. Pushing the envelope in [Research, Measurement & Data Monitoring](#) will ensure we continue to provide cutting-edge, cost-effective methods and tools for use locally.

Our [Policy, Advocacy and Community-building](#) efforts will be led by local collaborators to drive impactful social and policy change related to SRHR and gender equity. We remain dedicated to building and expanding partnerships with those who share our vision for a more equitable and sustainable world. We will continue to leverage the powerful International Conference on Family Planning platform owned by our 40,000+ community members, fostering a community-centered approach that amplifies youth and other marginalized voices and drives impactful change.

We commit ourselves to supporting locally led solutions through [Best Practices Scale Up](#) in urban areas to strengthen local capacity and health systems for lasting change.

This is crucial to address the impact of rapid growth expected to take place in the urban under-resourced communities of Africa and Asia over the next few decades. Training and mentoring youth while facilitating networking opportunities for these [Next Generation Leaders](#) will be a key priority to raise their visibility locally, regionally, and internationally.

As connections between climate change, gender equity, poverty, and SRHR become more evident, emerging issues related to [Demographic Futures, Population, and Environment](#) will inform the groundbreaking work being conducted by our Demographic Dividend researchers. [Gender Equity](#) will be elevated and threaded throughout all we do between now and 2030 to break down barriers that prevent women and girls from reaching their full potential.

Our Core Values of Excellence, Inclusivity and Interdependence will guide our work as we implement this strategy. To achieve our Mission of cultivating new ways of thinking and doing to accelerate locally led progress, we will join together with our local partners to have the greatest impact on the greatest number of people, especially those in under-resourced and marginalized communities.



## **Dedicated to Mr. William H. Gates Sr.**

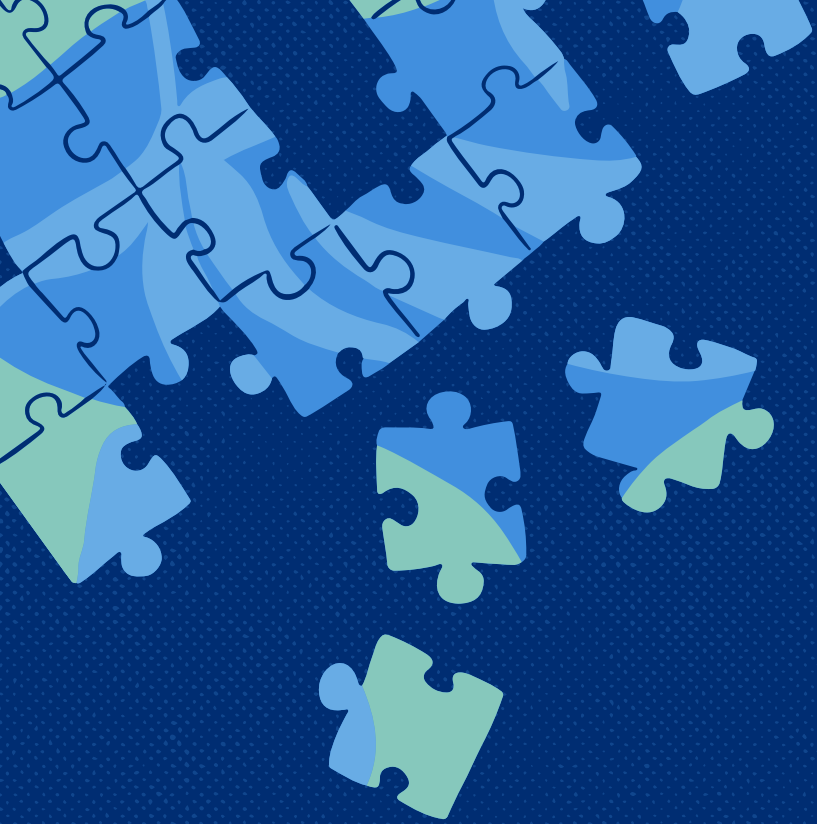
**With profound gratitude and admiration, we dedicate the  
Institute Strategy to William H. Gates Sr.**

*A pillar of wisdom and compassion, Mr. Gates Sr. believed in the vision for the Bill & Melinda Gates Institute for Population and Reproductive Health and invested to turn that vision into reality.*

*This transformative gift enabled the Institute to engage in groundbreaking research, lead innovative programs, and make “positive disruptions” to increase family planning access and improve reproductive health for women and men, communities and countries across the world.*



**William H. Gates Sr. Institute  
for Population and Reproductive Health**  
Department of Population, Family and Reproductive Health



# W. H. GATES INSTITUTE VISION

2023 - 2030

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**William H. Gates Sr. Institute  
for Population and Reproductive Health**

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