



BRinging Information to **D**ecisionmakers
for **G**lobal **E**ffectiveness

FINAL REPORT

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BRIDGE END-OF-PROJECT REPORT

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EXECUTIVE SUMMARY

From 2003 to 2010, the Population Reference Bureau (PRB) carried out BRIDGE (**BR**inging **I**nformation to **D**ecisionmakers for **G**lobal **E**ffectiveness), funded by the Office of Population and Reproductive Health of the United States Agency for International Development's Global Health Bureau. The objective of the project was to improve the environment for evidence-based health, population, and nutrition (HPN) policies and programs. The project achieved this goal through the following activities:

- Production of 240 information products in different formats, languages, and on a variety of topics, and direct dissemination of 470,000 print copies of those materials to policy audience worldwide, including policymakers, their technical advisors, opinion leaders, program managers, civil society and nongovernmental organizations, and the media.
- Innovative approaches to enhance the capacity of developing-country journalists through seminars, study tours, mentoring, and fostering regional and global networks of journalists—leading to more than 2,000 news stories on family planning and reproductive health seen or read by millions around the world.
- Training and technical assistance to more than 500 members of the public, nongovernmental, and educational sectors on how to communicate research and use research findings in policy and program decisionmaking.
- Collaborative efforts with other groups and partner organizations around the world to strengthen their policy communication skills and develop evidence-based materials that support advocacy for reproductive health, environment, and gender issues.

These efforts increased the use of research in population and health decisionmaking at the national, regional, and international levels. For example:

- News stories in Senegal and Tanzania on insufficient public sector expenditures for contraceptives contributed to national treasuries either increasing available funds or releasing allocated funds, and increasing the availability of contraceptives in public sector facilities.
- Following training on policy communication, participants successfully advocated for legislative changes on female genital mutilation/cutting in Nigeria and gender-based violence in Pakistan.
- Publications served as background for speeches made by the President's Office of the Philippines, in monitoring HIV/AIDS epidemics at the country level, and as critical background material to all participants of the 2009 International Family Planning Conference.

Through BRIDGE, more than 1,000 gender champions around the world received access to new opportunities and sources of information; at the same time, through seminars and other opportunities to share information, BRIDGE has advanced a greater awareness of the roles that gender can play in improving reproductive health outcomes as well as contributing to socioeconomic development. BRIDGE's commitment to population, health, and environment has

also increased global awareness about the role of rapid population growth in the degradation of natural resources, climate, and community well-being. Our work in East Africa, in particular, has fostered the development of national networks that take ownership of local environment issues and effectively reach decisionmakers with information and recommendations for action.

BRIDGE supported a number of USAID initiatives that improve the policy environment for family planning and reproductive health. As part of the repositioning family planning effort, BRIDGE has built the capacity of champions in Africa to be more effective advocates and communicators of information. Project publications have also supported the effort by highlighting the health and economic benefits of investing in family planning. Our media work provided journalists with first-hand experience in how services are provided—so that their work could also support repositioning efforts. BRIDGE publications and media work also contributed to contraceptive security and poverty/equity priorities within USAID.

BRIDGE strategies and activities played a critical role in improving the policy environment for population and health issues. There is a constant need to reach policy audiences with information about these issues—providing them with successes to draw on and guidance about how to move forward. Using different communications channels, BRIDGE reached policy audiences with congruent messages that advance the policy environment for family planning and reproductive health. BRIDGE's focus on publications, a well trained media, and strengthened capacity of local advocates and researchers mutually reinforce the project's goal of improved health, population, and nutrition policies and programs and USAID's commitment to voluntary family planning programs worldwide.

Continuing demand for policy communication activities has led USAID to support a new project—IDEA (Informing **DE**cisionmakers to Act). PRB is pleased to continue working with USAID under this new program, and will draw on lessons learned from BRIDGE and incorporate new approaches—especially enhanced use of electronic communications and multimedia presentations—to increase support among decisionmakers for effective health and population policies and programs.

INTRODUCTION

The BRIDGE Project (**BR**inging **I**nformation to **D**ecisionmakers for **G**lobal **E**ffectiveness) was awarded on September 27, 2003, by the U.S. Agency for International Development (USAID) to the Population Reference Bureau (PRB) under cooperative agreement GPO-A-00-03-00004-00. Initially, BRIDGE was a five-year award that built on activities previously funded under a series of cooperative agreements between USAID and PRB. In June 2007, the BRIDGE project was extended to September 30, 2010. The budget for the seven-year project was \$16,017,477; PRB provided an additional match of \$7.7 million, of which only \$1.525 million was required.

The BRIDGE project’s strategic objective was to improve the environment for evidence-based health, population, and nutrition (HPN) policies and programs. Underpinning the strategic objective are the project’s three intermediate results (IRs):

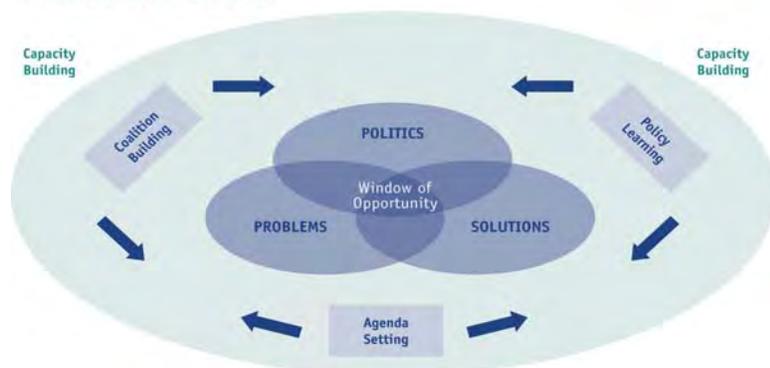
1. Effective dissemination of HPN information to priority policy audiences supported.
2. Quantity and quality of news coverage of key HPN issues enhanced.
3. Individual and institutional capacity to disseminate policy-relevant HPN data and information strengthened.

This final report summarizes the technical approaches and achievements of the BRIDGE project over this seven-year period. It provides examples of how the project achieved its strategic objective and its intermediate results. In addition, this report highlights focal areas in which BRIDGE has worked, especially gender; population, health, and environment (PHE); repositioning family planning; and youth. The report draws on the project’s monitoring and evaluation database, annual reports, trip reports, 2006 management review, 2009 external evaluation, and self-assessment prepared for the evaluation.

The BRIDGE Project’s Theoretical Approach

Policy decisions in the health arena are often not based on the best available scientific evidence. To rectify this, PRB adapted a theoretical framework for how policy decisions come about and how they can be influenced in an empirically sound manner by making policy-relevant information accessible to those who need it. We view the policy process as a nonlinear, complex interaction of three spheres: problem identification, articulation of viable solutions, and agreement on solutions within the political environment (see Figure 1).

FIGURE 1
THEORETICAL FRAMEWORK



With thoughtful planning and preparation, problems, solutions and politics can be brought together, creating a window of opportunity for policy change. The BRIDGE project creates

opportunities for change through three types of activities: 1) getting issues on the policy agenda; 2) building coalitions to advocate for change; and 3) facilitating policy learning through a variety of channels, including print and online publications, face-to-face communication, and virtual forums. We have learned that working simultaneously on these three spheres of influence increases the likelihood that policy decisions will be evidence-based. Furthermore, our experience shows that building coalitions and involving local partners in agenda-setting and knowledge sharing builds capacity (the outer realm of Figure 1) for sustainable change.

GETTING AN ISSUE ON THE POLICY AGENDA

Getting the attention of busy policymakers on the need for policy action requires a multifaceted approach involving information gathering and analysis, collaboration, and effective communication with policymakers. Key factors that contribute to successful agenda setting include involving policy champions, organizing or building information-sharing activities around events that focus attention on the issue, and presenting policymakers with feasible policy options.

As noted in the 2009 assessment of the BRIDGE project, to focus attention on a problem and get it on the policy agenda:

“BRIDGE staff gather, review and synthesize knowledge to identify critical problems, knowledge gaps and policy solutions. They collaborate closely with data producers, research organizations and policy projects...Including alumni of the Policy Communications Fellow Program and Policy Communications Training seminars. BRIDGE staff...stay informed of critical issues, identify opportunities for exchange and collaboration and identify information that decision-makers need. Critical issues that BRIDGE has helped to put on the FP/RH [family planning /reproductive health] policy agenda include gender, FGM/C [female genital mutilation/cutting], PHE, repositioning FP, contraceptive security, youth and poverty and equity.”¹

BUILDING COALITIONS TO ADVOCATE FOR CHANGE

No single organization on its own can sustain widespread interest in an issue over time. BRIDGE staff have worked collaboratively with partners on a range of FP/RH issues, both within the United States and in our developing country work. The communities of practice that have been built to address gender and PHE issues, in particular, are vibrant because of the role that BRIDGE staff have played in nurturing these relationships and commitments.

“BRIDGE builds and supports networks of FP/RH champions around the world. It coordinates and supports the IGWG, a network of professionals working to ensure that FP/RH programs address gender issues...BRIDGE staff participate in technical meetings, and professional groups...frequently taking leadership positions. Currently BRIDGE and PATH co-chair the GBV [gender-based violence] subcommittee of the IGWG [Interagency Gender Working

¹ Joanne Bennett Jeffers, Sandra Jordan, and Maura Graff, *Assessment of the BRIDGE Project, December 2009* (Washington, DC: Global Health Technical Assistance Project, 2009).

Group]. Staff also network with the international donor, academic and research communities.”
2009 External Assessment of the BRIDGE project

FACILITATING POLICY LEARNING THROUGH A VARIETY OF CHANNELS

Accompanying the agenda-setting and coalition-building activities is the provision of credible, objective information to promote and support policy change. BRIDGE publications and work with the media are critical to reaching decisionmakers with information to support policy and program change. Our use of current research, examples from the field, and recommendations—packaged in easy-to-use formats—advances policy learning and, ultimately, policy change.

IMPROVING THE POLICY ENVIRONMENT FOR FAMILY PLANNING AND REPRODUCTIVE HEALTH: APPROACHES AND ACHIEVEMENTS

BRIDGE Strategic Objective and Evidence of Impact

The BRIDGE Project’s strategic objective—to contribute to improved health, population, and nutrition policies and programs through effective policy-learning activities—was designed to support the USAID’s Office of Population and Reproductive Health Strategic Objective 1: *Advance and support voluntary family planning and reproductive health programs worldwide.* To this end, BRIDGE activities are designed to reach policy audiences with key information to advance more effective policies and programs. Indicators for tracking BRIDGE’s strategic objective are: evidence of use for policy learning, and evidence that HPN issues have gained the attention of policymakers.

Capturing the BRIDGE project’s contribution to improved policies and programs required collecting qualitative evidence on how BRIDGE materials, data, information, and improved capacities were used by advocates, practitioners, and decisionmakers, and how they influenced changes in policies and programs. This evidence included: use of BRIDGE-disseminated information in speeches or policy presentations; use of data and policy language for the development of national policies or plans; use of information for designing or redesigning reproductive health policies and programs; use of policy advocacy materials by other groups; and evidence that BRIDGE media coverage contributed to policy or program change.

The challenges of measuring policy change and attributing it to any single effort, project, or activity are well known. Nonetheless, the success stories collected from partners across the world over the seven years of BRIDGE largely speak for themselves. As noted in the 2009 external assessment, “While it is difficult to directly link the work of BRIDGE with specific policy reforms, there is no doubt that it makes an important contribution to an enabling environment that fosters informed policy making.”

Below are illustrative examples of how BRIDGE has achieved its strategic objective and contributed to improved health, population, and nutrition policies and programs.

POLICY INFLUENCE

- In Uganda, a series in *The Monitor*—a Kampala-based newspaper—by a PRB-trained journalist on deteriorating hospital conditions prompted the government to seek a loan from the World Bank. Shortly thereafter, the World Bank announced a \$130 million loan to improve health infrastructure on the condition that Uganda make maternal health a priority.
- In Pakistan, an alumna from a gender-based violence (GBV) workshop successfully used advocacy skills to lobby parliament to approve a new “National Plan for Child Rights.”

- In Nigeria, the Enugu State House Assembly legislated against the practice of FGM/C, prompted by information and advocacy on the part of PRB policy communication seminar participant Edith Nwamguma.
- Tanzanian reporters who used their PRB training to profile shortages in family planning supplies won credit for helping to persuade the government to double the contraceptive budget.

PROGRAM INFLUENCE

- In Tanzania, the Institute of Resource Assessment at the University of Dar es Salaam introduced a new master's degree program, building on modules from PRB's policy communication training in PHE.
- In Thailand, a pilot course to train medical students to screen and counsel GBV patients was developed due to efforts of GBV workshop participant Dr. Danukrit Kalapakorn.
- In Kenya, BRIDGE institutional strengthening activities helped revitalize the once-struggling government institution, the National Coordinating Agency for Population and Development, enabling it to become semi-autonomous and to shift its focus to policy-level advocacy on repositioning family planning, PHE, gender, and poverty and health equity.
- A PRB Women's Edition journalist and special correspondent for *Frontline*, India, described the impact of her influential cover story on child brides: "Following the story, the State government has set up awareness-generation campaigns and health units in the villages of districts known for child marriage and has also set up mobile health units in these areas and posted women doctors. Several NGOs have been provided grants to create awareness about the problems of early marriage. The government has also initiated a new programme that provides free education for children up to the college level [to] raise the age at marriage for girls. The government campaign, according to local reports, is yielding results."

GETTING THE ATTENTION OF POLICYMAKERS

- The policy brief, *Breaking New Ground in the Philippines: Opportunities to Improve Human and Environmental Well-Being*, was used for an opening address delivered by the Philippines President's Office and for subsequent press reports.
- Following a U.S. Capitol Hill briefing on FGM/C, the office of Representative Eliot Engel (D-NY) called PRB to ask what he could do to help.
- Following a BRIDGE seminar to report results of a study on maternal health services in Kenya, the Permanent Secretary of the Ministry of Planning remarked that the seminar helped him realize the magnitude of the issues and resource needs.
- PRB trained journalists in Women's Edition frequently make briefings to ministers and other policymakers as a result of their FP/RH stories.

PUBLICATION IMPACT

- In Cambodia, the Ministry of Planning said: “The data sheet is used to improve the analytical capacity of the national institution responsible for assessing and monitoring HIV/AIDS programs.”
- *Designing Health & Population Programs to Reach the Poor* was distributed to World Bank health sector staff. Subsequently, the World Bank’s Manila office requested 200 copies to disseminate to the Bank’s Knowledge Development Centers and Health, Nutrition, and Population (HNP) development partners, the Department of Health, the Philippine Health Insurance Corporation, and to use as background material for the Bank’s local flagship course on HNP. The report was also shared with delegations from 10 countries at the annual East, Central, and Southern African Community Health Ministers’ Conference in Dar es Salaam, Tanzania, in March 2007.

PRB has received innumerable comments from users of our BRIDGE publications. Below are a few examples:

- Professor, University of Zimbabwe Medical School, Harare: “I am a specialist ob/gyn — I teach contraception and family planning. These publications are a mine of information for teachers in tertiary institutions. We use them for medical students.”
- Director of the Myanmar Save the Children Field Office: [We use *The Wealth Gap in Health* data sheet], “in designing health programs focusing on marginalized populations [and] as references during our community mobilization training workshops in order to validate our strategy of focusing on marginalized groups.”
- Director, Household Statistics, National Statistics Office, Manila: “These data [data sheet] are very informative and we use these in our dissemination and lecture series.”
- Director, National Council of Women of Kenya, Nairobi: “Demographic data is very scarce in our working environment and [as a women’s association] we need it to assist us when dealing with factors like fertility and mortality...Policymakers need our...data on population [which includes] need of each cohort itemized for proper planning of the meager resources.”
- Director, World Wildlife Fund Population and Environment Program, in ordering 200 copies of *Critical Links: Population, Health, and the Environment*: “We work in many areas where high fertility rates are causing populations to exceed the carrying capacity of their natural resources. Yet many of our staff come from conservation, forestry and wildlife backgrounds, see the problems on the ground, but don’t always understand the root causes or the indirect effects. They may not be foreseeing future effects either. This publication is great in that it covers population issues comprehensively, and clearly explains the links to the environment.”

BRIDGE’s three programmatic areas—publications, media, and capacity building—reflect the project’s IRs. Each IR is measured by indicators in the project’s results framework and management plan (see Appendix 1). The following sections describe the work carried out under the three IRs and explain why the programmatic areas are important to advancing FP/RH policies and programs. Each section describes BRIDGE approaches and programs, gives evidence that

BRIDGE work had an impact, and includes a “Case in Point” describing in more detail how particular results were achieved.

Intermediate Result 1. Effective Dissemination of HPN Information to Priority Policy Audiences Supported

BRIDGE focused attention and resources on developing and disseminating HPN information to policy audiences and exceeded IR1 targets, as summarized below:

- Created 240 information products in different formats, languages, and on a variety of topics (target: 150 products).
- Disseminated 471,000 print copies of BRIDGE information products in initial mailings, with 1.56 million additional copies of these products distributed or downloaded (target: 50 percent of initial print mailing, or 235,000).
- Maintained a print dissemination list of 17,700 recipients (target: 16,000 individuals).
- 91 percent of respondents to “bounce-back” questionnaires indicated that the products are relevant to their work (target: 80 percent).

WHY DISSEMINATION OF HPN INFORMATION MATTERS

Getting the right information to the right people at the right time is a cornerstone of BRIDGE’s effectiveness in reaching policy audiences. Given the wealth of population and health literature and scientific papers from which to draw, BRIDGE staff must prioritize the information most relevant to the needs of busy policymakers, advocates, and educators. We focus on information that advances global health—especially related to reproductive health, gender, and the links between population growth, health, and the environment.

Over its seven-year duration, BRIDGE analyzed the most current and relevant data in the HPN field, synthesized the work of researchers around the world, and created compelling publications. Our publications are an important component of agenda setting and policy learning. When credible, timely, and policy-relevant information products—print and electronic—reach policy audiences, they are better able to understand, defend, and advocate for evidence-based policy actions. In addition to producing print publications in a variety of formats, BRIDGE used a variety of dissemination strategies, including “PRB Discuss Online,” podcasts, webcasts, web articles, blogs, press releases, and seminars and briefings.

EVIDENCE OF IMPACT

Recipients of BRIDGE materials frequently send us comments about how the publications will be used to advance FP/RH issues in countries around the world. The following quotes provide insights into how BRIDGE materials support policy and advocacy efforts, contribute to program development, and serve as resource materials. Most of the print copies of BRIDGE publications were viewed by multiple users. BRIDGE publications were also viewed and downloaded well over a million times.

Policy and Advocacy Efforts

- “The data provided [in the *World Population Data Sheet*] are very useful in the outreach I do to the U.S. Congress and the general public. I frequently cite the data sheet in policy memos, proposal, and presentations.” *National Audubon Society*
- “It [chartbook on *Improving the RH of Sub-Saharan Africa’s Youth*] has been incredibly useful to have consolidated, reliable data that helps show both the progress and the gaps as it relates to young people and the MDGs. In particular having country comparisons is useful as Pathfinder works in most of the countries listed. As you are aware Pathfinder is leading the 3 Billion Reasons Campaign which advocates for increased commitment and funding for AYSRH [adolescent and youth sexual and reproductive health] and your report has been instrumental as background to help frame our arguments.” *Gwyn Hainesworth, Pathfinder, Boston*
- “We will distribute [the *World Population Data Sheet*] to groups studying population, the National Assembly, and the Senate [in France]; and share with our African partners (parliamentarians, NGOs, and the media).” *Equilibres & Populations, Paris*
- “Will share this publication [policy brief on *Supporting the Integration of Family Planning and HIV Services*] with permanent secretaries in relevant government ministries...Use for advocacy for programme support.” *Director, National AIDS Control Council, Kenya*

Program Planning

- “It [policy brief on *Investing in Youth for National Development*] will be used to help our thinking around new programme design for youth in Cambodia...we will draw on this brief to advocate for youth friendly sexual, reproductive health services and to support the reality of the changing needs of youth.” *Country Director, CARE International, Cambodia*
- “Considering the importance of family planning in the strategy to reduce maternal mortality, for Paraguay, this [policy brief on *Expanding Contraceptive Choices: Five Promising Innovations*] is very useful.” *WHO, Paraguay*

Resource Material to Support Research and Planning Efforts

- “According to your document [data sheet on *Population and Economic Development Linkages*], it is certain that there exists a correlation between nonuse of family planning and poverty. We will use this in the development of projects since it would be completely necessary to know the population growth and its evolution in the short and medium term.” *National Assembly of Chad*
- “The Foundation works with local NGOs and CBOs expanding FP/RH services with a special focus on youth. These reference materials [data sheet on *Family Planning Worldwide 2008*] will be used for the purpose of advocacy and evidence-based decisions for reproductive health issues.” *The David and Lucile Packard Foundation, Ethiopia*
- “When I received your *Contraceptive Security Toolkit* I knew immediately it was a keeper. I put it in the folder entitled ‘valuable materials—Keep’. You’ve developed a

terrific set of materials that considerably demystify and explain this topic. Congratulations on a job excellently done.” *Director, Hewlett Foundation, USA*

- “Not a week goes by that I don’t pull out/draw upon the wall chart [WPDS]—at least every other day.” *Director, Bill and Melinda Gates Institute for Population and Reproductive Health, USA*

WHAT MAKES BRIDGE INFORMATION PRODUCTS USEFUL

Timely and Accurate Information

To make informed decisions about health and population issues, policymakers need timely and accurate information about key indicators for their own countries and regions. Advocates and opinion leaders want evidence that helps support their positions for changes in health policies and priorities. Journalists who want to incorporate data into their stories need it to be understandable and easy to use. Policymakers often suffer from information overload, but BRIDGE supports sound decisionmaking by focusing on the most policy-relevant information on health, population, the environment, gender, and equity.

Distinct Formats for Diverse Audiences

PRB’s publications are logical, concise, and produced in formats tailored to meet the needs of particular audiences. The formats described below appeal to the need for both data-rich and interpretive materials among developing country audiences, the international development community, and global media. Data sheets provide policymakers and advocates with a wealth of comparative data on global or regional population, health, and environment issues. Policy briefs intended for policymakers and advocates, for example, summarize the relevant data and policy implications, cite models or promising practices, and recommend policy actions. Reports and chartbooks present data in easy-to-understand formats for nontechnical audiences. Appendix 6 provides the titles of all publications produced under the BRIDGE project, the languages in which they were produced, and the number of print and electronic copies disseminated.

Data Sheets. *The World Population Data Sheet (WPDS)*, published annually since 1962, remains PRB’s most widely recognized publication, with nearly 800,000 copies disseminated in print and electronically over the past five years. The *WPDS* responds to the global demand for a tool that summarizes critical health and population indicators for each country and major region of the world. To provide additional data on specialized topics, BRIDGE also has produced a range of other data sheets including *Women of Our World*, *FGM Data and Trends*, *The World’s Youth*, *Family Planning Worldwide*, *Kenya AIDS Indicators Survey Datasheet*, and *Population and Economic Development*.

Policy Briefs. BRIDGE produced dozens of policy briefs to inform decisionmakers and the general public about important matters and trends related to reproductive health, gender, and PHE. In a 4-to-6 page format, each policy brief provides an overview of the issue, summarizing new research and programmatic findings and offering clear, evidence-based recommendations.

Reports, Toolkits, and Guides. Longer reports (generally 20 to 40 pages) provide greater depth on key FP/RH issues. In addition to PRB's *Population Bulletin* that accompanies the annual *World Population Data Sheet*, BRIDGE published a number of reports on key issues, including: *Family Planning Saves Lives*; *Gender Perspectives Improve Reproductive Health Outcomes: New Evidence*; and *Designing Health and Population Programs to Reach the Poor*. BRIDGE reports provide a comprehensive view of the topic of choice, highlight successes from the field, and offer conclusions that assist users in taking next steps.

Toolkits provide busy policymakers and advocates with ready access to all the information they need to advance the policy dialogue on a particular topic. For example, the *Contraceptive Security Toolkit* and *Repositioning Family Planning: Guidelines for Advocacy Action* include policy briefs on specific topics that fit into a larger framework to give policy audiences a comprehensive but easy-to-understand overview of complex issues. The repositioning toolkit included nine briefs and a CD-ROM; the contraceptive security toolkit included seven briefs.

Other BRIDGE publication formats include chartbooks and media guides. *Improving the Reproductive Health of Sub-Saharan Africa's Youth: A Route to Achieve the Millennium Development Goals* presents demographic and health survey (DHS) data from 15 countries to make the case for investing in youth as a critical strategy to achieving the MDGs. *A Journalist's Guide to Sexual and Reproductive Health in East Africa* is a reference guide designed to give journalists the basic facts and data on eight reproductive health priority issues in the region.

Country-Specific Publications. Briefs and data sheets focused on country-specific health and population needs provide national stakeholders with the tools they need to advocate for and support policy change. Briefs on the status of population, health, and environment in Uganda, Kenya, Ethiopia, Rwanda, and Tanzania give local stakeholders an evidence-based advocacy tool that takes a more integrated approach to development. To help garner greater political commitment to health and population issues in Kenya, BRIDGE worked with the National Coordinating Agency on Population and Development (NCAPD) on policy briefs based on data from the 2008/9 Kenya DHS. BRIDGE also provided technical support for the development of national and regional data sheets on findings from the Kenya AIDS Impact Survey, and for widely disseminating these findings.

Graphics Bank. PRB maintains a Graphics Bank of easy-to-read graphs and charts for the benefit of teachers, students, and policymakers. In recent years, two sections of the Graphics Bank—Family Planning and Poverty/Equity—were revised and expanded to include slides using the most recent DHS data.

DISSEMINATION AND ELECTRONIC OUTREACH STRATEGIES

In an increasingly electronic information age, many policymakers—especially in developing countries—still require or prefer printed materials. To effectively meet the needs of our diverse audiences, BRIDGE publications are issued in multiple print and electronic formats of different lengths and complexities. They are synthesized and disseminated to the media, and distributed at conferences and seminars. Electronic links to publications are announced on listservs and on interactive websites.

Print Dissemination

PRB maintains a robust list of more than 17,000 recipients for its print materials. (See Appendix 5 for more information on the dissemination audiences.) The greatest concentration of recipients is in USAID-supported countries, with more than 67 percent in the priority focus countries. Developing country users with limited or no electronic access continue to stress the need for hard copies of our publications, and PRB continues to fill this need. After the initial mailing, PRB fulfills requests for hard copies of our BRIDGE publications. Table 1 below shows the 10 publications for which we have received the most requests for hard copies after the initial distribution.

Table 1: Most Requested Publications Under BRIDGE After Initial Dissemination

Title of BRIDGE publication	Quantity
2005 World Population Data Sheet	7,245
2006 World Population Data Sheet	5,828
2009 World Population Data Sheet	5,601
How HIV and AIDS Affect Populations (brief)	5,323
The World's Youth 2006 Data Sheet	4,010
Women of Our World 2005 Data Sheet	3,481
Taking Stock of Women's Progress (brief)	3,288
Youth in a Global World (brief)	3,268
Family Planning Worldwide 2008 Data Sheet	2,968
Population & Economic Development Linkages 2007 Data Sheet	2,844

International Conferences

BRIDGE also takes advantage of dissemination opportunities at international conferences. The annual meetings of the Global Health Council and the Population Association of America provide a venue for large-scale dissemination of BRIDGE publications. The PRB conference booth, featuring a multimedia presentation on reproductive health, is well-visited, distributing thousands of reports, policy briefs, data sheets and other materials over the course of a conference. BRIDGE also supported dissemination efforts as part of the International Family Planning Conference in Uganda and the PHE Conference in Ethiopia. During the International Family Planning Conference in Uganda in 2009 for example, PRB distributed 4,500 copies of BRIDGE print materials, including *Family Planning Saves Lives, 4th edition*, which was part of the official information packet provided to more than 1,200 participants. We also distributed 600 copies of a CD-ROM that contained 150 PRB publications in English, French, Spanish, and Arabic. BRIDGE was able to leverage PRB resources to reach additional audiences attending the Women Deliver conferences in London, 2007, and in Washington D.C., 2010; the Union of African Population Studies in Tanzania in 2007; and the 2009 International Union for the Scientific Study of Population meeting in Morocco.

Electronic Dissemination

In response to increased demand for electronic information, PRB has increased its electronic outreach. Since September 2007 PRB's website has had 3.46 million unique visitors who have viewed 13.6 million pages of content online. BRIDGE materials were viewed by at least 1 million visitors to PRB's website each year. BRIDGE publications are downloaded approximately 1,400 times per day by visitors who continually access PRB's information. Over the BRIDGE project life, individuals from 213 countries have downloaded nearly 1,600,000 copies of our materials.

Electronic Outreach

Discuss Online. Discuss Online events are a unique PRB electronic forum to enable people from all over the world to participate in real-time discussions. These discussions feature one or more experts responding to questions on a particular topic, providing them an opportunity for interactive dialogue on publications, issues and events. PRB frequently features a Discuss Online as part of a dissemination strategy when new publications are released. Although held in real time, transcripts of the discussions continue to be viewed long after the event has concluded. For example, a transcript of the questions and answers for a Discuss Online featuring one of the original authors of the paper on which the policy brief *Family Planning and Economic Well-Being: New Evidence From Bangladesh* was based, has been viewed nearly 2,000 times since it aired in January 2010. (See Appendix 2 for titles of Discuss Online sessions.)

Web Articles and Blog Posts. Increasingly, BRIDGE topics are also covered in webarticles and blogs. As shown in Appendix 3, BRIDGE staff have posted 33 blogs on BRIDGE topics in 2009-2010, often in response to events, issues in the news, and PRB publications. During BRIDGE, PRB also published 171 web articles on BRIDGE topics written or edited by BRIDGE staff (see Appendix 4).

CASE IN POINT: THE WORLD POPULATION DATA SHEET

Policymakers around the world have come to rely on PRB's annual *World Population Data Sheet* (WPDS). For nearly 50 years, this carefully researched and information-packed wallchart has provided an annual snapshot of major global population and health indicators. The yearly launch and press briefing generate global media attention, ranging from the *Wall Street Journal* and Voice of America television to articles in prominent newspapers in countries around the world. Over time, the WPDS has provided an historical record of indicators that are essential for tracking progress in population and health, and identifying plateaus and lingering trouble spots in countries and regions where fertility, mortality, and rate of population growth remain high and where income and contraceptive use remain low.

The WPDS is a reliable and trusted source of information the world over. Nearly 800,000 copies have been downloaded or distributed in hard copy to users over the past five years (see Table 2). BRIDGE staff are continuously engaged in WPDS production and dissemination. No sooner has the current WPDS been translated into French and Spanish than data collection begins for the next year's datasheet.

Table 2: Distributions and Downloads of World Population Data Sheets, 2006-2010

Year	Data Sheets Distributed	Data Sheets Downloaded
2006	23,405	140,815
2007	22,628	181,160
2008	22,367	159,399
2009	23,598	166,344
2010	12,061	19,830 (as of 9/30/2010)
Totals, 2006-2010	104,059	667,548

Responses to our bounce-back questionnaires included with the mailed copies of the *WPDS* indicate that government officials, as well as advocates, research and international organizations, donors, students, and NGOs depend on this annual update, both in the United States and in more than 100 countries around the world. As many as 75 percent of respondents say they use the data sheet in writing reports and speeches and as a reference in daily work, while 60 percent or more use it for research. Many college presidents, academic deans, professors, and librarians have informed us about the importance of the data sheet to their work, and have even reported how the information has influenced course content:

- “Segmentation process in marketing research usually did not take account of the population growth or decline for specific age categories; by using the graphics of the population pyramid, it could be illustrated and roughly predicted [how] the market [will] grow or shrink [over what] period, which is useful for analyzing market sustainability.” *Dean, Petra Christian University Faculty of Economics, Surabaya, Indonesia*
- “Comprehensive updated data that can be used for dialogue and influencing local policies. [It is] information that we have incorporated into our advocacy papers and [for] providing background.” *Agency for Cooperation and Research in Development (ACORD) Mwanza, Tanzania*
- “Useful information for country planning and a tool for research. The country is in the process of reviewing the health policy framework and this information will be very useful.” *Director of Medical Services, Ministry of Medical Services, Nairobi*
- “Population Welfare Department launches training workshops for ulamas, opinion leaders and other stakeholders through district managers. Also the advocacy activities are conducted in the district at school and college level, so this wall chart is very useful.” *Population Welfare Department, Hazara Region, Pakistan*

Over time, the *WPDS* has been adapted to include the pressing issues of the day, such as the percent of the population infected with HIV, the percent of the population living on less than \$2 per day, and the metric tonnage of CO₂ that is emitted into the atmosphere per capita. Since the MDGs were launched in 2000, these data have kept the *WPDS* relevant to agencies and individuals tracking progress on the MDGs.

The 2010 World Population Data Sheet

In July 2010, PRB released the *2010 World Population Data Sheet* at a press briefing at the National Press Club in Washington, D.C. This year’s presenters included Jay Gribble, Vice

President of International Programs and Director of the BRIDGE project. A webcast of the press briefing is available at www.prb.org/Journalists/Webcasts/2010/2010wpds-webcast.aspx.

The theme was: “Fewer and Fewer Workers to Support an Aging Population.” The data sheet story was especially popular in media outlets in Europe because of the focus on aging. The 2010 datasheet received widespread press coverage including in the *New York Times*, *Irish Times*, *Belfast Telegraph*, *The London Mirror*, Sydney (Australia) *Morning Herald*, *Asian News International*, *London Daily Telegraph*, *London Daily Mail*, *The Express* (Scotland), *The Herald* (Scotland), *Hindustan Times*, *International Herald Tribune*, Voice of America News, Philippines News Agency, Agence France Presse, *San Jose Mercury News*, *Africa News*, *Business Day* (South Africa), Reuters Africa, *Straights Times* (Philippines), ITAR-TASS (Russia), Jamaica *Observer*, *Telegraph* (U.K.), and *Dallas Morning News*. In Uganda, the 2010 WPDS informed articles and editorials in the *New Vision* on the country’s youthful population and on how the high fertility rate will affect educational progress. In Bangladesh’s *Financial Express*, the data sheet was cited in an article pointing out the importance of accurate population projections to creating social policies, including helping the government procure the necessary contraceptives.

Intermediate Result 2. Quantity and Quality of News Coverage of Key HPN Issues Enhanced

PRB has long recognized the importance of the media in raising public awareness of health and population issues, and has worked for nearly two decades to educate and mobilize the media to support policy reform. Under IR2, BRIDGE enhanced media coverage of FP/RH and population issues so that they received more accurate and broader media attention. The project exceeded IR2 targets, as summarized below:

- Held 68 seminars and training events (target: 40).
- Trained 428 journalists (target: 210).
- BRIDGE-trained journalists produced 2,091 news stories (target: 2,000).

Through its global Women’s Edition network, BRIDGE continued to expand its cadre of influential editors, reporters, and producers who provided high-profile coverage of issues critical to improved women’s health and gender equity. In addition, BRIDGE built networks of journalists in East and West Africa to sustain their capacity and enable them to share their experiences and ideas, sponsored reporters to cover regional and international conferences, and provided online and print resources to enable journalists to produce accurate, compelling stories.

WHY WORKING WITH THE MEDIA MATTERS

Policymakers rarely fully understand the health and development benefits of FP/RH programs and the need to invest in keeping these programs operating efficiently. The media can play a vital role in bringing these critical issues to the attention of policymakers and the public, but print and broadcast journalists often know little about key reproductive health issues. They have few opportunities to see challenges facing poor women living in rural areas, or to share ideas for stories and obtain critical feedback that can improve their stories.

BRIDGE has capitalized on a growing media presence in developing countries to bring broader attention to reproductive health and related issues. By working with a small group of journalists and building their capacity to understand FP/RH issues, BRIDGE has contributed to increasing the visibility of health and population concerns in many countries around the world.

EVIDENCE OF IMPACT

BRIDGE-trained journalists produced stories that reached policy audiences, informing them with key information to take action. Our efforts have helped propel FP/RH from being covered principally on the women's page to becoming a newsworthy topic that is relevant to national development. Our work with the media also provides the general public with information it needs to know to make informed decisions. A few examples below illustrate the impact that BRIDGE media training has made on the FP/RH environment:

- Tanzanian reporters who used their PRB training to profile shortages in family planning supplies won credit for helping to persuade the government to double the contraceptive budget.
- After a West African study tour, a journalist in Senegal investigated and reported on the government's failure to fund contraception and was credited with unblocking a three-year delay.
- Following a Women's Edition study tour, a Malawian reporter's story about an innovative "one-stop" rape crisis center she visited in South Africa prompted the president's daughter to spearhead efforts to develop a similar comprehensive center in Malawi.
- Following a western Kenya study tour, journalists' stories about a gynecologist who performed vasectomies and underwent the procedure himself led to a significant increase in demand for the method.

In addition, journalists who received PRB training consistently report that they have become newsroom experts on population and reproductive health issues. Many received job promotions, further increasing their influence in their media house. For example, Nabusayi Linda Wanikoba from Uganda first attended BRIDGE-sponsored training when she was at the *Daily Monitor*; after that, she was one of the founders of *The Observer*, serving as features editor; Linda then went on to serve in the Vice President of Uganda's office and is now press secretary for the President of Uganda.

In addition, PRB-trained journalists won awards. In a competition run by organizers of the Fifth African Population Conference, our reporters won the top print and broadcast awards. Journalists also won prestigious fellowships—Kakaire Ayub Kirunda and Irene Nabusoba have both received Makerere University/CDC fellowships on HIV/AIDS, crediting their success to their PRB training. Similarly, Erik Kabendera from *The Citizen* in Tanzania recently received the United Nation's Dag Hammarskjold Fellowship. Overall, the journalists inform us that by participating in BRIDGE training activities, they are better prepared to report on FP/RH and gender issues, and are covering them both more often and in greater depth.

WHAT MAKES BRIDGE MEDIA TRAINING SUCCESSFUL

PRB has learned that the commitment of journalists to become champions of reproductive health can be built and sustained through participation in stimulating seminars and study tours, interaction with key health and human rights experts, and ongoing support.

- We focus on a core group of journalists, keep in regular and sustained communication with them, are responsive to the issues that they want to learn about, and help them see problems and solutions from a policy perspective.
- Journalists rely on a constant supply of news on which to build their stories. For population and FP/RH issues to remain on media radar screens, we continually feed them accurate information in easily accessible formats and provide online resources.
- PRB's web-based tools, including Datafinder and Graphics Bank, provide journalists with up-to-date statistical and policy-relevant information on individual countries and regions. PRB webcasts give journalists a better understanding of demographic and health topics, and they rely on the BRIDGE publication, *A Journalist's Guide to Sexual and Reproductive Health in East Africa* (2009), to access information and statistics on the complete range of reproductive health topics and for a glossary of sexual and reproductive health terminology.
- We organize country-level training activities where journalists can focus on their country's most pressing reproductive health issues. A series of stories in the national media that calls for improved policies can create the impetus that leads to change.
- Journalists benefit from site visits that give them a first-hand view of reproductive health facilities in rural and urban communities. By citing specific examples of poor reproductive health care, they can demand accountability from local and national policymakers.
- Journalists want feedback and follow up to improve their stories. During media workshops and seminars, we talk about making an impact through reporting. Afterward, we mentor participants by staying in touch with them using listservs and group e-mails. Members frequently send a story out on the listserv to the group, and the BRIDGE media director reads it and provides feedback.

BRIDGE MEDIA PROGRAMS

Women's Edition

Women's Edition is PRB's program to train elite women journalists from around the world to provide better coverage of FP/RH issues. Every two years, 12 to 15 participants are selected competitively from a growing number of applicants (now over 200 per year) who are working in priority countries. (See Appendix 7 for a list of Women's Edition journalists by country and position.) These journalists participate in seminars held in Washington, D.C., and other cities, often in conjunction with major international conferences such as Women Deliver in London. Outstanding members of Women's Edition are invited to serve as trainers for workshops in their countries or regions, thus building their skills as well as their stature within news organizations.

Women's Edition journalists are productive and influential. Although they represent less than 10 percent of the total number of journalists trained under BRIDGE, they were responsible for more

Testimonials from Women's Edition Alumni

"The biggest achievement in so far as this programme is concerned is that I have managed to train subordinates to write on health matters as they affect women and I am pleased that I have at least four reporters who I constantly brief on what matters to highlight...I can proudly say that I have managed to streamline gender issues, sexual and reproductive health, HIV and AIDS into the main paper. Gone are the days when health and women's issues were a once-a week affair." *Ropa Mapimhidze, Features Editor, The Herald, Zimbabwe*

"The training and experience that I have gotten from Women's Edition has significantly improved and changed my journalistic life. The wealth of resources and information that it has given me has raised the bar in my reporting as well as my desire and ability to make a change in some of the major issues that are affecting women. For example, the training that I got last year supplied me with so much information and challenged my thinking to more "out of the box" ideas, so I could come up with fresh and different story angles to tackle issues such as reproductive health and women with HIV/AIDS. As a result, I won two awards from the Pan American Health Organization. Both stories were done drawing on information provided by Women's Edition." *Indi Mclymont-Lafayette, Coordinator, All Woman, The Jamaica Observer, Jamaica*

"Some of these issues have been around but relegated to the back. My job has been to constantly pull them out of there and push it in the people's faces again until something...is done. This goes for domestic violence, girl child education, women and HIV/AIDS, etc. Today our country now has favorable laws that tackle all of these issues; even if challenges remain, new policies are in place. This has been a joint effort with other women in both the public and private sector with whom we complement our efforts. I'm now a consultant on the media and women's rights, health and on children for both government and the private sector." *Nabusayi Lindah Wamboka, features editor, The Weekly Observer, Uganda*

than a quarter (559) of the 2,091 media articles and programs produced by PRB-trained journalists in the last seven years. Women's Edition journalists produced many supplements, series of articles, and cover stories, which gave the issues they covered much more prominent play than a single story published inside the newspaper. Examples of their work include:

- Cover story with sidebars in India's *Frontline* magazine on child brides.
- Three-part, front-page series on post-abortion care in the *Philippine Daily Inquirer*.
- Two supplements on gender-based violence in Uganda's *Weekly Observer*.
- Four weekly cover stories on involving men in RH during August 2006 in Kenya's *Daily Nation's* weekly Living magazine.
- An eight-page supplement on RH in Tanzania's leading newspaper, *The Guardian*.
- A 20-minute documentary on family planning that aired on Uganda's national TV channel.
- Three pull-out supplements on RH issues, including one previewing the International Conference on Family Planning in November 2009 in Uganda's leading newspaper, *The New Vision*.

Many journalists have said that participating in Women's Edition has given them confidence and clout in their newsrooms, where they become the "go-to" persons for women's issues. They gain confidence and feel empowered with their newly acquired knowledge. Many received promotions for which they credited their Women's Edition training. A features editor from Zimbabwe became her newspaper's first female assistant editor; a features editor in Nigeria rose through the ranks to become her newspaper's managing editor. A Women's Edition columnist for the *Weekly Observer* in Uganda wrote to PRB, "You have raised my

professional profile [and] invested much more [in me] than you will ever know.”

A measure of the impact of our media work with Women’s Edition is a “before and after” comparison of RH/FP coverage. For example, we compared RH coverage in the *Daily Nation’s Living* magazine, Kenya’s leading circulation newspaper, before and after the magazine’s managing editor joined Women’s Edition. Twice as many RH-related stories were published in the second six-month period (30) than in the first period (14). Our analysis also showed a shift in content from predominantly HIV/AIDS stories in the first period (43 percent) to a more varied array of RH-related stories in the second period, when only 10 percent were HIV/AIDS stories.

Media Training in East and West Africa

BRIDGE’s support from the Africa Bureau for enabled the project to leverage resources for regional initiatives, including the training and support of networks of journalists and editors who cover FP/RH issues in USAID priority countries. Twenty-six training workshops were held with journalists and broadcast media in East Africa—12 in Kenya, seven in Tanzania, four in Uganda, and three in Malawi; 10 training activities were held for journalists in West Africa—two in Mali, six in Senegal, and two in Burkina Faso—on topics ranging from a broad focus on reproductive health to a more specific focus on gender-based violence, contraceptive security and sex trafficking. Study tours drawing attention to issues including poverty-equity, maternal health, and adolescent sexual and reproductive health were conducted for journalists from these seven countries. As documented in Appendix 8, East and West Africa became the epicenter of BRIDGE’s media training, as the reproductive health needs of the regions became a predominant concern.

Some of our media work was done in collaboration with other USAID-funded cooperating agencies (CAs). One example is our successful collaboration with DELIVER and Africa Consultants International (ACI) to conduct a contraceptive security media workshop in Senegal in 2004, which received support from the Africa Bureau. Each partner contributed different expertise and the synergy of the collaboration produced results that were far greater than the sum of the parts. In this case, BRIDGE contributed information on the current country needs and how to make the issues newsworthy; DELIVER brought information on the technical aspects of contraceptives (such as the contraceptive security index and SPARHCS); and ACI helped build working relationships among country journalists, technical experts, and parliamentarians.

PRB sent journalists to cover the 2004 International AIDS conference in Bangkok. In 2005, PRB introduced 20 journalists to key reproductive health issues at a workshop in Nairobi. Afterward, reporters remained to cover a Pan-African conference on reproductive health that drew more than 400 researchers, policymakers, and NGO representatives. The journalists filed dozens of stories immediately and well afterward.

Journalists themselves inform us on how their participation in BRIDGE-related activities influenced their media work. For example, a radio producer who attended a 2004 seminar for radio journalists in Senegal said she is now better able to explain AIDS, provides more specific reports, pushes the people that she interviews to delve further in the debate, and has increased the number of health personnel she has brought as guests on her show. A journalist from the Nairobi

training said: “*I now understand the importance of reproductive health to development.*” Award-winning journalists from our Africa workshops have attributed their success to PRB training.

Working With the Media in Haiti

BRIDGE also conducted a series of journalist training workshops in Haiti to help build capacity within the region for RH coverage. To lead the effort, we drew on journalists from Senegal who had been involved in *Pop’Mediafrique*, an Africa Bureau-funded project for editors-in-chief from Francophone West Africa that began in 1996.

We conducted five seminars between September 2006 and September 2008 that focused mainly on radio journalists. The effort trained approximately 60 journalists in different parts of the country. The first seminar focused on FP and GBV. The following year, we held two seminars in Cap Haitian and Cayes on FP/RH, focusing on community radio and building the capacity of radio journalists to explain FP/RH issues to local leaders. In January 2008, we held a seminar in Port-au-Prince for print, radio, and television journalists. The journalists who were most productive were invited to participate in a study tour to Senegal, where they interacted with leading radio and print journalists in the country.

Conferences With BRIDGE-Sponsored Journalists

To increase media coverage of important conferences and meetings, BRIDGE has sponsored the participation of skilled journalists to attend a number of conferences. Typically, we hold media training seminars in conjunction with the conference to sharpen the reporters’ understanding of the issues and expose them to relevant data. As noted in the “Case in Point” below, which describes journalists’ coverage of the meeting of Africa Union ministers in 2006, the presence of a critical mass of reporters not only promotes greater coverage, but their presence can also influence the dynamics of the conference itself as policymakers realize they will be held accountable in the press for their statements and the commitments they make. PRB has sponsored a total of 96 reporters to attend conferences during the BRIDGE project. As evidence that the participation of journalists promotes greater coverage of the conference in the media, the 21 journalists from 11 countries who were supported by BRIDGE to cover the International Family Planning Conference in Uganda filed 83 print, radio, and TV program/stories, bringing much needed coverage to this event. The conferences, locations, and number of BRIDGE-sponsored reporters are provided in Appendix 9.

Training Journalists in the Philippines and Ethiopia to Report on PHE

In 2006, BRIDGE provided support and technical assistance to the PATH Foundation Philippines (PFPI) to conduct PHE media training for journalists and information officers. The training aimed to increase journalists’ awareness of PHE issues and to develop a cadre of committed media advocates reporting on these issues. Twenty participants from the provinces of Bohol, Cebu, Negros Oriental, and Siquijor took part in the training. The agenda included PHE testimonials from local government units and NGOs, a community visit, and a “writeshop” on how to develop PHE stories. In 2007, a PHE training with similar objectives was held in Ethiopia

for 16 East African journalists; in 2010, 25 Ethiopian journalists were trained to report on PHE issues.

NGO Training to Work With the Media

In 2010, PRB developed a training module to teach NGO representatives and government information officers to communicate more effectively with the media. During the workshops, PRB provided key FP/RH newsmakers with a better understanding of their local media and what journalists need in order to write compelling stories on reproductive health. Participants learned to develop media strategies for their organizations, including identifying key messages, writing press releases, and giving interviews. At the end of the workshops, participants had an action plan that can be used to strengthen their organization's work with the media. PRB launched this new module with media trainings in Tanzania and Senegal. The Tanzania workshop was attended by nine NGO representatives; while in Senegal, participants came from NGOs and government health departments. Following the training in Senegal, a district-level information officer collaborated with two local radio stations to run a series of stories on maternal mortality as part of a country-wide government campaign.

CASE IN POINT: BRIDGE-SUPPORTED JOURNALISTS COVER THE AFRICAN UNION MINISTERS OF HEALTH MEETING IN MAPUTO, MOZAMBIQUE

In September 2006, the African Union Health Ministers met in Mozambique to discuss reproductive health in the fastest-growing region in the world. On short notice, and with Repositioning Family Planning funds, BRIDGE brought 11 experienced African journalists to Maputo to cover this significant meeting and to report on its implications for FP/RH. Through our networks of journalists in the field, BRIDGE identified qualified journalists in Ghana, Kenya, Malawi, Mali, Senegal, Tanzania, and Uganda to cover the meeting.

PRB facilitated a pre-meeting workshop designed to inform the journalists about repositioning family planning in sub-Saharan Africa and increase effective news coverage of the issue. Several experts representing private and public organizations gave the journalists their views on the challenges faced by medical facilities and governments in providing FP/RH services. The journalists attended the meeting's plenary sessions covering traditional practices, retention of health personnel, and funding issues. They also had the opportunity to speak with many of the experts and ministerial staff.

The week-long conference included a meeting of experts followed by a meeting of the Africa Union Health Ministers. Under the guidance of one of BRIDGE's media consultants, the journalists wrote, edited, and produced two newspapers in English and French during the conference, providing instant feedback to the ministers and experts. The first newspaper focused on recent research findings and implications; the second one reported on the ministers' meeting and focused on the policy impact of their Plan of Action.

The 11 BRIDGE-supported journalists were the only members of the media to cover the entire conference. Experts and ministers alike reported that the presence of sophisticated African journalists at their meeting and the distribution of the newspapers forced them to stay focused and choose their words carefully because they knew they would quickly see them on the front

page and would be held accountable both in Maputo and in their home countries. When the second edition was printed, delegates clamored for the newspaper to see how the journalists viewed their efforts.

During the meeting, the journalists sent 10 stories home to their newspapers. As a condition for attending the conference, each journalist agreed to submit three stories on reproductive health to their media outlets within three months. PRB media staff organized a contest for the best articles on reproductive health, stimulating more than 35 outstanding articles. Judging criteria included: the story's accuracy, use of data, variety of sources, the extent to which it raised awareness on reproductive health issues, and the quality of the writing and analysis. First place went to Erick Kabendera of *The Citizen* in Tanzania for his story on the determinants and consequences of unsafely performed abortion. Second place went to Kakaire Ayub Kirunda of the *Daily Monitor* in Uganda for his story on the use of the IUD among Ugandan women. The judges said the stories were well written, used information appropriately, and would be likely to have a high impact on people's understanding of reproductive health issues.

Intermediate Result 3. Individual and Institutional Capacity to Disseminate Policy-Relevant HPN Data and Information Strengthened

PRB has long recognized the importance of strengthening both individual and institutional capacity to advance reproductive health and population goals, including the dissemination and use of accurate, policy-relevant data and information. BRIDGE worked on several fronts to build capacity and achieved significant results:

- 100 Policy Fellows trained (target: 84).
- 210 individuals trained in policy communication on FP/RH/gender topics and 209 trained in PHE policy communication (target: 100).
- Supported four International Programs Fellows (target: 3-5).

In addition, BRIDGE significantly strengthened the capacity of Kenya's National Coordinating Agency for Population and Development (NCAPD) to advocate for stronger policies and programs. These four IR3 program elements are described below.

INDIVIDUAL CAPACITY BUILDING: PRB'S POLICY FELLOWS PROGRAM

Policies that lead to improved health and development come about through the efforts of policymakers and champions for evidence-based decisionmaking. The policy process is often highly political, and advocacy must be firmly grounded in the best available data and research. We have found that many researchers do not consider the broader policy implications of their research; they also do not know how to communicate their findings to policy audiences. As an organization committed to making research and data accessible to policymakers and nontechnical audiences, PRB knows that broadening the impact of research on population and health policies requires that researchers become better communicators. The Policy Fellows Program was created to address this need. The program engages competitively selected doctoral students from developing countries who are studying at major universities in the United States,

Canada, and other select countries in a year-long process of training to become effective policy communicators.

What Makes BRIDGE Training Different

Under the BRIDGE project, we trained 100 developing-country graduate students from 39 countries to better understand the policy implications of their research and enable them to convey research findings to policymakers. Policy Fellows first participate in a two-week workshop at PRB, focusing on the role of research in the policy process and on techniques for effective communication of research findings to decisionmakers. During the workshop, the Fellows interact with PRB staff and outside experts who are active in the policy research and communications fields. During the academic year, Fellows are mentored by senior PRB staff as they work with their own research data to identify the policy relevance of their findings, learn to draw policy implications from those findings, and effectively communicate them in the form of policy briefs. At the conclusion of the program, Fellows make policy presentations of their own research to a symposium held prior to the Population Association of America annual meeting. Former Fellows often return to serve as guests discussants for these presentations.

Our experience in training the next generation of policy champions has taught us that:

- By asking the “So what?” question, Fellows learn to consider the policy relevance of research and how their work can influence policy change. As a result, many revise their original research questions to have greater policy relevance.
- Most graduate programs focus on building technical skills and writing abilities; through policy communication training and by learning to present research in clear, concise, nontechnical language, the work of student researchers reaches broader and more influential audiences.
- Training researchers to be good communicators requires both group and individual interaction, written and oral presentations, practical exercises, and feedback.

Evidence of Impact

The Policy Fellows Program is unique. There is no other program or venue that provides individuals in their formative academic years with an opportunity to learn about communicating effectively to influence policymakers. Improving their ability to provide data and information with the right approach and in easily understandable and relevant ways helps to ensure that the information will be used. (See Appendix 10 for a list of 2003-2010 Policy Fellows.)

“The PRB fellows program has been one of the most rewarding learning experiences for me and it has greatly influenced my approach to research over the years. The program taught me early on to ask ‘so what?’ and ‘does it really matter?’ questions before undertaking any research studies, and taught me the value of program and policy-relevant research. It also taught me the importance of writing results from complicated statistical research in simple, easy-to-understand language for nontechnical audiences. I highly recommend the policy fellows program for all graduate students in population and health, and also for many starting or even mid-career faculty members in developing countries.” *Vinod Mishra (1995-1996 Fellow), Chief, Population Policy Division, United Nations*

PRB Policy Fellows are making a difference. As past Policy Fellows have advanced in their careers, graduates of this program have become advocates for population and reproductive health and are now in positions of responsibility and authority in governments, international organizations, and universities. According to program evaluations and follow-up surveys, the training they received has been instrumental in how they approach their work, as they realize that simple and effective interpretations of complex research findings can advance evidence-based policies:

- “The skills I learned at PRB have been very useful, not only to improve my presentations, but to teach my students how to present as well. Teaching...has given me the chance to pass this knowledge to generations of new students.”
- “My job at UNDP profited enormously from my PRB experience, I could even dare to state that PRB Policy Fellows program was the single most important experience during the five years I was abroad that prepared me for UNDP.”
- “Policy Fellows program provided insight and skills in how best to approach policymakers, donors, and stakeholders to make a change in policy, convince donors for funds and obtain consensus among partners.” *Project Officer, UNICEF*
- “Our work is all about conducting and disseminating policy-relevant research on population and health. It is quite clear that those skills learned during the fellowship enhanced my relevance to working at APHRC (African Population and Health Research Center).”
- “The work that I conduct [at the United Nations Secretariat] is helping shape country practices in the collection and compilation of information as well as in the presentation of results...just as PRB works with researchers to improve their presentation of information.”

INDIVIDUAL CAPACITY BUILDING: POLICY COMMUNICATION TRAINING WORKSHOPS

Policymakers in poor countries are constantly making decisions about which priority issues to address, what actions to take, and how many resources to allocate to get the job done. Policy change often depends on how skillfully stakeholders can reach out to policymakers, keep them up-to-date on the latest research findings, and help them use data for decisionmaking. Evidence suggests that attention to such vital issues as strengthening family planning, advancing contraceptive security, and combating gender-based violence suffer from the inability of these stakeholders to communicate effectively with policy audiences. To address this problem, BRIDGE staff conducts policy communication training to help program officials, researchers, and advocates identify the policy and program implications of recent research, understand how data and information can influence the policy process, and communicate findings in simple and compelling formats. Under BRIDGE, more than 200 government officials, researchers, academics, and civil society members received training to communicate research and to advocate for policy and program improvements.

What Makes BRIDGE Training Different

Our training is centered on the framework for program and policy reform described in this report's introduction. The technical content of our training focuses on policy learning (translating evidence into policy actions), coalition building (strengthening a group's ability to collaborate for policy change), and agenda setting (helping participants get their priority issue on policymakers' agendas). Our key training strategies for strengthening policy communication skills are to:

- Use the framework to help participants structure their communication strategies and understand where they need to focus their time and resources, for example, on coalition building, policy learning, and/or agenda setting.
- Require workshop participants to bring their own research or data with which to carry out a variety of exercises throughout the training: developing a policy communication strategy, writing a press release, and creating an effective policy presentation that is videotaped and critiqued. As a result, participants go home with products that they can put to immediate use.
- Support a practical, hands-on learning environment. We purposely limit the number of participants to ensure that each person has ample opportunities (and facilitator time) to apply each skill, practice in front of a friendly audience, and perhaps most important, build confidence.
- Draw on alumni from our regional and country-specific workshops as training facilitators to maximize investments and foster south-to-south learning experiences.
- Bring together workshop trainees from both the government and private sectors to encourage exchange and bring diverse perspectives to the discussions.
- Create a listserv following each workshop to foster ongoing exchange among alumni and support communities of practice. Alumni share salient information, respond to requests from each other for policy materials and strategies, and share ideas to promote policy reform.

Evidence of Impact

Since the 1980s, PRB has been at the forefront of designing training programs and teaching others how to communicate with policymakers for policy reform. We have adapted and applied many of the key principals of policy communication theory to this work. BRIDGE's policy communication training in the field has responded to local and regional needs for advocacy leadership on critical issues, including GBV, repositioning FP, HIV, and FGM/C. Participants consistently report that the training makes a difference by giving them knowledge, experience, and confidence to organize and achieve policy change based on effective communication. Below are a few examples of the how participants have put their training to work:

"This is an excellent workshop! The teaching methods allowed for mastery of skills. Everyone who is in contact with policymakers should take this course." *Participant, Kenya FP/RH Workshop 2009*

- An alumna from a policy communication workshop on gender-based violence in Uganda, inspired by workshop discussions, advocated to district health officials for the integration

of domestic violence services into local women's health clinics. Her efforts resulted in the implementation of a training program on GBV counseling for health providers.

- An alumna from an East African research center institutionalized a process whereby each research proposal from the center has a comprehensive dissemination and data-use strategy and budget incorporated in the early stages of the research design. This step helps ensure that funding is available for the communication and policy activities that should follow the research phase but often haven't been budgeted for.
- Drawing on skills developed at a BRIDGE workshop, a participant from the Democratic Republic of the Congo organized a policy dialogue on protecting women and girls in southern Kivu from sexual violence. She brought women who had been victims of sexual violence together with the governor, ministers and other members of the provincial government, and religious leaders. As a result, the policymakers supported her in expanding anti-violence advocacy efforts to rural areas of the DRC.

INDIVIDUAL CAPACITY BUILDING: INTERNATIONAL PROGRAMS FELLOWS

A third component of our individual capacity-building strategy is to manage and support the International Population (IP) Fellows program in the Office of Population and Reproductive Health at USAID. Under BRIDGE, PRB continued to screen and supply USAID with a roster of outstanding candidates for the sought-after position of IP Fellow. We have been pleased with the interest shown by recent college graduates in pursuing a career in international health policy, and with the high caliber of the fellows selected by USAID. These fellows participate in global leadership activities and work alongside USAID staff members. They provide a valuable human resource to the Office, while gaining impressive on-the-job training. Some fellows have gone on to make significant contributions to the field. For example, Amanda Glassman is now Director of Global Health Policy with the Center for Global Development; Peter Belden is a program officer with the Hewlett Foundation; and Diana Prieto continues her work at USAID.

INSTITUTIONAL CAPACITY BUILDING: STRENGTHENING THE FIELD TO SUPPORT POLICY REFORM

Policy change often depends on stakeholders who raise public awareness and hold governments accountable for basing decisions on the best available data and information. Stakeholders with an institutional base are in a stronger position to wield such influence, particularly if their organizations are effective, competent, respected, and efficient. In sub-Saharan Africa, strong institutions that are adept at evidence-based advocacy and effective communication with policymakers are the cornerstones upon which significant progress in reproductive health and family planning can be built. Without such institutions, it is difficult to keep reproductive health and population issues high on the public policy agenda.

In 2004, the USAID mission in Kenya asked the BRIDGE team to provide assistance to the National Council for Population and Development (NCPD), a public-sector entity under the Ministry of Planning, in communicating the policy implications of a study on maternal health. NCPD had once been a thriving institution credited with spearheading a series of policies and a population education campaign that helped generate demand for family planning in Kenya in the 1980s and early 1990s. However, by 2004, NCPD had suffered from a shift in donor priorities

and funding mechanisms, a dramatic cutback in population funds, and lackluster leadership for the previous eight years. Furthermore, the Kenya family planning program had stalled and a strong NCPD was needed.

Stakeholder Assessment

During the 2004 visit by BRIDGE staff, the government appointed a new director for NCPD. Following brainstorming sessions with the new director and senior management, BRIDGE staff approached USAID and DFID to request support for helping NCPD to launch an institutional reform process. USAID leveraged funds with DFID to conduct a stakeholder assessment to identify strategies that would enable NCPD to become a more demand-driven organization. A team led by PRB conducted interviews with 55 government, NGO, and donor representatives. Key needs and recommendations identified by multiple stakeholders included the need for NCPD to have a greater focus on multisectoral approaches to priority issues; increased policy advocacy for achieving the MDGs; improved coordination and integration of the private sector; and the development of a functioning database of NGOs that are working in population, health, and gender programs.

External Assessment Leads to Institutional Reform

The results of the external assessment stimulated internal reflection and change, helping redirect NCPD's program priorities and operations. NCPD gained semi-autonomous status and a new name—National Coordinating Agency for Population and Development (NCAPD). BRIDGE staff provided extensive technical support in 2005-2006 to help turn NCAPD around: The organization was restructured to focus more on policy analysis and data use, and a largely defunct network of 18 district population officers was streamlined into a functioning team of seven regional population coordinators. Staff were reoriented toward using a multisectoral approach to address repositioning family planning, youth reproductive health, attaining commodity security, combating GBV, and the links between population, health, and the environment. New partnerships were built, for example, between the National AIDS Coordinating Committee and the National Environment Management Authority, and BRIDGE helped strengthen capacity in policy communications. BRIDGE staff also helped develop a new, five-year strategic plan including outcome and impact indicators—a giant leap for a public-sector institution that had never moved beyond identifying process outputs.

“PRB was instrumental in helping us gain semi-autonomous status and in developing our new institutional strategy.”
*Dr. Richard Muga,
Former CEO, NCAPD*

Building Communication Capacity

Over the years, PRB has been involved in a host of policy communication and institutional reform activities, providing technical assistance to support NCAPD in carrying out its workplan with the USAID mission. PRB facilitated the creation of NCAPD's website and a database of FP/RH/health NGOs working in country. BRIDGE staff also supported the development of materials on local health and population issues, including a documentary on FP and nine editions of a 25-page *KenPop* newsletter (see Case in Point). In 2009, BRIDGE staff provided technical

assistance to NCAPD in producing two policy briefs based on a new survey of persons with disabilities; and a third policy brief on migration, urbanization, and environment in Kenya.

CASE IN POINT: BRIDGE TECHNICAL SUPPORT TO NCAPD INFLUENCES THE POLICY PROCESS AND BUDGETARY DECISIONS IN KENYA

Strengthening NCAPD's ability to provide policy guidance to the government of Kenya on population issues has been our primary institutional capacity-building activity under the BRIDGE project. PRB's work with NCAPD has demonstrated that strong parastatal organizations can be critical allies in helping governments recognize family planning and reproductive health as essential to economic development and social progress. In this process, PRB has learned that strengthening institutional capacity to design and implement effective policy and advocacy activities requires sustained technical assistance and skills transfer. As BRIDGE worked with NCAPD to help mobilize funds and strengthen policy activities, our role evolved from implementation partner to technical adviser. Below we illustrate some of this evolutionary process.

"PRB is one of our very wonderful partners because they add value to our work. PRB does not take the lead, they support us to do what we want to do. We don't work alone, we work together. The products that we create with PRB meet international standards, and that is the feedback we get from everyone." *Dr. Boniface K'Oyugi, Chief Executive Officer, NCAPD*

Policy Communication Training

Between 2005 and 2010, BRIDGE provided guidance and support to NCAPD to conduct six policy communication workshops on FP/RH, HIV/AIDS, and PHE. PRB, in collaboration with NCAPD and the Population Studies and Research Institute (PSRI) of the University of Nairobi, conducted a training to explore the research-to-policy gap and the fundamentals of the policymaking process. Participants learned to develop a policy-level communication strategy and action plan based on their own research and to prepare concise written materials and oral presentations that summarize research findings and present clear policy recommendations. They also learned to better communicate with the media by learning to write press releases and give interviews, and they created and delivered policy presentations. Participants included ministry officials (Health, Youth, and Planning and National Development) and representatives of the private sector. Staff of nongovernmental organizations, academic institutions, and donors reported that the training had an impact on the way they conducted their work. Examples include:

- Naigha Odera, from the Kenyan Department of Gender, used skills she developed in the workshop to help advance her department's efforts to combat GBV. Her team adapted content from the GBV presentation she prepared at the workshop to create a presentation for Kenya's Permanent Secretaries (representing all Ministries) that focused on how to integrate gender issues into different development sectors.
- Dr. Kabwe Benaya, a researcher at the African Population and Health Research Center (APHRC), integrated workshop sessions and exercises into a regional research training program.
- Dr. Wanjiru Gichuhi, an instructor at the University of Nairobi, integrated sessions and

concepts from the BRIDGE policy communication workshop into courses on Information, Education and Communication and Monitoring and Evaluation for the Population Studies and Research Institute.

Over time, NCAPD has taken increasing responsibility for conducting the policy communication workshops. In 2010, NCAPD successfully carried out two, two-week trainings independently, receiving high marks from participants: “The course was so enriching. It is well structured [and] equips one with skills that are vital in any institution. The teaching methods were well varied and the contents well organized.” *NCAPD Workshop Participant*

Family Planning Advocacy in Kenya Achieves Treasury Budget Success

BRIDGE’s technical support to NCAPD included ongoing advocacy with the Kenya Parliamentary Network on Population and Development (KPNPD), sensitizing leaders about the important role of family planning and population growth in national development. These advocacy efforts achieved budgetary success when the members of KPNPD refused to approve the Treasury department’s budget proposal for the next fiscal year without a line item for population-related activities. NCAPD was instrumental in the government’s recent decision to double the budget for population activities. As a further outcome, NCAPD was the only parastatal organization whose government budget was increased for the fiscal year.

Dissemination and Training on Kenya’s AIDS Indicators Survey (KAIS) Brings HIV to Attention of Policymakers

The 2007 Kenya AIDS Indicators Survey (KAIS) contained important results for district and provincial health officers and the general public. With BRIDGE assistance, NCAPD maximized dissemination of these critical results through a series of products and activities. The products included a wallchart of national-level KAIS data, a press kit for the dissemination event, and eight widely distributed provincial factsheets on survey results. To facilitate dissemination of the survey findings down to the district level, BRIDGE supported five provincial dissemination meetings led by NCAPD. These meetings were held in conjunction with training-of-trainers workshops for regional population officers, who in turn conducted seminars with district leaders to share the results. These products and dissemination activities helped to redirect policymakers’ attention to the impact of HIV at both national and community levels.

Family Planning Documentary Highlights the Need to Regain Past Success

Kenya’s once-successful family planning program stalled in the 1990s, and Kenya’s current high rate of population growth portends a doubling of population size in less than 30 years. Such rapid growth threatens to significantly undermine Vision 2030—the government’s strategic plan to achieve rapid social and economic development within the next 20 years. NCAPD, with BRIDGE assistance, produced an 18-minute documentary—*Family Planning in Kenya: Regaining a Lost Decade*. The film portrays the early success of the program, its stagnation in the mid-1990s, and continuing challenges. Poignant testimonials from couples illustrate how family planning can help break the cycle of poverty at the household level in just one generation. The film was featured at regional parliamentarian seminars and international events. Between

June 2009 and September 2010, NCAPD held two events at the national level, nine workshops at the provincial level, and 17 events at the district level focused on KAIS or family planning.

NCAPD is First to Disseminate Findings From 2008/2009 Kenya Demographic and Health Survey

In 2010, to influence greater government attention to family planning and rapid population growth, NCAPD staff identified four topics for policy briefs based on demographic and health data. The briefs aimed to provide policymakers with clear policy recommendations for reducing unmet need, high fertility, and the rate of population growth; and meeting the reproductive health needs of its youthful population. Shortly before the four briefs (based on the 2003 Kenya DHS) were to be published, the 2008/9 Kenya DHS was scheduled to be released. NCAPD rewrote the four policy briefs using the new data, and as a result, became the first to report on the new DHS findings. The four titles released in June 2010, were:

- *Protecting the Reproductive Health of Young People – An Investment in Kenya’s Future.*
- *Fulfilling Unmet Need for Family Planning Can Help Kenya Achieve Vision 2030.*
- *Equalizing Access to Family Planning Can Reduce Poverty and Improve Health.*
- *Gaining Ground: Reclaiming the Lost Decade for Family Planning.*

The policy briefs provided background for the National Population Leaders Conference held in Nairobi in November 2010. NCPAD included the policy briefs in the media kits given to journalists during their debriefings prior to the conference, and included the briefs in the conference bags that were distributed to all 1,000 conference participants.

Raising Awareness Among Policymakers

As a semi-autonomous organization, NCAPD’s role includes educating and advising policymakers on the strategies needed to improve family planning and reproductive health in Kenya. Owing to NCAPD’s new status, leadership, and structure, the agency is once again playing a leading role in the population dialogue in Kenya and across Africa. New initiatives include supporting policy advocacy for population and RH issues through a network of parliamentarians; conducting dynamic quarterly meetings for private-sector partners; and promoting collaborative activities in information dissemination.

NCAPD falls under the Ministry of Planning, and the impact that NCAPD is having on how this Ministry understands the relationship between population growth and development can be seen in recent remarks made upon release of the 2009 Census in August 2010: “This high rate of population growth has adverse effects on spending on infrastructure, health, education, environment, water and other social and economic sectors...Investment will be required in family planning services...to improve the welfare of Kenyans.” *Minister of Planning Wycliffe Oparanya, 2010*

BRIDGE FOCAL AREAS

In addition to the three IRs, BRIDGE focused significant effort on the areas of gender, PHE, repositioning FP, and youth, in addition to other USAID Global Leadership Priority areas. In this section, we present BRIDGE's approach and achievements in addressing these USAID priority issues.

Gender

Over the last decade, evidence has mounted for making the case that gender is a profound social determinant of health. As a result, there has been a growing need to get this information to policymakers, and a growing demand from policymakers for proof that addressing gender inequities improves health outcomes. BRIDGE has played a pivotal role in this effort, including producing the first publication to document that gender equity makes a difference to RH outcomes: *The 'So What?' Report* was recognized in a WHO publication as "The most comprehensive documentation of gender mainstreaming experiences in reproductive health." This report was followed in 2009 by *The New Evidence Report*, also known as *So What II*.

Over the life of BRIDGE, PRB issued 21 gender publications, conducted three two-week policy communication workshops on GBV, trained dozens of journalists on gender issues, and organized many other seminars and events, particularly in relation to the annual *International Day of Zero Tolerance for Female Genital Mutilation/Cutting (FGM/C)* and *16 Days of Activism Against Gender-Based Violence*. In the last year alone, BRIDGE staff conducted four Discuss Online events, and published eight web articles and six blogs on gender topics.

BRIDGE's reputation for accurately interpreting data and producing credible, policy-relevant print and online materials on FP/RH for global audiences is enhanced by a sustained institutional expertise on gender issues. BRIDGE staff co-chair the GBV Task Force and serve on the Interagency Gender Working Group's (IGWG) Technical Advisory Group. PRB gender staff not only understand the data, but know how to convey the importance of gender to busy policymakers. We have built a collaborative gender community (IGWG listserv of more than 1,000 members) and we can identify new gender-related topics and raise interest, visibility, and understanding around them.

WHY GENDER MATTERS

Gender refers to the roles, behaviors, and attributes that societies consider appropriate for men and women. Often these gender expectations can create barriers and limitations for men and women that breed inequity and poor health. However, programs that integrate gender by actively striving to examine, question, and change rigid gender norms and power inequities can result in positive reproductive and sexual health outcomes for men and women. BRIDGE has produced evidence that gender matters and provided guidance to policymakers, program planners, and development specialists. Moreover, special attention has been given to GBV, demonstrating that FP/RH goals cannot be achieved and well-being will remain an elusive goal as long as GBV prevents women, families, and communities from achieving their full potential.

BRIDGE APPROACH TO IMPROVING GENDER EQUITY

Governments and NGOs alike need a better understanding of why transforming harmful gender norms is essential to the success of health programs, and how strategies to achieve gender equity can be integrated into their programs and policies. BRIDGE has played a leading role in communicating these messages, forming coalitions, and guiding policy on gender. Our approach to promoting gender equity builds on using multiple channels of communication to reach stakeholders and decisionmakers:

“The most comprehensive documentation of gender mainstreaming experiences in reproductive health is found in the [PRB] ‘So What Report,’ commissioned by the [IGWG]....These case studies present very important evidence showing that the integration of gender consideration into programmes can lead to a positive impact on gender relations and reproductive health outcomes.” *Gita Sen et al., “Unequal, unfair, ineffective and inefficient. Gender inequity in health. Why it exists and how we can change it.” Report to the WHO Commission on Social Determinants of Health, Geneva, 2007*

- Creating and maintaining a vibrant community of practice through an accessible, well-maintained website (www.igwg.org) devoted to gender issues and a participatory listserv.
- Developing evidence-based materials for policymakers and program managers that answer why it is important to integrate gender, highlight promising practices, and provide detailed guidance on gender analysis and integration.
- Organizing events and forums—both live or virtual—to publicize new approaches and trends and to galvanize commitment among stakeholders on the priority actions needed to address gender inequities.
- Using new electronic forums to create virtual conversations that enable global participation and south-to-south exchange on critical topics.
- Highlighting GBV, FGM/C, and other issues critical to reproductive health to identify gaps in knowledge and unite a variety of effective interest groups to address them.
- Training and supporting the media to increase coverage of issues related to women’s lives, including access to contraception and knowledge of programs that help survivors of GBV.
- Strategically guiding and supporting coalitions devoted to address these topics in order to build the critical mass of voices needed to achieve gender equity.

EVIDENCE OF IMPACT

Numerous examples of impact cited earlier in this report relate to success in influencing the policy environment for gender issues, particularly in addressing GBV and FGM/C. Among our contributions and achievements in gender are our publications, our work with the IGWG, and our leadership of efforts to combat GBV and FGM/C. As part of our work on GBV, we conducted policy communication training and provided technical assistance to speakers on GBV. We have contributed to advancing policy change by organizing forums that bring together policymakers, program planners, and donors to share lessons and insights. We have also increased collaboration among donors and CAs by coordinating work on GBV and FGM/C. BRIDGE’s coordinating role has helped place GBV and FGM/C higher on the global policy agenda because of increased collaboration among donors and CAs.

Gender Program Areas

Using our theoretical framework for policy change, BRIDGE staff played a central role in advancing USAID's gender portfolio. We engaged in agenda setting through the dissemination and marketing of information on gender issues, and through leadership in the IGWG and on teams addressing GVB, FGM/C, men's involvement, and gender synchronization. We advanced policy learning through research and development of evidence-based policy documents, and by building skills of the media to report effectively on gender issues. We built coalitions through partnering with gender champions and organizations to host meetings and events, as well as through joint leadership and advocacy.

Publications. BRIDGE has produced a range of publications on gender, including policy briefs, in-depth manuals for USAID, and reports that summarize current evidence. BRIDGE also incorporates a gender perspective into its data sheets and other publications.

A prime example of BRIDGE's contribution to improving gender policies is the publication of two editions of *A Manual for Integrating Gender Into Reproductive Health and HIV Programs*. First issued in 2003, the manual was completely revised in 2009 to provide a current resource for program managers and policymakers on recommended steps to integrate gender-equitable approaches that aim to transform gender relations. The new manual includes case studies, worksheets, and an extensive list of resource materials. PRB's *Women of Our World Data Sheet* provided new indicators on women's status around the world. BRIDGE also produced numerous publications addressing GBV, including the recent policy brief, *The Crucial Role of Health Services in Responding to GBV*. (See Appendix 11 for a complete list of gender publications.)

BRIDGE recently issued a groundbreaking gender publication, *Synchronizing Gender Strategies: A Cooperative Model for Improving Reproductive Health and Transforming Gender Relations*. This report resulted from more than a year of consultative input from gender and development experts who represented diverse philosophical approaches but who reached consensus on the need to work with both men and women to achieve gender equity goals.

Other examples of core-funded gender work over the last seven years include:

- Media training that integrated gender issues, such as site visits to GBV programs in South Africa.
- Improving effective communication and advocacy about GBV through policy communication training workshops.
- Web articles and blogs to advocate for greater attention to gender issues, including the need to transform traditional male norms, end GBV, and increase the value of the girl child.

IGWG Website, Working Group, and Listserv. BRIDGE also makes an important contribution to USAID's gender work through organizing successful events and collaborations that bring gender partners together. BRIDGE hosts the IGWG listserv and is the primary dissemination arm for the IGWG.

- **IGWG Website.** BRIDGE manages the IGWG website, a key and indispensable resource

for a growing global community of practice, offering a wealth of publications and training materials, and serving as a bulletin board of upcoming events and a record of past events for the entire gender community. During BRIDGE, the website was redesigned and web functionalities improved.

- **IGWG Listserv.** The IGWG listserv is a primary vehicle to keep the gender community of practice informed and connected. It is updated constantly with gender news from around the world, announcements of events, training opportunities, and new publications. Over the life of BRIDGE, the IGWG listserv has doubled in size and now has more than 1,000 members who receive daily messages.

“I tell everyone I see that it is the best listserv on women’s issues I have ever encountered.” *Mary Knox (USAID/EGAT/WID)*

Gender-Based Violence (GBV). BRIDGE has played a leadership role in addressing GBV by co-chairing the GBV Task Force, building coalitions to strengthen the response, training media and policymakers on the issue, strengthening and disseminating the evidence base on prevalence and promising practices to address GBV, and orchestrating public events that break the silence on gender-based violence. (See Appendix 11 for more information on BRIDGE-supported GBV activities.) Highlights include:

- Each year since 2006, the BRIDGE project has jointly hosted a number of activities to commemorate *16 Days of Activism Against Gender Violence*, held in late November and early December. During *16 Days* in 2009, BRIDGE organized an event at the National Press Club in which representatives of some of the most influential groups working in the field of engaging men to stop GBV shared their approaches and promising practices.
- In 2010, BRIDGE and the Woodrow Wilson Center collaborated to present a panel on “Sexual Violence Against Minors,” featuring speakers from the U.S. Centers for Disease Control and Prevention and from Jamaica, Kenya, and Swaziland. Following the panel, experts led an in-depth discussion with 20 NGO representatives on addressing the challenges and ethical considerations surrounding research on sexual violence against minors, and on how such research can be used to guide policy and programming. More than 150 practitioners, program planners, and policymakers attended these two panels.
- BRIDGE recently sponsored a Discuss Online with a researcher whose study of gender violence in the Democratic Republic of the Congo has elicited great attention and controversy.
- Policy-relevant publications on GBV include *Strengthening Regional Work on GBV* and *Addressing GBV From the RH/HIV Sector*. Another publication, *Addressing GBV Through USAID’s Health Programs*, provides guidance to USAID missions on programmatic responses to GBV.

In addition to events and publications, BRIDGE supported efforts to end GBV by building the capacity of program officials, researchers, and advocates working on GBV to communicate more effectively. In 2005, 2007, and 2008, BRIDGE staff conducted two-week regional training workshops in Thailand, Uganda, and Senegal, respectively.

Following the BRIDGE workshop on GBV in Thailand, participant Dr. Danukrit Kalapakorn wrote an article, “GBV: The role of the reproductive health sector,” which was published in the

Thai OB/GYN Newsletter. The article focused on the impact of GBV and the role of RH programs and the OB/GYN doctor in detection, prevention, and referral. The Thai College of Obstetricians and Gynecologists subsequently invited Dr. Danukrit to help them develop a training course on how doctors can deal with patients who have experienced or are at risk of GBV.

BRIDGE staff co-organized a capacity-building workshop on engaging men to end violence against women. BRIDGE brought stakeholders together for technical updates on GBV interventions, and monitoring and evaluation of GBV programs. One of our more subtle, but crucially effective capacity-building exercises was to conduct speakers' trainings prior to the Technical Updates on Gender-Based Violence and on Child Marriage. Many of the speakers we coached prior to each of these events commented on the usefulness of PRB's training, which focused on both oral and PowerPoint presentations. An ICRW staff subsequently used the presentation training materials we developed for a seminar in India.

Female Genital Mutilation/Cutting. Recognized as a violation of human rights and with life-long consequences for the health of the 130 million women and girls who have undergone the procedure, FGM/C has been the target of numerous interventions in the Middle East and Africa. Since the beginning of BRIDGE, we have prioritized gathering and disseminating research on these efforts, on coalition building and advocacy, and on highlighting promising practices to end FGM/C. During the first year of the project, we sponsored a congressional briefing, symposium, and media briefing on FGM/C, all of which were very successful in drawing attention to the issue.

PRB spearheaded a collaborative effort with other USAID CAs to identify information gaps on FGM/C. Using online surveys and the in-country contacts of five collaborating partners, we gathered information on research and projects from 300 respondents and posted findings on the PRB website in July 2004. The most frequently identified information gap was the need for a compendium of best practices for fighting FGM/C. In response, BRIDGE gathered additional information from more than 200 resources and organizations and produced a CD-ROM, *Abandoning Female Genital Mutilation/Cutting: Information From Around the World*, in 2005. This comprehensive selection of relevant publications was disseminated in English and French and continues to be a valuable resource.

More recently, BRIDGE staff produced two noteworthy products (in English, French, and Arabic) that make information and arguments on FGM/C easily accessible to policymakers, program planners, and activists:

- The 2009-10 wall chart *Female Genital Mutilation/Cutting: Data and Trends*, updates an earlier data sheet.
- An Occasional Paper entitled *The Role of Policymakers in Ending Female Genital Mutilation: An African Perspective*, written by the African Union Ambassador to the United States, Ambassador Amina Salum Ali.

For a number of years, we have organized activities for the annual *International Day of Zero Tolerance for Female Genital Mutilation*. The 2009 activities featured an audio podcast from

Ethiopia and a Discuss Online with the director of Tostan, an NGO in Senegal that champions efforts to abandon FGM/C. BRIDGE produced a number publications on FGM/C for which numerous CAs were consulted or profiled, including a groundbreaking report, *Abandoning FGM/C: An In-Depth Look at Promising Practices*, that summarized data from three evaluated interventions and created a platform for advocates to share project materials, experiences, and lessons learned.

A hallmark of our BRIDGE work is facilitating collaboration among different organizations. Notable accomplishments include:

- Mobilizing funders and reinforcing donor involvement and collaboration on FGM/C. BRIDGE organized an FGM/C symposium that drew excellent representation from donors and policymakers including from the Oak Foundation, the U.S. Department of Health and Human Services, the Moriah Foundation, UNFPA, UNICEF, UNDP, the Adventist Development and Relief Agency (ADRA) International, the World Bank Institute, the Rapidan Foundation, and the Wallace Global Fund.
- Strengthening coalitions among groups working on the front line against FGM/C, including Tostan, the InterAfrican Committee on Traditional Practices (IAC), and the African Women's Health Center at Brigham and Women's Hospital in Boston.

Population, Health, and Environment (PHE)

Population, health, and environment are inextricably linked, and solving the complex challenges we face today demands a better understanding of how different aspects of population impact the environment, how environmental change impacts our health, and what can be done to address these issues. BRIDGE has played an important role in increasing awareness and understanding of PHE links and promoting the need to address these links when formulating population, health, or environment policies and programs. BRIDGE's PHE program has worked in Africa, Asia, and Latin America to bridge the gap between international organizations and field-based PHE efforts and to help advocates and practitioners reach decisionmakers with their program results, lessons learned, and policy recommendations.

BRIDGE staff helped organize the world's first National Conference on Population, Health, and Environment, held in the Philippines in 2004, and attended by more than 200 national and local decisionmakers; and representatives of NGOs, private-sector representatives, academia, and media. BRIDGE also brought together a network of nearly 200 East African researchers, practitioners, advocates, and policymakers to raise awareness about PHE linkages, share experiences, and collaborate on policy and program solutions that expand support for family planning while conserving the environment. To facilitate better understanding and reporting of PHE issues, BRIDGE conducted PHE seminars for more than 45 journalists from East Africa, the Philippines, and the Caribbean. Widely disseminated groundbreaking BRIDGE PHE publications, including policy briefs, web articles, blogs, and Discuss Online events have raised the profile of essential PHE links. Together, these efforts have enabled PHE knowledge, support, and technical expertise to reach the places, institutions, and people that need them most.

WHY POPULATION, HEALTH, AND ENVIRONMENT LINKAGES MATTER

The connections between population and the environment are complex, contextual, and at times, controversial. The development of population programs in the 1960s was in large part due to concerns about the world's rapidly growing population and its possible environmental impacts. Population growth, however, is a product of millions of individual reproductive choices, and today's population and reproductive health programs focus first on helping women and couples have the number of children they desire.

BRIDGE views PHE relationships as the diverse ways that changes in population and health, including population growth, migration, demographic composition, births, deaths, and disease, influence environmental change, and in turn the ways that environmental change affects population and health. Demographic trends affect local environments and local people's health and well-being. Addressing these linked PHE issues requires integrated policy and program approaches that can simultaneously improve access to health services, including family planning, improve livelihoods, and sustain the natural resources and biodiversity upon which people's health and livelihoods depend.

BRIDGE APPROACH TO FOSTER AWARENESS OF PHE

BRIDGE's work on PHE issues has helped broaden support for population and family planning policies and programs beyond the health sector. Today, a growing network of health, environment, and development groups work together to expand access to family planning services for underserved communities. Our approach to addressing PHE includes:

- Working with environmental, agricultural, and rural development organizations to effectively advocate for and deliver family planning services to populations beyond the current reach of the health sector, helping reposition family planning as a health, development, and environmental priority.
- Recognizing that when decisionmakers have concise, nontechnical information that helps people understand local PHE relationships and frames solutions around meeting their needs while sustaining the environments upon which they depend, support for PHE can be galvanized.
- Identifying and nurturing champions and connecting them to others with like interests. Creating networks between advocates and practitioners already working on PHE issues and the larger population and reproductive health and environment communities gives local activists a greater voice.
- Organizing events focused on PHE that capture the attention of policymakers and journalists. PHE conferences in the Philippines and Ethiopia brought a higher profile to PHE linkages and to family planning advocacy, and fostered the policy-to-practice exchange that is necessary for policy action.
- Supporting PHE groups that unite diverse organizations and PHE champions in-country, foster collaboration and sustainability, and help maximize use of resources. With minimal resources and support, these groups can promote PHE issues and solutions through evidence-based advocacy materials, events, and study tours.

EVIDENCE OF IMPACT

Under BRIDGE, we have helped decisionmakers understand and address the consequences of population and environment interactions for human and environmental well-being. PRB has also shown how linking population, health, and environment initiatives and sectors is important to advancing and supporting voluntary family planning and reproductive health programs, and that doing so would have health and environment benefits locally and globally. (See Appendix 12 for a list of BRIDGE-supported PHE activities.) Following our theoretical framework for influencing the policy process, BRIDGE's PHE program has researched, written, and disseminated information on PHE linkages to policy and technical audiences; strengthened the capacity of developing-country researchers and practitioners to communicate their research results; created opportunities for PHE champions to contribute to policy dialogue on PHE issues; and facilitated information exchanges among journalists and health and environment professionals.

Agenda Setting

BRIDGE's PHE program has organized a series of high-profile events that have brought together developing-country and international practitioners, advocates, donors, and policymakers to focus on PHE issues. For example, at the Philippines National Conference on Population, Health, and Environment in 2004 cited earlier, PRB released a new BRIDGE policy brief, *Breaking New Ground in the Philippines: Opportunities to Improve Human and Environmental Well-Being*. The brief was subsequently used for an opening address delivered by the Philippine President's Office and for press reports. The conference culminated in a national declaration to urge the Philippine government to integrate population, health, and environment issues based on BRIDGE information. The declaration was endorsed by local communities throughout the country and formed the basis of regional action plans.

Building on the Philippines model, the conference, "Population, Health, and Environment: Integrated Development for East Africa," held in Addis Ababa, Ethiopia, in 2007 drew field practitioners, policymakers, researchers, the media, community leaders, and advocates from 22 countries and five continents. The conference was the high point of a two-year strategic plan to lay the foundation for greater community- and policy-level PHE integration in East Africa. With USAID support, BRIDGE partnered with the World Wildlife Fund, the Woodrow Wilson Center, and the Jane Goodall Institute. The conference led to the establishment of an East Africa PHE Network and country working groups in Ethiopia, Kenya, and Uganda that reach new policy audiences with messages about the importance of an integrated response to PHE including family planning.

PRB staff also played a key role in ensuring that population issues were high on the agenda at the annual regional conference of the Caribbean Environmental Health Institute. The conference, co-sponsored by the German Overseas Development Fund (GTZ), the Global Environmental Facility, UNDP, UNEP, and the U.S. Centers for Disease Control and Prevention, attracted some 200 participants from all over the world.

Coalition Building

BRIDGE has conducted capacity-building workshops on coalition building, policy communication, and improving PHE media coverage with nearly 200 PHE network members from Ethiopia, Kenya, Rwanda, Tanzania, and Uganda. PRB has further facilitated policy-to-practice exchange in Ethiopia, Kenya, and Uganda by providing PHE working groups with support to produce country-specific publications of data and program evidence and host events to initiate policy dialogue on PHE issues.

BRIDGE has consistently bridged the gap between international organizations and field-based PHE efforts working to link developing-country institutions such as the Institute of Resource Assessment at the University of Dar es Salaam, Tanzania; Save the Children's home office in the Philippines; Voahary Salama in Madagascar; and the PHE Ethiopia Consortium with international partners such as the World Wildlife Fund, Conservation International, MEASURE Evaluation, PATH Foundation Philippines, Inc., the Environmental Change and Security Project, and the Sierra Club. International partners have sent their staff to participate in our workshops overseas, visit PHE projects, or initiate their own collaborations and capacity-building efforts.

Policy Learning

BRIDGE has worked intensively on improving understanding of PHE issues and integrated PHE approaches by producing and disseminating PHE materials, training PHE advocates and practitioners in policy communication, providing technical assistance on communication and advocacy, training journalists to report on PHE issues, and collaborating with local partners to document and disseminate lessons learned in PHE programs. BRIDGE's PHE program has increasingly promoted south-to-south collaboration, amassing lessons and disseminating them through global communities of practice and sharing those examples with new audiences.

Dissemination of PHE Publications. PHE publications produced by BRIDGE have been valuable for the field as a whole as well as for advocates and stakeholders in particular countries. The success and popularity of one of our PHE publications, *Critical Links: Population, Health and the Environment*, is typical. The director of World Wildlife Fund's Population and Environment program requested 200 copies of the publication, which was part of PRB's *Population Bulletin* series, for dissemination worldwide. The *Bulletin* was sent to WWF offices, eco-region coordinators, and partner organizations in areas where population and health are major issues for conservation.

PRB also produced five policy briefs summarizing country assessments of population, health, and environment in Ethiopia, Kenya, Rwanda, Tanzania, and Uganda. *Integrating Population, Health, and Environment in Ethiopia*, for example, was based on a review of relevant government policies and project documents, interviews with key informants, and focus groups. (See Appendix 5 for a complete list of PHE publications.)

Our work with partners in Southeast Asia furthered the dissemination of BRIDGE PHE materials, which were included in scholarly journals and books such as *Population, Environment and the Challenge of Development*. Following a briefing on PHE links in the Philippines, PRB

was invited by *World Watch* magazine to contribute an article highlighting new and promising efforts in the Philippines to raise people's consciousness of the links between population and the environment and ways that local programs can make strides in both dimensions. The article was widely disseminated to policy audiences, journalists, and environmental NGOs in developing countries.

The PHE team incorporated several PHE indicators in the *World Population Data Sheet* and shared them with many new audiences. We developed region-specific press releases and worked with our regional contacts/partners to encourage them to cover the data sheet from a PHE angle.

Policy Communication Training and Technical Assistance. In East Africa more than 50 PHE advocates and practitioners from Ethiopia, Kenya, Tanzania, and Uganda were trained in policy communication and continue to receive technical assistance and support. These efforts enabled PHE champions to more strategically and effectively communicate PHE issues and integrated solutions to decisionmakers. Participants at these workshops have subsequently presented their PHE work at forums such as the Ethiopian National Celebration of Earth Day, a national PHE advocacy workshop in Uganda, and an MDG Summit side event on Population and Climate Change.

At the Caribbean Environmental Health Institute, BRIDGE staff delivered the first plenary presentation on the importance of population to environmental planning, and conducted a three-day workshop for regional coastal managers on techniques for integrating population dynamics into coastal resource management. Participants learned about techniques from PRB's work in Indonesia and the Philippines and welcomed the south-south learning across island ecosystems.

The United Nations Environment Program (UNEP) Global Environment Facility invited BRIDGE staff to participate in a science-based assessment workshop to determine the opportunities to manage groundwater in small-island developing states in the Caribbean and the Pacific using an integrated ecosystem approach. The workshop examined the scientific evidence that groundwater is being threatened by climate change, water pollution, deforestation, and over-exploitation, and demonstrated that solutions require government action and investment.

Training Media to Cover PHE. To foster greater understanding and reporting of PHE issues by the media, BRIDGE staff conducted PHE seminars for more than 45 journalists from East Africa, the Philippines, and the Caribbean. Through this training, we have increased general understanding of PHE links and their impacts, built local expertise to contribute to policy decisions, increased local capacity for cross-sectoral approaches for PHE programming, and strengthened journalists' ability to focus policy attention on key PHE issues. Results of the media training include:

- Trained 14 journalists from nine Caribbean countries on the technical dimensions of PHE issues. These journalists were especially interested in climate change and coastlines, natural hazards and population, and food security. The journalists developed PHE story ideas and leads and filed several stories highlighting PHE linkages.
- Following a BRIDGE four-day PHE seminar for 17 East African journalists in Tanzania in 2006, more than 40 print and radio news stories on PHE were published in English-

and Swahili-language newspapers and aired on radio stations. Media headlines from stories filed after the workshop included: “HIV/AIDS and deforestation: the coffin business thrives”; “Migration, HIV/AIDS and coastal resources linked in Pangani district”; and “Population growth threatens natural resources in western Kenya.”

- Using materials from the seminar, two senior reporters/editors from Tanzania began new weekly newspaper columns focusing on PHE—one in a Swahili paper and one in an English paper.
- Special PHE editions of the Journalists’ Environmental Association of Tanzania Kiswahili-language newspaper (2,000 copies) and English-language newsletter (800 copies) have been produced and disseminated.

Repositioning Family Planning

Repositioning Family Planning is a global initiative to ensure that access to high-quality family planning services remains a priority for policymakers and health providers, especially in poor countries of sub-Saharan Africa. BRIDGE has been actively involved in the repositioning initiative, helping to build capacity for evidence-based advocacy throughout the region, mobilizing the media to keep family planning high on national agendas, and providing practical materials and guidelines for policy advocates. Several of our publications have been cornerstones of this effort, particularly *Family Planning Saves Lives*. In addition, BRIDGE has provided expertise in presenting complex concepts, such as the links between family planning and household poverty, in a variety of visually stimulating and easy-to-understand formats for nontechnical audiences.

WHY REPOSITIONING FAMILY PLANNING MATTERS

Over the last 20 years, many sub-Saharan African countries have been hard hit by HIV/AIDS. Attention and resources formerly directed to expanding access to family planning have been diverted to fight HIV/AIDS and reduce poverty. Health-sector reform has created new management challenges, including the decentralization of authority to lower administrative levels where family planning may not be seen as a priority. New financial mechanisms from donors and lenders can easily overlook family planning. To reinvigorate interest, countries throughout the region are engaging in an important initiative to again place family planning high on national and local agendas. The goal of the repositioning initiative is to mobilize political commitment and resources to strengthen family planning services, which will lead to expanded access to safe, effective contraceptive methods, and help women and couples have the number of children they want, when they want them.

“Family planning improves the health of mothers and children, and this will in turn reduce maternal and child mortality rates. I will use... [*Family Planning Saves Lives*]...in developing our population policy and its implementation strategy.”
Economist, President’s Office, Planning Commission, Dar-es-Salaam, Tanzania

BRIDGE APPROACH TO REPOSITIONING FAMILY PLANNING

To advance the repositioning initiative, BRIDGE's approach has included:

- Developing publications that assist advocates and decisionmakers both to use the most current research to garner support for FP/RH and to demonstrate how to carry out different aspects of the repositioning initiative.
- Strengthening capacity to advocate for family planning through focused advocacy workshops that bring family planning champions together with local influentials to foster new skills and alliances and promote strategic advocacy actions.
- Engaging a variety of audiences (policymakers and leaders from the community, health, and private sectors) in dialogue and action by building their understanding of the benefits of family planning most relevant to their constituencies and offering concrete examples of what each leader can do.
- Nurturing a core group of journalists in country by supplying them with a steady stream of news angles and storylines on family planning, being responsive to the issues that they want to learn about, and helping them make the link between local family planning challenges and solutions.
- Using advanced presentation technologies like Hans Rosling's groundbreaking *Trendalyzer* (bubble graph) software, which offers exciting new ways to explore relationships between fertility and health and economic indicators across time and in a visually stimulating way (see text box). These technologies can invigorate traditional messages with new perspectives and reenergize the family planning community.

EVIDENCE OF IMPACT

BRIDGE has played a critical role in repositioning family planning to the more prominent place it now has on the policy agenda of many countries. BRIDGE staff contributed in multiple ways: serving on the Repositioning FP Steering Committee and Task Force; leading an internal task force in USAID to develop a repositioning strategy and action plan; helping to build capacity for evidence-based advocacy throughout the sub-Saharan region; mobilizing the media to keep family planning visible and high on national agendas; and contributing to the advocacy objectives through publications.

Publications

Family Planning Saves Lives (FPSL). Through leveraging core and Africa Bureau funds, BRIDGE produced the fourth edition of *FPSL*, which continues to be a leading resource for reproductive health advocates around the world. *FPSL* provides health-sector officials and advocates with the most current and compelling evidence needed to support critical investments in family planning and reproductive health. Using clear illustrations and comprehensible language, *FPSL* explains the health benefits of breastfeeding and adequate birth spacing, the potential for family planning to prevent maternal and infant deaths, and the priority actions needed to eliminate high levels of unmet need. The BRIDGE team implemented a comprehensive dissemination strategy that included a podcast with the primary author, a Discuss

Online session, a USAID Repositioning in Action E-Bulletin featuring *FPSL*, a news release and extensive background sheet, and links to *FPSL* on multiple FP/RH listservs.



Bringing new technologies to the repositioning initiative:

Working through in-country advocacy task forces, PRB used funds from an anonymous donor and its access to *Trendalyzer* presentation software to create multimedia presentations incorporating time-trend “bubble graphs” such as the one shown here. These presentations have generated much more excitement than more-traditional presentation formats—engaging busy policy audiences, fostering policy dialogue, and garnering support for family planning.

Repositioning Family Planning: Guidelines for Advocacy Action toolkit was jointly produced by BRIDGE and Africa’s Health in 2010 Project—both with support from the Africa Bureau—and by the World Health Organization’s Regional Office for Africa. The toolkit includes guidance in recognizing the range of audiences to be mobilized, ways to engage these audiences with ready-to-use messages and activities, and strategies to develop comprehensive action plans.

The Ministry of Health and Social Welfare in Tanzania adapted *Family Planning Saves Lives* and the *Repositioning Family Planning Toolkit* in developing a practical guide for advocates of family planning. The guide draws directly from BRIDGE resources, but is tailored to address Tanzania’s family planning environment and needs.

Expanding Contraceptive Choice: Five Promising Innovations, written with the input of USAID CAs involved in contraceptive development, highlights the next generation of five contraceptive innovations that are likely to be available within the next five years—innovations that will lower the costs and broaden the family planning options available, particularly for poor women in remote and underserved areas.

Working With the Media

PRB routinely supplements media workshops with study tours that enable journalists to witness problems first-hand. These tours strengthen journalists’ commitment to the issues and empower them to pressure governments to be accountable to the public and to international obligations.

Work with the media is designed to inform and empower journalists to take on causes related to family planning, which can play an important role in repositioning efforts.

With support from the Repositioning FP initiative and the Africa Bureau, BRIDGE-trained journalists in East Africa visited programs that advance public-private partnerships as a way to improve access to FP/RH services.

Building Family Planning Advocacy Capacity

PRB tailored the course materials from workshop curricula developed under previous USAID-funded initiatives for a series of one-week family planning advocacy workshops for West Africa. More than 90 advocates from 14 countries were trained, including a West African facilitator who now serves as a lead trainer for advocacy workshops throughout the region.

Youth

BRIDGE has incorporated youth as a priority topic into many aspects of project work. PRB recognizes that youth have a diversity of needs and that millions are ill-prepared to contribute fully to national development due to a lack of schooling, limited job opportunities, and poor health. To improve health outcomes for young people, decisionmakers need accurate data on young people in their country or region. Youth advocates and civil society groups need solid evidence to raise public awareness, build coalitions, and overcome opposition to addressing these issues. And the media need to understand the importance of youth to economic and social development. BRIDGE staff have contributed to fulfilling these needs through publications, data sheets, seminars, and online discussions.

WHY YOUTH MATTER

With almost half of the world's population under age 25, investments in young people are vital to achieve the MDGs and improve future social and economic outcomes. Youth is a time of heightened vulnerability to unintended health outcomes including unplanned pregnancy, HIV/AIDS, and sexually transmitted infections. Girls in many countries are subject to child marriage, harmful cultural practices, and GBV, with life-long consequences for their health and quality of life. Young men, too, face many challenges in an increasingly global economy. Consequently, policy actions are needed to address the diverse needs of young people, ensure their full participation in public life, and support a healthy transition into adulthood.

BRIDGE Approach to Addressing Youth

To enhance the policy environment for youth-related issues, BRIDGE staff:

- Highlight the needs of youth at every opportunity, whether training policy champions or journalists, working with governments and civil society groups, hosting events or online discussions, or creating online and print resources for a range of policy audiences.

- Engage youth as active partners in youth development initiatives and provide them opportunities to share their voices and stories with the media and decisionmakers.
- Approach youth issues from a broad, multisectoral perspective that builds recognition of the links between population, health, environment, and economic growth.
- Present evidence on the diverse status and needs of youth in different regions or countries so that donors and policymakers can target programs and resources to areas with greatest need.
- Monitor trends on the status of youth to document and highlight areas where change is occurring and where change is needed.

EVIDENCE OF IMPACT

Our publications, media work and online resources have prominently addressed topics essential to youth development, as illustrated below.

Publications

Improving the Reproductive Health of Youth in Sub-Saharan Africa. In 2010, a new youth chartbook—the first since 2001—was produced with a focus on youth in sub-Saharan Africa. *Improving the Reproductive Health of Youth in Sub-Saharan Africa: A Route to Achieving the Millennium Development Goals* highlights data from 15 countries in which DHS surveys were conducted between 2003 and 2008. It links health indicators to the achievement of MDGs, including poverty reduction, achieving gender equity, universal access to education, and improved maternal and child health. Recipients of the chartbook indicate that they will use it for preparing training and workshop sessions; as a source for advocacy, reports, and speeches; and as general reference material.

Examples of use of the youth chartbook by organizations in developing countries include:

- “In determining our target groups, youth are often neglected and having this data greatly assists in our being able to identify areas of intervention. My staff need to understand the significance of youth reproductive health on our work.” *Director, Worldwide Fund for Nature, Nairobi*
- “The book has given a useful analysis of the status of sub-Saharan Africa in relation to the MDGs. The country data on the individual countries is particularly useful for development planning.” *Regional Minister, Brong Ahafo Regional Coordinating Council, Sunyani, Ghana*
- “As we near the deadline for the realization of MDGs we need to check on the gaps. The publication is very handy and helpful.” *Executive Director, Monze Mission Hospital, Monze, Zambia*

World’s Youth 2006 Data Sheet. This specialized data sheet is a widely referenced global resource providing useful data for policymakers and others on population, education, and youth reproductive health. This publication has influenced policies and programs by providing crucial information at the right time to users who need it. For example, a representative of the Albanian Finance Ministry said the ministry would use the data sheet and the *Youth in a Global World*

policy brief to “involve communities to improve programs and policies for youth through: providing in-depth information on how to improve adolescent reproductive health and sexual health programs and policies by organizing at the state and local levels; building coalitions; conducting needs assessments; planning public education and awareness campaigns; working with media and educating policymakers.”

Policy Briefs. Among the numerous policy briefs on youth topics produced during BRIDGE were the following: *Investing in Youth for National Development*; *Powerful Partners: Adolescent Girls’ Education and Delayed Childbearing*; and *Africa’s Youthful Population: Risk or Opportunity*. These policy briefs offer concise and insightful information and specific policy recommendations.

Other Youth-Related Activities

In addition to publications, other BRIDGE work has addressed topics essential to youth development:

- **Media.** PRB’s work with the media reaches young people with information about reproductive health and provides youth opportunities to speak with journalists. In West Africa, young women told reporters that they were influenced by the programs of PRB-sponsored Pop’Médiafrique and Fem’Médiafrique to begin using family planning.
- **Youth Champions.** The BRIDGE project has nurtured youth champions through its Policy Fellows training program for graduate students. Alumni continue to contribute to policy dialogue about youth and their needs at meetings and conferences.
- **Electronic Outreach.** PRB’s Discuss Online events on youth topics have engaged researchers and policymakers in dialogues including the implications of a youthful age structure, youth and security issues, and strategies to help girls attain self-esteem.
- **Coalition Strengthening.** BRIDGE champions efforts to abandon FGM/C, which affects 2 million girls each year. As described earlier, BRIDGE is at the forefront of activities marking International Zero Tolerance Day for FGM/C and has led numerous activities to call for the abandonment of FGM/C.

Other BRIDGE Focal Topics

BRIDGE also addressed USAID efforts to reduce poverty and health inequities and promote contraceptive security.

POVERTY AND EQUITY

Publications

BRIDGE has drawn attention to the intersection between poverty, equity, and development, and has increased the visibility of unequal access to health services among the poor.

- *Family Planning and Economic Well-Being: New Evidence From Bangladesh* presents complex research using language and a format that are accessible to policymakers. This

research showed that families in villages that received improved FP/RH services not only had fewer, healthier children, but also accrued greater economic resources, including a more valuable home and greater access to improved water, and their children were more likely to attend school.

- *Population and Economic Development Linkages Data Sheet* provides specific health and economic indicators and highlights inequalities within and between countries.
- *Addressing Population in Poverty Reduction Strategies* is a policy brief that supports the need to include FP/RH and population growth in poverty reduction strategy papers in order to obtain funding and support from the World Bank and International Monetary Fund.

Graphics Bank

To help policy audiences better understand the relationship between poverty and health, BRIDGE prepared a series of graphics for the PRB Graphics Bank. These slides drew on DHS data to present the differences between the wealthiest and poorest quintiles in several countries, based on use of health services (such as antenatal care, skilled delivery, family planning, and immunizations coverage) and outcomes (such as the total fertility rate, mortality, and under-nutrition). These graphics continue to be downloaded and used to showcase the need to invest health sector funds in programs to reach the poor.

Media Training

BRIDGE conducted two study tours highlighting the limited access to health services among the poor as well as a regional workshop in which 22 journalists from Kenya, Tanzania, and Uganda were trained on the issues of contraceptive security, poverty/equity, and public-private partnerships. As a result, these journalists produced at least 40 stories and broadcast programs on these issues.

CONTRACEPTIVE SECURITY

Publication

Contraceptive Security: A Toolkit for Policy Audiences includes seven policy briefs aimed to demystify much of the complexity surrounding contraceptive security. Topics for the policy briefs include: introduction to contraceptive security, planning for contraceptive security with SPARHCS, financing contraceptives, procurement, supply chain, policy environment, and priority actions for each topic.

Working With Media

BRIDGE led a number of media activities designed to increase awareness of contraceptive security issues. The following examples highlight our role with other groups in getting contraceptive security on the policy agenda:

- In collaboration with DELIVER and Africa Consultants International, BRIDGE facilitated a one-week contraceptive security workshop in Senegal entitled “*No Product? No Program! Working Together to Improve Reproductive Health.*” The workshop brought together 36 journalists, technical experts, and parliamentarians from Burkina Faso, Cote d’Ivoire, Mali, Mauritania, and Senegal. Country teams developed action plans with the goals of sustaining media coverage and policy dialogue on contraceptive security and creating a line item in national budgets to help cover the gap in contraceptive costs. Immediate outcomes included a nationally broadcast radio program and a guide to reporting on contraceptive security that was distributed widely to media professionals.
- In 2005-06, a small grants program supported the implementation of selected advocacy and media activities in each country. As a result of a small grant in Cote d’Ivoire, 245 policymakers and opinion leaders participated in a day of reflection on family planning and contraceptive security. A team from Cote d’Ivoire built a coalition to provide technical support, reach marginal populations with contraceptives, and advocate that the national assembly provide funding. Caravans delivered contraceptive supplies to cities that were decimated by war and had limited infrastructure. Village meetings were organized with youth, women’s groups, and village elders to determine needs and to teach people about the importance of contraception. This input was taken to local government officials and rebel leaders. At the policy level, academics from the faculty of medicine and national assembly members approached the Ministry of Finance to appeal for more funding for family planning, showing evidence that contraceptive prevalence had increased in project areas. In an interview with PRB, the team leader, Dr. Bénié, stressed that none of these efforts would have been possible without the Senegal workshop, which spawned a collective effort that made his team’s efforts far more effective.

OUTREACH AND COLLABORATION

BRIDGE staff collaborate with partner organizations both in our U.S.-based work and abroad. We carry out in-country activities by partnering with locally based and/or indigenous organizations and individuals with whom we have strong, long-standing relationships. Partnering increases our impact by enabling us to better address felt needs on the ground and to achieve better use of available funds. Similarly, BRIDGE has drawn on alumni from our training and media programs to provide leadership and expand our reach into new countries and topics. Under BRIDGE, we have drawn from the pool of trained alumni to co-facilitate our policy communication workshops in East Africa (Tanzania and Kenya) and to help design and facilitate a new media initiative in Haiti. Alumni of Women's Edition and our African media networks now facilitate activities in Kenya, Malawi, Tanzania, Senegal, and Burkina Faso. Involvement of former trainees in new activities continues to build their individual skills.

Representation and Responsive Dissemination Activities

As noted under IR1, relevant international conferences are a key forum for distribution of the products PRB has generated under BRIDGE. These publications and the CD-ROM compilations of publications are sought after, especially by developing-country visitors.

BRIDGE staff also made presentations and served as discussants for scientific sessions on population and the environment, family planning, and gender at the Woodrow Wilson Center, professional meetings, USAID-organized events such as the Mini-University, and for other partner organizations. Recent presentations have included "Uganda on the Move", a multimedia presentation first given at the International Family Planning Conference held in Uganda, and subsequently to a USAID-organized event and to CEDPA Women's Leadership Seminar. A presentation on population and coral reef conservation was made to the U.S. government's Coral Reef Task Force. BRIDGE staff also presented professional papers at conferences including IUSSP, APHA, and PAA.

BRIDGE is also a member of HIPNet—a partnership of organizations that address improving access to technical health information and innovative information technologies in order to strengthen health care programs, organizations, and services globally. BRIDGE staff collaborate in quarterly meetings and the biannual HIPNet conference with other organizations that produce and disseminate information on international health. In addition, PRB contributes to HIPNet's online resource center and email forum to help ensure that health information materials and technologies are efficiently and effectively developed and disseminated, so they can be widely used.

Intellectual Leadership

BRIDGE staff played a leadership role in a number of USAID-supported activities, including chairing the Gender-Based Violence (GBV) Task Force and organizing and facilitating meetings on gender, repositioning family planning, PHE, and the media. BRIDGE staff also supported the field by reviewing manuscripts for peer-reviewed journals, providing scientific review of

conference abstracts, and providing expert consultation and mentoring. In addition, BRIDGE staff had FP/RH-related articles published in peer-reviewed journals, including the *WHO Bulletin*, *African Journal of AIDS Research*, *International Family Planning Perspectives*, *Contraception*, and *Maternal and Child Nutrition*.

BRIDGE collaborated with other CAs in organizing activities, making presentations, and reviewing technical materials. For example, BRIDGE staff reviewed a paper for the World Wildlife Fund; discussed the *World Population Data Sheet* with participants of the USAID Development Leadership Initiative Health Officers training course hosted by DELIVER; collaborated with the Institute for Reproductive Health in writing articles about the Standard Days Method; and presented on policy communications to the Population Council's meeting of country directors.

Africa Bureau Collaboration and Support

BRIDGE staff provide regular assistance to the Africa Bureau for their data needs and with presentation development. For example, BRIDGE staff assisted the Africa Bureau with updated information on contraceptive prevalence trends in select sub-Saharan African countries, and provided data on life expectancy and child mortality trends for select sub-Saharan African countries. We prepared data slides depicting indicators, trends, and projections in fertility, contraceptive prevalence rates, unmet need, urban growth, maternal mortality ratios, infant mortality rates, youth populations, and reproductive health status in the sub-Saharan Africa region as a whole and in select countries. The publication in 2010 of PRB's chartbook, *Improving the Reproductive Health of Youth in Sub-Saharan Africa* was a benefit for the Africa Bureau, which immediately ordered 100 copies for its own distribution.

BRIDGE Outreach Activities

Outreach activities are an important part of BRIDGE's dissemination and collaboration strategies. They include technical collaboration, participation, and contribution to meetings organized by USAID, CAs, World Bank, Center for Strategic International and Studies (CSIS) and the Woodrow Wilson Center. In addition to the 320 activities cited in annual reports (target: 100 outreach activities), BRIDGE staff routinely respond to information requests from PRB members, educators, and the general public for demographic data and trends.

Over the life of the project, BRIDGE staff became increasingly engaged in a variety of outreach activities:

- 2003-04: 30 outreach activities, including teaching classes at local universities, reviewing manuscripts for other partners, hosting visiting professionals and organizations, and conducting brown-bag seminars at PRB.
- 2004-05: 30 outreach activities, including chairing a peer-review panel on Environment and Health for the Canadian Institute of Health Research, presenting to Ellison Fellows at NIH on health and economic development, and presenting a paper on women to the National Intelligence Council.
- 2005-06: 31 outreach activities, including hosting 12 Population Leadership Fellows

from the University of Washington, serving as discussant at a Woodrow Wilson Center Symposium on reproductive health and poverty, and presenting our work at PRB's 75th anniversary symposium.

- 2006-07: 45 outreach activities, including presenting a talk at CSIS on trends in global health, advising the Population Council on reporting on gender-based violence activities, participating on a State Department panel for African journalists, and providing technical assistance to the Kenya Ministry of Youth Affairs on a national youth survey.
- 2007-08: 30 outreach activities, including responding to a donor request for information on the future costs of family planning services; reviewing chapters of a book on population policies by the World Bank; participating in working groups on PHE, HIPNet, FGM/C, IGWG and youth; and meeting with staff from the World Health Organization.
- 2008-09: 60 outreach activities, including mentoring students in International Health at Georgetown University, participating in working groups on contraceptive security, and collaborating with the Gates Institute on media coverage for the Uganda Family Planning conference and with the Population Council on media activities for West Africa.
- 2009-10: 94 outreach activities, including 21 presentations and/or authored papers; nine manuscript reviews for peer-reviewed journals; 45 outreach meetings that PRB staff attended, facilitated, and/or organized; and 19 other types of outreach, including preparation of data for other organizations and advising donors and other partners on current issues.

FINANCIAL SUMMARY

The BRIDGE cooperative agreement awarded to PRB on Sept. 26, 2003, had an initial ceiling of \$9,500,000 over five years, ending on Sept. 30, 2008. The agreement was amended on June 25, 2007, extending the completion date by two years to Sept. 30, 2010 and increasing the ceiling amount to \$16,200,000. Actual expenditures totaled \$16,017,477 (see Table 3).

In addition to core and global leadership priorities (GLP) obligations, BRIDGE received field support from the Africa Bureau and USAID missions in Kenya and Haiti (see Table 4).

Table 3: Summary of Expenditures (in thousands)

	FY04	FY05	FY06	FY07	FY08	FY09	FY10	Total
Salaries	439	481	497	550	457	612	573	3,610
Fringe Benefits	163	199	205	221	203	239	236	1,464
Overhead	417	521	538	532	515	619	432	3,575
Consultants	168	128	186	165	205	256	195	1,303
Subagreements	73	326	499	362	169	262	489	2,180
Distribution	88	67	94	105	108	107	163	731
Printing	77	64	74	86	81	84	136	602
Travel	213	177	361	302	415	417	327	2,213
ODCs	40	41	45	48	72	54	40	340
Total	\$1,678	\$2,003	\$2,500	\$2,371	\$2,223	\$2,651	\$2,591	\$16,017

Table 4: Summary of Obligations (in thousands)

Core Funding	11,225
Global Leadership Priorities	927
Africa Bureau	1,565
Kenya Mission	1,900
Haiti Mission	400
Total	\$16,017

CONCLUSION

Over the course of BRIDGE, we have begun to see changes in the policy environment for family planning and reproductive health. Repositioning family planning efforts are paying off and countries are beginning to acknowledge that rapid population growth is undermining development. Contraceptive security has become a timely issue as more countries recognize the impact of declining donor support and growing unmet need for contraception on their own health budget. At the same time, the world is developing a greater awareness of population, health, and environment issues, and recognizing that family planning has an important role to play in addressing environmental and climate changes. BRIDGE has played a critical role in these developments through our publications, our work with media, and our efforts to build the capacity of champions.

The project's accomplishments reflect the commitment of USAID to support efforts to reach policymakers and other influential individuals and groups with information about reproductive health so that they can advance efforts in their own countries. BRIDGE staff have also worked tirelessly over the seven-year period to carry out a range of activities that have contributed to a more supportive policy environment for family planning and reproductive health. (See Appendix 13 for a list of BRIDGE staff.)

This final report has documented the success of the BRIDGE project in meeting the project's objectives, and has highlighted the project's major accomplishments between 2003 and 2010. We have met or exceeded all of the project indicator targets, in some areas doubling or tripling the expected achievements.

PRB is pleased that USAID continues to recognize the importance of targeted communication to policy audiences to strengthen health and population policies and programs. Through the IDEA (Informing DEcisionmakers to Act) project, awarded to PRB in July 2010, we will draw on the lessons learned from BRIDGE and offer innovations to the field, especially through enhanced use of electronic communication and expanded use of multimedia presentations. We look forward to continuing our strategic and collegial relationships in support of global, regional, and country health objectives over the coming five years.

APPENDIX 1: Results Framework and Project Monitoring Plan, 7-Year Targets, and Achievements

	Indicators	Target (7-Year Goal)	Achievements
STRATEGIC OBJECTIVE			
Contribute to improved health, population and nutrition policies and programs through effective policy-learning activities	1: Evidence of use for policy learning 2: Evidence that HPN issues have gained the attention of policy makers	Qualitative evidence on use by recipients of BRIDGE-disseminated information in speeches or policy-presentations; use of data and policy language for development of national policies or plans; use of information for designing or redesigning reproductive health policies and programs; use in other groups' policy advocacy materials; evidence that media coverage has contributed to policy dialogue or change	Examples include: <ul style="list-style-type: none"> • PRB-trained journalists' stories in Uganda prompted \$130 million World Bank loan to renovate hospitals and improve maternal health programs • Enuga State in Nigeria legislated against FGM following advocacy campaign by policy communications trainee • President of the Philippines cites PRB PHE Policy Brief in official remarks • PRB materials used in designing courses in Tanzania, Zimbabwe, and Thailand • Demographic data inform governments and NGOs around the world • Ambassador to African Union speaks out on FGM, writes Policy Brief and conducts webcast

RESULTS			
Result 1. Effective dissemination of HPN information to priority policy audiences supported	I. Process Indicators		
	1: Individuals on the mailing list who represent key target audiences	Clean mailing list of 16,000 maintained	17,700 (110% of target); 35% in health and population sector
	2: Information products disseminated by format (print/electronic) and topic	150 in a variety of formats	240 (172% of target) in a variety of print and electronic formats; includes dissemination of IGWG materials
	3: Respondents to questionnaires/ interviews who report BRIDGE products are understandable	80% of questionnaire respondents rate material as understandable or very understandable. Expected response rate is 5% of recipients	91% of respondents provided specific ways in which they will use the materials; response rates range from 1% to 4%
	4: Respondents to questionnaires/ interviews report that BRIDGE products are relevant to their work	80% of questionnaire respondents rate material useful or very useful. Expected response rate is 5% of recipients	91% of respondents rate materials as useful or very useful; response rates range from 1% to 4%
	5: Number and kinds of outreach activities and ad hoc requests	30 outreach activities and 70 ad hoc requests	BRIDGE staff carried out at least 320 outreach activities (320% of target), including preparation of slides and data for Africa Bureau; presentations for USAID, PAA, and other venues hosting visitors and mentoring students; review of manuscripts for CAs and peer-reviewed journals; review of conference abstracts; participation in working groups; and other opportunities for BRIDGE to promote knowledge and use of FP/RH information globally

	6: Number and kind of technical assistance activities	Up to 15 in-country activities, if field support received	42 activities: 37 in Kenya and 5 in Haiti (280% of target) <u>Kenya</u> : KSPA seminar, institutional assessment; new website, qualitative research workshop, NGO database, 9 newsletters, parliamentarian seminars, technical assistance on 16 work plan seminars documentary, 6 policy communication workshops (including TOT), 9 fact sheets, 2 data sheets <u>Haiti</u> : media workshops, journalists study tour
I. Outcome Indicators			
	1: Requests for materials and information generated after the initial dissemination activity	50% additional copies of print materials disseminated based on requests	BRIDGE received requests for 97,494 additional print copies after initial mailing of 470,981 print copies (21%). During BRIDGE, electronic dissemination greatly increased and many users opted for electronic downloads instead of requesting print copies. BRIDGE publications were downloaded 1.56 million times, representing 333% additional copies after initial dissemination activities.

Result 2. Quantity and quality of news coverage of key HPN issues enhanced	II. Process Indicators		
	1: Number of seminars or media events held	40 seminars	68 seminars (170% of target)
	2: Number of journalists supported to attend other groups' conferences and workshops	210 journalists	284 journalists supported to attend targets and workshops (135 % of target)
	3: Amount of news media coverage of HPN issues resulting from BRIDGE activities	2,000 articles and broadcast programs based on PRB-sponsored seminars	At least 2,091 articles produced (105% of target)
	II. Outcome Indicators		
1: Evidence of improved quality of coverage	Qualitative evidence that participating journalists are using evidence-based reporting, more media outlets are covering key HPN topics, and coverage is accurate	Content analysis of a sampling of stories produced at the beginning and end of training shows that most journalists have improved, some dramatically, in their fact-based RH reporting. They use more data and report with greater accuracy, and their stories are more compelling. Confirming these results are at least 6 awards, 3 commendations, 2 fellowships and 4 job promotions. East Africa workshops increased reporting on RH issues in the region.	

Result 3. Individual and institutional capacity to disseminate policy-relevant HPN data and information strengthened	III. Process Indicators		
	1: Number of participants trained	<ul style="list-style-type: none"> • 3-5 International Program Fellows • 84 Policy Communication Fellows • 50 PHE trainees • 50 RH in-country trainees (if field funds received) 	<p>4 International Program Fellows</p> <p>100 Policy Communication Fellows (119% of target); 11 additional fellows trained with private funds</p> <p>209 PHE trainees (415% of target)</p> <ul style="list-style-type: none"> • 36 in Madagascar (core/GLP) • 19 in Tanzania (core/GLP) • 30 in Thailand (core/GLP) • 27 in the Philippines (core/GLP) • 58 in Ethiopia (core) • 25 in Rwanda (core) • 3 in Uganda (core) • 11 in Kenya (core) <p>210 RH/Gender trainees (420% of target)</p> <ul style="list-style-type: none"> • 108 RH in Kenya (field) • 36 RH/RFP in Burkina Faso (field) • 15 GBV in Thailand (GLP) • 16 FGM/C in Burkina Faso (GLP) • 18 GBV in Uganda (GLP) • 17 GBV in Senegal (GLP)
	III. Outcome Indicators		
	1: Evidence of policy communication skill use	60% of participants provide examples of skill use within one year of workshop	65% of participants provided examples of skill use one year after the workshop (target exceeded)
	2: Institutional capacity for policy communication improved	10% of participants provide examples of improved institutional capacity with in one year of workshop	22% of participants provided examples of institutional capacity on year after the workshop; (target exceeded)

APPENDIX 2: Discuss Online Discussions on BRIDGE Topics, 2006-2010

Date	Discuss Online Title	Expert(s)	Questions Submitted	Questions Moderator Approved
November 2006	Is Global Pressure for Immigration Increasing?	Carl Haub	62	36
December 2006	Who Is Malnourished or Hungry in the World? Why? What Can We Do to Help?	Bill Butz	72	32
January 2007	Environment, Poverty, and Security in Today's World: What's Population Got to Do With it?	Roger-Mark De Souza	53	26
April 2007	How Can We Reduce the Death Rates From Pregnancy and Childbirth?	Fariyal Fikree, M.D.	64	38
May 2007	How Can Philanthropy Play a More Useful Role in Improving Family Planning and Reproductive Health in the Developing World?	Sara Seims	38	27
July 2007	Why Population Aging Matters	Richard Suzman	39	34
August 2007	The Unfinished Agenda in Global Health	Richard Skolnik	51	30
October 2007	Will India's Population Reach 2 Billion?	Carl Haub	40	27
November 2007	Gender Equality in the Family	Frances K. Goldscheider	64	46
January 2008	Sub-Saharan Africa's Demographic Giants: Ethiopia and Nigeria	Assefa Hailemariam, Charles Teller, Kolawole Oyediran	25	25
February 2008	Finding Ways to Improve Child Health	Nils Daulaire	63	37
April 2008	Combating Malaria: What More Can We Do Now?	Nicole K. Bates	38	30
April 2008	Combating Malaria: A First-Hand Account From Congo	Matthew Lynch for Antoinette Tshetu	17	14
May 2008	Building Alliances to Save Mothers' Lives	Theresa Shaver	26	24
May 2008	The Middle East Youth Bulge: Causes and Consequences	Ragui Assaad	18	16
June 2008	Ensuring a Wide Range of Family Planning Choices	Lori Ashford	33	23
July 2008	Environmental Change: What Are the Links With Migration?	Jason Bremner	31	25
August 2008	Caesarean Deliveries: Why Are They Key for Maternal Health in Developing Countries?	Cindy Stanton	54	45
September 2008	Demographic Divide: Diverging Population Growth Trends	Carl Haub, Mary Mederios Kent	32	26
November 2008	Why Are Stillbirths An Invisible Loss of Life in Developing Countries?	Cindy Stanton	31	25
December 2008	Is Sub-Saharan Africa an Exception to the Global Trend Toward Smaller Families?	Steven Sinding	42	29
January 2009	Birth Defects: A Hidden Toll for Developing Countries	Arnold Christianson	30	23
February 2009	Abandoning Female Genital Mutilation/Cutting	Molly Melching	70	48
April 2009	A Call to Action: World Malaria Day 2009	Joel Breman	15	15

May 2009	How Family Planning Can Save More Lives	James Gribble, Rhonda Smith	23	21
June 2009	Explaining India's Deficit of Girls	Leela Visaria	44	34
June 2009	How Will Global Aging Affect Economic Development?	David Bloom	26	22
July 2009	Africa's Future: Improving the Health of Mothers and Children	John Bongaarts, Nafissatou Diop	41	34
September 2009	World Population: 7 Billion on the Horizon	Carl Haub, James Gribble, Linda Jacobsen, Mary Mederios Kent	29	23
October 2009	The Fight to Stop Honor Killings	Rana Hussein	29	24
October 2009	Does Climate Change Threaten Our Cities?	Mark Montgomery	25	23
November 2009	Does a Young Age Structure Thwart Democratic Governments?	Richard Cincotta	31	29
December 2009	Population and Climate Change: What Is the Link?	Karen Hardee	61	42
December 2009	Engaging Men in the Fight to End Violence Against Women	Todd Minerson	30	24
January 2010	How Can Family Planning Programs Reduce Poverty? Evidence From Bangladesh	Shareen Joshi	36	
February 2010	'Next Generation' Contraceptives: Who Will Benefit and How?	Judy M. Manning, Karin Ringheim, Mihira Karra	41	32
March 2010	Integrating Family Planning and HIV Programs	Rose Wilcher, Susan Adamchak	33	27
August 2010	PRB's 2010 World Population Data Sheet: Fewer and Fewer Workers to Support Aging Population	Carl Haub, Linda Jacobsen	27	21
September 2010	Are the News Media Holding Governments Accountable on Promises to Improve Public Health?	Deborah Mesce, Florence Machio, Victoria Ebin	25	21
September 2010	What Do We Know About the Relationship Between HIV/AIDS and the Natural Environment?	Ben Piper, Jason Bremner, Lori Hunter	32	26
September 2010	A Call to Action: Increasing Global Investments in Youth	Alexandra Hervish, Brad Kerner, Jenny Truong	16	14
September 2010	Gender-Based Violence in the Congo	Lynn Lawry	52	33
October 2010	Integrating Equity Goals Into Family Planning Policies and Development Agendas	Suneeta Sharma	14	13

APPENDIX 3: “Behind the Numbers”, Blog Posts on BRIDGE Topics, by Title and Author, 2009-2010

33 Total Posts, 11 Authors

Date	Title	Author
January 2009	Applying the Evaluation Gold Standard	Bill Butz
January 2009	To Tell the Truth...With Statistics!: Poverty	Bill Butz
January 2009	To Tell the Truth...With Statistics!: Population	Bill Butz
February 2009	PRB in the Field: A Study Tour on Reproductive Health for Tanzanian Journalists	Victoria Ebin
March 2009	PRB in the Field: Population, Health, and Environment in Rwanda, part 2	Jason Bremner
March 2009	PRB in the Field: Population, Health, and Environment in Rwanda, part 1	Jason Bremner
March 2009	PRB in the Field: Building Political Will for Family Planning in Kenya	Marissa Yeakey
March 2009	To Tell the Truth...With Statistics!: Aggregates and Averages	Jay Gribble
April 2009	PRB in the Field: Family Planning Workshops for West African Journalists	Victoria Ebin
April 2009	Is the Gold Standard for Impact Evaluation Fool's Gold?	Charles Teller
April 2009	Traditional Agro-Forestry Strategies to Address High Population Pressure and the Livelihoods of Youth in Southern Ethiopia	Charles Teller
April 2009	Transforming Traditional Male Norms: A “Gateway” to Democracy	Karin Ringheim
May 2009	PRB in the Field: Hope is a School in Kajiado, Kenya	Charlotte Feldman-Jacobs
June 2009	Are You an Optimist or a Pessimist in Ethiopia?	Charles Teller
July 2009	Links Between HIV/AIDS and...the Environment?	Jason Bremner
August 2009	World Water Week and the Challenges of the Future	Jason Bremner
August 2009	World Population Data Sheet 2009 – 7 Billion People by 2011	Eric Zuehlke
August 2009	Fertility Rise for Richest and Climate Change Revisited	Jason Bremner
November 2009	Uganda in the Rearview Mirror	Jay Gribble
November 2009	Pearls — Beauty Brought About by Irritation	Jay Gribble
November 2009	Family Planning: Is It Back?	Jay Gribble
November 2009	Family Planning, Family Health, Family Wealth	Jay Gribble
December 2009	PRB in the Field: A Few Ponderings on Field Visits	Jason Bremner
December 2009	Ending Violence Against Women Must Begin in Boyhood	Karin Ringheim
December 2009	Carbon Offsets and Drawing the Distinction Between Population “Control” and Voluntary Family Planning	Jason Bremner
January 2010	When Will Women No Longer Need Activism Against Gender-Based Violence?	Karin Ringheim
January 2010	No Woman Left Behind	Charlotte Feldman-Jacobs
March 2010	Millennium Villages and the Need for Evaluation in International Development	Eric Zuehlke
April 2010	An Inexpensive and Important Step to Improve Global Health: Pay Heed to Henry the Hand	Karin Ringheim
June 2010	PRB's Policy Fellows Reach Beyond Academia to Learn How to Translate Research Into Policy	Marissa Yeakey

July 2010	Invest in Girls to Lessen the Long-Term Impact of Imbalanced Sex Ratios and Sex-Selective Abortion	Karin Ringheim
July 2010	Becoming Better Population, Health, and Environment Policy Communicators	Ashley Frost
July 2010	Are Parasitic Worms a Root Cause of Global Poverty?	Eric Zuehlke

APPENDIX 4: Web-Exclusive Articles on BRIDGE Topics, Written or Edited by BRIDGE Staff

Fiscal Year	Number of Articles
October 1, 2003 – September 30, 2004	28
October 1, 2004 – September 30, 2005	24
October 1, 2005 – September 30, 2006	29
October 1, 2006 – September 30, 2007	24
October 1, 2007 – September 30, 2008	22
October 1, 2008 – September 30, 2009	17
October 1, 2009 – September 30, 2010	27
Total	171

Web Articles Produced in the 2009-2010 Fiscal Year

- Winds of Demographic Change in Afghanistan?
- Child Mortality Decreases Globally and Immunization Coverage Increases, Despite Unequal Access
- Combating Cross-Generational Sex in Uganda
- Religious, Ethnic, and Regional Factors of High Fertility in Ethiopia
- Five Good Reasons to Integrate Family Planning/Reproductive Health and HIV Services
- Integrating Reproductive Health and HIV Services Advances Gender Equity and Human Rights
- What Would It Cost to Meet Family Planning Needs in Developing Countries?
- Building African Leadership on Population and Climate Change
- Has the AIDS Epidemic Peaked?
- In Bolivia, Slow Fertility Decline and Some Improvements in Health Indicators
- Environmental Refugees or Economic Migrants?
- Expanding Access to Family Planning
- The Role of Policymakers in Ending Female Genital Mutilation: An African Perspective
- Targeting Gender-Based Violence to Reduce HIV Among Women
- The Crucial Role of Health Services in Responding to Gender-Based Violence
- Gender-Based Violence: Impediment to Reproductive Health
- Despite Wide-Ranging Benefits, Girls' Education and Empowerment Overlooked in Developing Countries
- The Grandmother Project's New Approach to Ending Female Genital Mutilation
- Mama Muliri of HEAL Africa: Battling Gender-Based Violence in the Democratic Republic of Congo
- The Role of Intergenerational Land Transfers and Education in Fertility Transition in Rural Kenya

- New Estimates Reassess Progress Toward Reducing Maternal and Under-5 Mortality
- Engaging the Poor in Poverty Reduction: What Is the Role of Family Planning?
- Reproductive Health Subaccounts Track Funding Sources and Expenditures
- Contraceptive Security: A Toolkit for Policy Audiences
- Family Planning Improves the Lives and Health of the Urban Poor and Saves Money
- Reproductive Health of Youth in East Africa
- Commemorating 2010 International Day of Zero Tolerance to Female Genital Mutilation

APPENDIX 5: BRIDGE Publications Mailing List by Region and Organizational Category

Category	Africa	European New Independent States	Europe	Latin America & Caribbean	Middle East/ North Africa	North America	Oceania	Southeast Asia	Total
Environment	699	38	49	257	63	101	89	317	1,613
Economics	794	52	5	451	123	16	163	310	1,914
Business	910	25	2	142	28	6	32	78	1,223
Health	1,745	90	25	914	263	104	253	859	4,253
Population	674	82	37	352	154	94	146	498	2,037
Education	766	67	5	656	168	5	387	590	2,644
Media	686	75	22	298	59	4	79	323	1,546
Religion	233	16	0	124	20	3	23	49	468
Women	268	5	25	140	132	37	31	72	710
Friends	243	18	42	154	32	184	95	264	1,032
Policy Fellows Alumni	30	0	1	5	4	94	12	14	160
Youth	76	3	0	21	14	4	9	20	147
Total Recipients	7,124	471	213	3,514	1,060	652	1,319	3,394	17,747

APPENDIX 6: Dissemination Details for Publications Produced Under BRIDGE 2003-2010

Publication Title	Year	Language*	Initial Mailing	Copies Requested	Downloads
The Wealth Gap in Health Data Sheet	2004	E,F,S	17,259	3,239	19,203
2004 World Population Data Sheet	2004	E,F,S	17,354	6,900	21,185 (from 9/1/07 on)
World Population Highlights 2004 (brief)	2004	E,F,S	17,354	5,051	68,031
Women of Our World 2005 Data Sheet	2005	E,F,S	17,413	3,472	70,683
Taking Stock of Women's Progress (brief)	2005	E,F,S	17,413	3,288	17,111
2005 World Population Data Sheet	2005	E,F,S	17,560	7,245	121,129 (from 9/1/07 on)
Frequently Asked Questions About the World Population Data Sheet (brief)	2005	E,F,S	17,560	2,984	37,524
The World's Youth 2006 Data Sheet	2006	E,F,S	11,383	4,010	80,988
Youth in a Global World (brief)	2006	E,F,S	16,800	3,268	28,784
Reproductive Health in Sub-Saharan Africa (brief)	2008	E,F	7,223	1,683	2,995
Making the Link in the Philippines Data Sheet	2006	E	1,500		4,812
2006 World Population Data Sheet	2006	E,F,S	11,492	5,828	140,915
How HIV and AIDS Affects Populations (brief)	2006	E,F,S	11,492	5,323	79,224
Designing Population and Health Programs to Reach the Poor	2006	E,F,S	8,072	1,437	6,274
2007 World Population Data Sheet	2007	E,F,S	18,106	4,522	181,160
Powerful Partners: Adolescent Girls' Education and Delayed Childbearing (brief)	2007	E	2,500	463	8,779
Africa's Youthful Population: Risk or Opportunity? (brief)	2007	E,F	8,400	2,113	12,893
Population and Economic Development Linkages 2007 Data Sheet	2007	E,F,S	18,064	2,844	3,787
Addressing Population in Poverty Reduction Strategies (brief)	2007	E,F,S	18,064	2,231	5,328
Family Planning Worldwide 2008 Data Sheet	2008	E,F,S	18,025	2,968	9,713
Family Planning Advocacy Toolkit	2008	E,F	n/a	n/a	1,958
Ensuring a Wide Range of Family Planning Choices (brief)	2008	E,F,S	18,095	2,729	4,766
2008 World Population Data Sheet	2008	E,F,S	18,095	4,272	159,399
Family Planning Saves Lives 4 th Edition Report	2009	E,F	14,197	2,349	3,503
Supporting the Integration of Family Planning and HIV Services (brief)	2009	E,F	13,983	1,033	1,097
Investing in Youth for National Development (brief)	2010	E,F,S	17,653	1,651	1,263
Improving the RH of Youth in Sub-Saharan Africa Chartbook	2010	E,F	8,080	664	637
Family Planning and Economic Well-Being: New Evidence From Bangladesh (brief)	2009	E,F,S,	17,949	1,542	2,316
2009 World Population Data Sheet	2009	E,F,S	17,997	5,601	166,344
Expanding Contraceptive Choice: Five Promising Innovations (brief)	2009	E,F,S	17,960	1,158	1,995
Contraceptive Security A Toolkit for Policy Audiences	2010	E	6,139	178	1,336

2010 World Population Data Sheet	2010	E	11,741	320	29,830
A Journalist's Guide to Sexual and Reproductive Health in East Africa	2009	E	1000		355
IGWG Gender					
A Manual for Integrating Gender into RH and HIV/AIDS Programs, 1 st Edition	2003	E,F,S	910	1,050	45,759
Abandoning Female Genital Cutting/Mutilation CD-ROM	2005	E,F	1,563	1,242	8,791
The "So What?" Report	2005	E	569	277	5,654
A Summary of the "So What?" Report	2005	E,F,S	850	402	2,678
Do Empowered Mothers Foster Gender Equity? (brief)	2005	E	591	20	5,245
Addressing Gender-Based Violence through USAID's Health Programs: A Guide for Health Sector Program Officers	2006	E	1,000	117	5,144
Addressing Gender-Based Violence for the RH/HIV Sector: A Literature Review of Research and Programs	2004	E	1,500		9,732
"Systemaetizing" Electronic Brochure	2006	E	1,000	n/a	1,324
How to Integrate Gender into HIV/AIDS Programs	2004	E	n/a	299	35,723
Intersection of Gender, Access, and QOC in RH Services (web only)	2005	E	n/a	n/a	6,264
Addressing Cross-Generational Sex: A Desk Review of Research and Programs	2007	E	500	372	4,272
Cross-Generational Sex: Risks and Opportunities	2008	E	1,500	146	1,065
Gender-Based Violence: Impediment to Reproductive Health	2010	E	871	n/a	519
Engaging Men for Gender Equality and Improved Reproductive Health	2009	E	930		2,705
Female Genital Mutilation/Cutting: Data and Trends	2008	E,F,A	1,500	876	7,263
Female Genital Mutilation/Cutting: Data and Trends Update 2010	2010	E,F,A	2,407	162	1,570
Gender Perspectives Improve RH Outcomes: New Evidence	2009	E	n/a		1312
A Manual for Integrating Gender into RH and HIV Programs, 2 nd Edition	2009	E	n/a	93	522
The Crucial Role of Health Services in Responding to GBV	2010	E	871	n/a	185
The Role of Policy Makers in Ending FGM: An African Perspective	2010	E,F,A	2,407	69	218
Synchronizing Gender Strategies: A Cooperative Model for Improving Health and Transforming Gender Relations	2010	E	n/a	n/a	just posted
PHE					
Critical Links: Population, Health, and the Environment	2003	E	2,608	1,145	43,914
Integrating Population, Health, and Environment in Ethiopia (brief)	2007	E	1,500	n/a	10,777
Integrating Population, Health, and Environment in Kenya (brief)	2007	E	1,500	n/a	10,512
Integrating Population, Health, and Environment in Rwanda (brief)	2009	E	1,500	n/a	3,088
Integrating Population, Health, and Environment in Tanzania (brief)	2007	E	1,500	n/a	8,337
Integrating Population, Health, and Environment in Uganda (brief)	2009	E	1,500	n/a	
Linking PHE in Fianarantsoa Province, Madagascar (brief)	2006	E,F	1,500	17	2,227
Population, Health, and Environment Issues in the Philippines: A Profile of Autonomous Region in Muslim Mindanao (brief)	2008	E			4,137

Population, Health, and Environment Issues in the Philippines: A Profile of Cagayan Valley (brief)	2008	E			19,577
Population, Health and Environment Issues in the Philippines: A Profile of Central Visayas (brief)	2008	E			3,861
Population, Health, and Environment Issues in the Philippines: A Profile of the National Capital Region (brief)	2008	E			6,410
Guidelines for developing a training program: PHE training tools and CD-ROM (Spanish only-not on web)		S			
Breaking New Ground in the Philippines: Opportunities to Improve Human and Environmental Well-being (brief)	2004	E			7,397
Total BRIDGE publications distributed by PRB			470,981	97,494	1,568,923

* E: English; S: Spanish; F: French, A: Arabic

BRIDGE Publications Supported by USAID/Kenya Field Support	Year
Kenya AIDS Indicator Survey (KAIS) data sheet	
Central Province Factsheet: KAIS 2007	2007
Nairobi Province Factsheet: KAIS 2007	2007
Rift Valley Province Factsheet: KAIS 2007	2007
Western Province Factsheet: KAIS 2007	2007
Nyanza Province Factsheet: KAIS 2007	2007
Eastern Province Factsheet: KAIS 2007	2007
Coast Province Factsheet: KAIS 2007	2007
Women with Disabilities Need Reproductive Health Services, Too (brief)	2009
Migration, Urbanization and Environment in Kenya (brief)	2009
Environmental Factors Affecting Persons with Disabilities (brief)	2009
Equalizing Access to Family Planning Can Reduce Poverty and Improve Health (brief)	2010
Protecting the Reproductive Health of Young People – An Investment in Kenya’s Future (brief)	2010
Gaining Ground: Reclaiming the Lost Decade for Family Planning (brief)	2010
Fulfilling Unmet Need for Family Planning Can Health Kenya Achieve Vision 2030 (brief)	2010
9 issues of KenPop News	
Reclaiming a Lost Decade: Repositioning Family Planning in Kenya (documentary film)	

APPENDIX 7: Women's Edition Journalists 2004-2010

Year	Name	Country	Media Outlet	Title
2004-2006	Mohuya Chaudhuri	India	NDTV	News Editor and Bureau Chief
	Adina Mihaela Cojocaru	Romania	MAMI	Editor-in-Chief
	Stella Ruth Gonzales-Perez	Philippines	Philippine Daily Inquirer	Assistant Science and Health Editor
	Victoria Ibanga	Nigeria	Champion Newspapers	Features Editor
	Asha Krishnakumar	India	Frontline	Special Correspondent
	Ropa Mapimhidze	Zimbabwe	The Herald	Features Editor
	Marycelina Masha	Tanzania	The Guardian	Managing Editor
	Indi Mclymont-Lafayette	Jamaica	The Jamaica Observer	Coordinator, All Woman
	Miriam Ruiz Mendoza	Mexico	CIMAC News Agency	Reporter and Columnist
	Lucy Oriang	Kenya	Nation Media Group	Managing Editor/magazines
	Munni Saha	Bangladesh	ATN Bangla TV Channel	Special Correspondent
	Nabusayi Linda Wamboka	Uganda	The Weekly Observer	Features Editor
2006-2008	Rosemary Ardayfio	Ghana	Daily Graphic	Women's Page Editor
	Pamela Asigi	Kenya	Nation TV	Health Reporter
	Taru Bahl	India	The Statesman Mint	Assistant Editor Online News Editor
	Beather Baker	South Africa	South African Broadcasting Corporation	Commissioning Editor
	Sandra Mallo Barriga	Bolivia	La Razon	General Editor
	Deepa Gautam	Nepal	Nepal Television and NTV2	Chief Producer
	Claudia Izaguirre Godoy	Peru	Peru.21	Editor-in-Chief
	Pushpa Jamieson	Malawi	The Chronicle	Managing Editor
	Elizabeth Kameo	Uganda	Daily Monitor	Senior Features Writer
	Cristina Liberis	Romania	Realitatea TV	Senior Editor and Head of Foreign News
	Florence Machio	Kenya	Africawoman	Regional Coordinator
	2008-2010	Ana Carolina Alpirez	Guatemala	El Periodico de Guatemala
Nadezda Azhgikhina		Russia	Secretary of the Russian Union of Journalists	
Babita Basnet		Nepal	Ghatana Ra Bichar	Editor
Zofeen Ebrahim		Pakistan	Dawn and Inter Press Service	Freelance
Chinyere Fred-Adegbulugbe		Nigeria	The Punch	Senior Correspondent
Jane Godia		Kenya	The Standard Group	Deputy Managing Editor
Yordanos Goushe		Ethiopia	Ethiopian Radio and TV Agency	Editor/Senior Reporter
Catherine Gulua		Georgia	Resonansi	Information and Investigative Journalist
Fatima Ali Mutahar		Yemen	Yemen News Agency (SABA)	Editor, Development and Economy News
Florence Mutesi		Rwanda	The New Times	Senior Reporter

	Catherine Mwesigwa	Uganda	The New Vision	Features Editor
	Torwon Sulonteh-Brown	Liberia	UNMIL Radio	Producer

APPENDIX 8: BRIDGE Media Activities, 2003-2010

Date Completed	Activity	Location	Topic	Journalists Participating
October 2003	Africawoman	Nairobi, Kenya	Reproductive Health	20 new 0 repeat 20 total
May 2004	Workshop With Tanzania Media Women's Associations	Dar es Salaam, Tanzania	Maternal Health Care (congested facilities)	8 new 2 repeat 10 total
May 2004	Women's Edition	Washington, DC	Key Topics in RH: Family Planning, Safe Motherhood, HIV/AIDS	12 new 0 repeat 12 total
July 2004	International AIDS Conference	Bangkok, Thailand	RH and HIV/AIDS	0 new 5 repeat 5 total
September 2004	<i>Pop'Mediafrique</i> and <i>Fem'Mediafrique</i> (West Africa)	Senegal	Women's Empowerment and Reproductive Health	2 new 14 repeat 14 total
October 2004	East-Southern Africa (ESA)Women	Dar es Salaam, Tanzania	RH & Women's Empowerment	3 new 7 repeat 10 total
December 2004	Costa Rica workshop	San Jose, Costa Rica	Population and RH	15 new 0 repeat 15 total
March 2005	Women's Edition	New York	Involving Men in RH, and Beijing +10	0 new 11 repeat 11 total
May 2005	<i>Pop'Mediafrique</i> and <i>Fem'Mediafrique</i> (West Africa)	Senegal	Contraceptive Security	4 new 9 repeat 13 total
December 2005	Women's Edition	New Delhi, India	Sex trafficking	0 new 8 repeat 8 total
May 2006	Africawoman	Nairobi, Kenya	Violence Against Women	5 new 3 repeat 8 total

June 2006	ESA Workshop & Conference	Nairobi, Kenya	RH topics	22 new 0 repeat 22 total
June 2006	South Asia workshop	New Delhi, India	Regional RH and Youth/HIV	13 new 0 repeat 13 total
August 2006	Women's Edition	Toronto, Canada	Youth and RH	0 new 8 repeat 8 total
September 2006	Mozambique workshop & AU ministers meeting	Maputo, Mozambique	RH topics	2 new 7 repeat 9 total
September 2006	Media seminar & editors symposium	Port au Prince, Haiti	Family Planning and Violence Against Women	12 new 0 repeat 12 total
January-February 2007	Women's Edition	Washington, DC	Key topics in RH: Family planning, safe motherhood, HIV/AIDS	11 new 0 repeat 11 total
April 2007	East Africa workshop	Nairobi, Kenya	GBV and other RH	13 new 0 repeat 13 total
May 2007	East Africa workshop	Nairobi, Kenya	GBV and other RH	12 new 3 repeat 15 total
May 2007	Women's Edition	Mumbai and Jamkhed, India	Community-based RH care	0 new 6 repeat 6 total
June 2007	East Africa workshop	Nairobi, Kenya	GBV and other RH	10 new 8 repeat 18 total
July 2007	East Africa workshop	Nairobi, Kenya	GBV and other RH	6 new 12 repeat 18 total
August 2007	South Asia workshop	New Delhi, India	RH and FP	15 new 0 repeat 15 total

September 2007	East Africa workshop	Dar es Salaam, Tanzania	RH	19 new 8 repeat 27 total
October 2007	Women's Edition at the Women Deliver conference	London, UK	Safe motherhood and RH	0 new 9 repeat 9 total
October 2007	Haiti workshop	Cap Haïtien, Haiti	FP	13 new 0 repeat 13 total
October 2007	Haiti workshop	Cayes, Haiti	FP	17 new 0 repeat 17 total
November 2007	East Africa workshop	Dar es Salaam, Tanzania	RH	2 new 13 repeat 15 total
December 2007	Fifth African Population Conference	Arusha, Tanzania	Population-related issues	1 new 9 repeat 10 total
March 2008	East African workshop	Kampala, Uganda	RH	10 new 8 repeat 18 total
March-April 2008	Women's Edition	Johannesburg, South Africa	Violence against Women	1 new 7 repeat 8 total
April 2008	Youth Deliver the Future Conference	Abuja, Nigeria	Youth and RH	
June 2008	Haiti workshop	Port au Prince, Haiti	Repositioning FP	
September 2008	Study tour for Haitian journalists in Senegal	Senegal		
November 2008	Women's Edition	Washington, DC	Key topics: Family planning, safe motherhood, HIV/AIDS	
January 2009	West Africa workshop	Dakar, Senegal	Contraceptive security and other RH	
January 2009	Study tour for Tanzanian journalists	Dar es Salaam and Arusha, Tanzania	Contraceptive security Public-private partnerships Poverty/equity	

April 2009	West Africa workshop	Ouagadougou, Burkina Faso	FP/Contraceptive security in Burkina Faso	9 new 9 repeat 18 total
April 2009	Women's Edition seminar	Nairobi, Kenya	Family planning	0 new 9 repeat 9 total
May 2009	West Africa workshop	Bamako, Mali	Contraceptive security in Mali	4 new 12 repeat 16 total
May 2009	Tanzania workshop	Dar es Salaam, Tanzania	Maternal health and birth spacing	7 new 8 repeat 15 total
May 2009	Kenya-Uganda study tour	Kisumu area in Western Kenya	Contraceptive security Public-private partnerships Poverty/equity	6 new 6 repeat 12 total
June 2009	Regional workshop for Kenya, Tanzania, Uganda	Nairobi, Kenya	Contraceptive security Public-private partnerships Poverty/equity	0 new 17 repeat 17 total
August 2009	Study tour for Kenyan journalists	Kisumu area in Western Kenya	Maternal health and birth spacing	0 new 6 repeat 6 total
September 2009	Workshop for up-country and other Ugandan journalists	Kampala, Uganda	Reproductive health issues	22 new 7 repeat 29 total
September 2009	Workshop for Tanzanian journalists	Dar es Salaam, Tanzania	Adolescent SRH	7 new 8 repeat 15 total
October 2009	Study tour for Kenyan journalists	Mombasa area, coastal Kenya	Adolescent SRH	0 new 5 repeat 5 total
October 2009	Study tour for Malian journalists	Bamako, Segou and rural areas, Mali	Contraceptive security in Mali	6 new 4 repeat 10 total
November 2009	Journalists sponsored to cover International Family Planning conference	Munyonyo, Uganda	Family planning and related issues	0 new 21 repeat 21 total

January 2010	Study tour for Senegalese journalists	Regions of Cap Vert and Mbour, Senegal	Contraceptive security, RH services in low-income urban and rural areas	3 new 5 repeat 8 total
February 2010	Workshop for Malawian journalists	Lilongwe, Malawi	Reproductive health and family planning	22 new 0 repeat 22 total
March 2010	Study tour for Burkina Faso journalists	South-Central Region, Burkina Faso	Adolescent RH and FP in rural areas	14 new 0 repeat 14 total
March 2010	Study tour for Blantyre-based journalists in Malawi	Blantyre/Zomba, Malawi	Reproductive health and family planning	0 new 11 repeat 11 total
April 2010	Study tour for Lilongwe-based journalists in Malawi	Central region, Malawi	Reproductive health and family planning	1 new 12 repeat 13 total
May 2010	West Africa workshop-regional	Dakar, Senegal	RH laws in Senegal, Mali, Burkina; RH services and FP in low-income urban areas.	7 new 11 repeat 18 total
May-June 2010	Uganda Radio Network Project	Uganda	Various	25 new 0 repeat 25 total
June 2010	Women's Edition at the Women Deliver Conference	Washington, DC	Various maternal health and RH topics	0 new 7 repeat 7 total
June 2010	Journalists sponsored to cover international conference	Washington, DC	Women Deliver Conference on maternal health and RH topics	1 new 3 repeats 4 total
	TOTAL			428 new 338 repeat 766 total

APPENDIX 9: Conferences, Locations, and Number of Sponsored Reporters Under the BRIDGE Project

Date	Conference	Location	Number of Supported Reporters
July 2004	XV International AIDS Conference	Bangkok, Thailand	5 reporters
June 2006	2nd Africa Conference on Sexual Health and Rights	Nairobi, Kenya	22 reporters
September 2006	Special Session of the African Union, Conference of Ministers of Health	Maputo, Mozambique	10 reporters
October 2007	Women Deliver Conference	London, UK	9 reporters
December 2007	Fifth African Population Conference	Arusha, Tanzania	10 reporters
April 2008	Youth Deliver the Future Conference	Abuja, Nigeria	8 reporters
November 2009	International Conference on Family Planning	Munyonyo, Uganda	21 reporters
June 2010	Women Deliver Conference	Washington, DC	11 reporters

APPENDIX 10: Policy Fellows, by Country and University, 2003-2010

Year	Fellow	Country	University
2003	Belay Biratu	Ethiopia	Brown University
	Cristina Bradatan	Romania	Pennsylvania State University
	Jean-Christophe Fotso	Cameroon	University of Montreal
	Kevin Thomas	Sierra Leone	University of Pennsylvania
	Lilian Marquez-Barrientos	Guatemala	Indiana University
	Maria Aysa-Lastra	Mexico	University of Pennsylvania
	Prem Bhandari	Nepal	Pennsylvania State University
	Samuel Mills	Ghana	Johns Hopkins University
	Sangeeta Parashar	India	University of Maryland
	Sreeparna Chattopadhyay	India	Brown University
	Tania Vasquez Luque	Peru	University of Texas, Austin
	Tilda Farhat	Lebanon	UNC, Chapel Hill
	Azizur Molla	Bangladesh	Pennsylvania State University
2004	Bina Gubhaju	Nepal	Pennsylvania State University
	Mahmuda Khatun	Bangladesh	Pennsylvania State University
	Tom Owuor	Kenya	Pennsylvania State University
	William Sambisa	Zimbabwe	Pennsylvania State University
	Martha Silva	Mexico	Tulane University
	Sandile Simelane	South Africa	University of Pennsylvania
	Agbessi Amouzou	Togo	Johns Hopkins University
	Paola Tami Aritomi	Peru	Pennsylvania State University
	Muna Meky	Eritrea	Brown University
	Robert George Mswia	Tanzania	University of Pennsylvania
	Salome Wawire	Kenya	Brown University
	Juhua Wang	China	Brown University
	Speciosa Wandira-Kazibwe	Uganda	Harvard University
2005	Ernesto Amaral	Brazil	University of Texas, Austin
	Marie Arguillas	Philippines	Cornell University
	Ansoumane Camara	Guinea	University of Montreal
	Afra Chowdhuri	Bangladesh	Brown University
	Khatuna Doliashvili	Georgia	University of Texas, Austin
	Mira Hidajat	Indonesia	Pennsylvania State University
	Suhaila Khan	Bangladesh	Tulane University
	Sanyu Mojola	Kenya	University of Chicago
	Peter Moyi	Kenya	Pennsylvania State University

	Quamrun Nahar	Bangladesh	University of Hawaii
	Francis Obare Onyango	Kenya	University of Pennsylvania
	Fernando Riosmena	Mexico	University of Pennsylvania
	Yetunde Shobo	Nigeria	Pennsylvania State University
	Sundar Shrestha	Nepal	Pennsylvania State University
2006	Winfred Avogo	Ghana	Arizona State University
	Adriana Camacho	Colombia	Brown University
	Andreea Creanga	Romania	Johns Hopkins University
	PremChand Dommaraju	India	Arizona State University
	Amir Erfani	Iran	University of Western Ontario
	Anuja Jayaraman	India	Pennsylvania State University
	Ivy Kodzi	Ghana	Pennsylvania State University
	Li Liu	China	Johns Hopkins University
	Adriana Lopez Ramirez	Mexico	Brown University
	David Ojaka	Kenya	University of Montreal
	Collins Opiyo	Kenya	University of Pennsylvania
	Monika Sawhney	India	Tulane University
	Ranjan Shrestha	Nepal	Ohio State University
2007	Kassahun Admassu	Ethiopia	Brown University
	Esther Kaggwa	Uganda	Johns Hopkins University
	Sithokozile Maposa	Zimbabwe	Saint Louis University
	Andrew Muriuki	Kenya	University of Missouri
	Gabriela Sanchez-Soto	Mexico	Brown University
	Erica Soler-Hampejsek	Mexico	University of Pennsylvania
	Eric Tenkorang	Ghana	University of Western Ontario
	Chizoba Wonodi	Nigeria	Johns Hopkins University
	Maria Cecilia Calderon	Argentina	University of Pennsylvania
	Wenjuan Wang	China	Johns Hopkins University
	Ali Protik	Bangladesh	Brown University
	Marjorie Opuni-Akuamo	Ghana	Johns Hopkins University
	Tony Ao	Vietnam	Harvard University
2008	Peris Kibera	Kenya	University of Washington
	Benta Abuya	Kenya	Pennsylvania State University
	Rajeev Colaco	India	UNC, Chapel Hill
	Deladem Kusi-Appouh	Ghana	Cornell University
	Satvika Chalasani	India	Pennsylvania State University
	Manjistha Banerji	India	University of Maryland
	Rekha Varghese	India	University of Chicago

	Katherine King	USA	University of Michigan
	Raul Santaaulalia-Llopis	Spain	University of Pennsylvania
	Yara Jarallah	Palestine	Birzeit University
	Yara Almerie	Syria	University of Damascus
	Ghada Salah	Egypt	Assiut University
	Rozzet Jurdi	Lebanon	University of Western Ontario
2009	Eunice Muthengi Karei	Kenya	UCLA
	Khitam Abu Hamad	Palestine	Brandeis University
	Inku Subedi	Nepal	Brown University
	Sadaf Khan	Pakistan	Johns Hopkins University
	Noelia Paez	Peru	Texas A&M
	Arusyak Sevoyan	Armenia	Arizona State University
	Florence Naab	Ghana	University of Wisconsin
	Meeta Pradhan	Nepal	University of Michigan
	Optat Herman Tengia	Tanzania	Brown University
	Jolly Beyeza-Kashesya	Uganda	Makere & Karolinska
	Elijah Onsomu	Kenya	UNC Charlotte
	Shailendra Mishra	India	Indian Statistical Inst.
	Charles Oduro	Ghana	Florida State University
	Joseph Babigumira	Uganda	University of Washington
	Grace Kumchulesi	Malawi	University of Cape Town
	Adebola Orimadegun	Nigeria	University of Ibadan
2010	Amal Abu Awad	West Bank	University of Wisconsin, Mad
	Ava Cas	Philippines	Duke University
	Boaventura Cau	Mozambique	Arizona State University
	Debasree Das Gupta	India	George Mason University
	Anuli Ajene	Nigeria	Johns Hopkins University
	Yeetey Enuameh	Ghana	Drexel University
	Rifat Hasan	Bangladesh	Harvard University
	Ibrahim Kasirye	Uganda	University of Manchester
	Viola Nyakato	Uganda	University of Tilburg, Neth.
	Tannistha Samanta	India	University of Maryland
	Adel Takruri	Palestine	Johns Hopkins University
	Manisha Tharaney	India	Tulane University
	Eliud Wekesa	Kenya	London School of Economics
	Temitope Akintunde	Nigeria	Obafemi Awolowo University
	Chalachew Getahun	Ethiopia	Addis Ababa University
	Nkang Moses Nkang	Nigeria	University of Ibadan

APPENDIX 11: Gender-Based Violence Activities and Materials, 2004-2010

Gender-Based Violence Task Force. Formed in 2006, this task force has identified priority areas of interest to IGWG members, and organized technical updates and brown bags on such issues as the International Violence Against Women Act (IVAWA), a domestic violence research project in Uganda, new data on GBV in the Congo, and health consequences in girls and women who have been trafficked.

Gender-Based Violence: 16 Days of Activism. Each year since 2006, the IGWG and USAID's Office of Population and Reproductive Health have hosted a number of activities commemorating the 16 Days of Activism Against Gender Violence, from Nov. 25 to Dec. 10 in Washington, DC. The 2009 event was a Symposium on Working with Men to Stop Violence, featuring global experts on male engagement.

Gender Based-Violence Technical Updates. Beginning in May 2002, the IGWG has organized a series of seminars in Washington, DC, for program managers, policy makers, service providers, and trainers. The topics have ranged from defining GBV, to exploring ways to integrate GBV into RH/HIV programs, to lessons learned and how to measure and evaluate impact of interventions that address GBV from a RH perspective.

Workshops on Gender-based Violence: Communicating Information and Good Practice Interventions to Policymakers. In May 2005, May 2007, and May 2008 two-week regional workshops were held in Thailand, Uganda, and Senegal, respectively. These workshops focused on developing policy communication and advocacy skills among program officials, researchers, and advocates working in the area of gender-based violence.

GBV and Community-Based Approaches. In May 2008, the GBV Task Force organized a hands-on look at “In Her Shoes” and the “SASA” approach—two programs that have worked with communities in Latin America and in Africa on preventing gender-based violence.

Femicide and Honor Killings. In April, 2008, a panel of experts led a discussion on femicide—the murder of women by men, especially by intimate partners—identifying and understanding it in its various forms, its prevalence, and its relationship to international development and reproductive health. In Nov. 2009, in collaboration with the Woodrow Wilson Center, the IGWG sponsored a speech by Jordanian Journalist Rana Husseini.

IGWG Materials on GBV:

Gender-Based Violence: Impediment to Reproductive Health. This 2010 two-page brief answers the question “Why Is GBV Relevant to Reproductive Health?” It explores the sheer magnitude of GBV and its impacts on many reproductive health outcomes, including unintended pregnancy, maternal and child health, and STIs/HIV. It is a valuable resource for gender and development advocates making the case to policymakers.

The Crucial Role of Health Services in Responding to Gender-Based Violence. This 6-page Policy Brief presents guidelines for health care providers in addressing abuse, describes case studies from four countries, and identifies some next steps for policymakers, health professionals, and funders.

Addressing Gender-Based Violence Through USAID's Health Programs: A Guide for Health Sector Program Officers. Second Edition. This 2008 update of the earlier 2006 guide complements the 2004 literature review by Alessandra Guedes and is intended to help USAID program officers integrate gender-based violence (GBV) initiatives into their health sector portfolio during project design, implementation, and evaluation.

Violence Against Women and Girls: A Compendium of Monitoring and Evaluation Indicators. The focus of this 2008 publication is on M&E of VAW/G programs.

Gender-Based Violence and Reproductive Health, December 2004. This special issue of the journal *International Family Planning Perspectives*, published by the Guttmacher Institute, examines the reproductive health consequences of gender-based violence and presents reports from Africa, Asia, and Latin America (also available in Spanish and French).

Addressing Gender-Based Violence from the Reproductive Health/HIV Sector: A Literature Review and Analysis, May 2004. This report, commissioned by the IGWG and written by Alessandra Guedes, provides a literature review and analysis on programs in developing countries that have addressed or challenged gender-based violence with a link to the reproductive health/HIV sectors. .

APPENDIX 12: Population, Health, and Environment (PHE) Activities, 2003-2010

Date	Activity	Location	Topic	Participants
2003-2004	3 briefings on PHE at the Wilson Center	Washington, DC	PHE	Invited public, policy makers
2004	Workshops	Madagascar	Pop/Environment communications and demographic assessments	36 researchers, program officials, government reps, activists, information specialists
2004	PHE policy communications training	Tanzania	Communicating research on PHE links to policy makers	17 senior researchers and program managers from 6 countries
2005	University of Michigan Population Environment Fellows training	Mexico	PHE Policy communications	USAID/Michigan Population Environment Fellows
2005	Expert panel on PHE and the MDGs	New York	Public health, gender, and the environment.	National Wildlife Federation, Isaak Walton League, Bard Center for Environmental Policy, public
2005	Workshop	Barbados	Reporting on PHE linkages	14 journalists from 9 Caribbean countries
2005	Workshop	Bangkok, Thailand in conjunction with World Conservation Congress	Monitoring and evaluation of PHE projects	30 PHE practitioners and program managers from 9 countries
2006	Workshop	Antipolo, Philippines	PHE monitoring and evaluation, and strategic communications	27 leaders from 5 countries
2006	Workshop	Dar es Salaam, Tanzania	Population and health dimensions of coastal issues	17 journalists from Tanzania, Kenya, and Uganda
2006	Workshop	Antigua	PHE and coastal resource management	Regional marine conservationists
2006	Technical support to IPOPCORM and symposia	Philippines	Linking RH and coastal resource management	Provincial and municipal policymakers and the media
2006	Presentation and dissemination	Wilson Center, Washington, DC, and PHE conference, Philippines	USAID-sponsored assessment of PHE projects	Washington, DC and Philippines policy audiences
2007	Conference Session	Society for Conservation Biology Conference	Links between population dynamics and conservation	Conference attendees

2007	Training	UC Berkeley's Environmental Leadership Certification Program	Skills for working with media on PHE	30 developing country mid-career professionals
2007	Conference Session	Society for Environmental Journalism	Population, Environment, and Security	Conference attendees
2007	Conference Session	Conference of the National Council for Science and the Environment	Population, Gender, Justice, and Health	Conference attendees
2007	Workshop	Nairobi, Kenya	PHE assessment workshop for Kenya and Tanzania	PHE assessment teams
2007	Assessments	Kenya, Tanzania, Ethiopia	Country PHE assessment produced with recommendations for improving planning, coordination, and implementation of integrated PHE projects, programs, and policies	PHE assessment teams
2007	International conference organized	Ethiopia	East Africa Conference on integrating population, health, and environment	Practitioners, policymakers, researchers, the media, community leaders, and advocates from 22 countries and five continents
2007	Workshop	Ethiopia	East African journalists trained in PHE issues and reporting	16 East African journalists
2007	Workshop	Ethiopia	Coalition-building for an East Africa PHE Network	40 East African program managers, policymakers, and practitioners
2008	Assessments	Rwanda and Uganda	Country PHE assessment produced w/ recommendations for improving planning, coordination, and implementation of integrated PHE projects, programs, and policies	PHE assessment teams
2008-2009	Assessment and development of action plan	Washington, DC	Identified new pathways for PHE research and knowledge transfer to practitioners	PHE policy and practice groups
2008	Conference session and support for participation of 3 PHE practitioners	World Conservation Congress Barcelona, Spain	Integrated PHE approaches, examples from the field, and lessons learned	Conference attendees
2009	Meeting and Workshop	Kigali, Rwanda	Meeting of the East Africa PHE Network and policy communications training	30 champions of PHE from Ethiopia, Kenya, Rwanda, Tanzania, and

				Uganda
2009	Conference session and support for participation of PHE practitioners	International Family Planning Conference in Uganda	Integrated PHE approaches, examples from the field, and lessons learned	Conference attendees
2009-2010	Conference sessions and 2 Wilson Center events	Presentations on PHE at IUSSP, PAA conferences, and Wilson Center events	Identifying new pathways for PHE research and knowledge transfer to practitioners and PHE efforts in East Africa	Conference attendees, invited public, policy makers
2010	Web tool development	Washington, DC	Developed an interactive public map using Google Maps highlighting field based PHE efforts	PHE practitioners, advocates, targeted policymakers, public

APPENDIX 13: BRIDGE Staff, 2003-2010

Name	Years	Position Held
Sara Adkins-Blanch	2003-2008	Senior Policy Communications Analyst
Lori Ashford	2003-2005, 2008	Technical Director, Policy Communications
*Jason Bremner	2007-2010	Program Director, PHE
Meghan Cagley	2005-2008	Program Associate
Ellen Carnevale	2008-2010	Vice President, Communications
Donna Clifton	2003-2010	Communications Specialist
Lisa Colson	2003-2007	Program Associate
*Roger-Mark De Souza	2003-2005	Technical Director, PHE
Tamara Durand	2003	Administrator
Victoria Ebin	2005, 2009-2010	Senior Communications Specialist
*Charlotte Feldman-Jacobs	2003-2010	Program Director, Gender
Jennay Ghowrwal	2009-2010	Program Assistant
Maura Graff	2009-2010	Policy Analyst
*Jay Gribble	2006-2010	Vice President and BRIDGE Project Director
Carolina Hall	2009-2010	Program Assistant
Carl Haub	2003-2010	Conrad Taeuber Chair, Senior Demographer
Alexandra Hervish	2010	Policy Analyst
Toshiko Kaneda	2004-2010	Senior Research Associate
Haruna Kashiwase	2003	Population Information Assistant
Mary Kent	2008-2009	Senior Demographic Editor
Theresa Kilcourse	2003-2005	Graphic Designer
Suzanne Landi	2008	Program Assistant
Heather Lilley	2003	Graphic Designer
Kathleen Maguire	2003	Editor
Zuali Malsawma	2003-2006	Librarian
Andrew Marshall	2006	Administrative Manager
Monica Matts	2003-2004	Distribution Clerk
Deborah Mesce	2003-2010	Program Director, International Media Training
Trisha Moslin	2007-2010	Program Administrator
Michelle Nigh	2004-2007	Senior Graphic Designer
Rachel Nugent	2004-2005	BRIDGE Project Director
Kimberley Ocheltree	2006-2008	International Programs Fellow
Emily Poster	2004-2005	Program Assistant
Nina Pruyun	2006-2007	Senior Policy Analyst

Karin Ringheim	2008-2010	Senior Policy Adviser
Angela Robertson	2005	International Programs Fellow
Megan Schmitt	2009-2010	International Programs Fellow
Erin Sines	2006-2009	Policy Analyst
Myra Sessions	2003-2004	International Programs Fellow
Richard Skolnik	2006-2007	Vice President, International Programs
Rhonda Smith	2003-2010	Associate Vice President, International Programs
Holley Stewart	2008-2010	Senior Reproductive Health Adviser
Lynnda Stewart	2005	Distribution Clerk
Melissa Thaxton	2006-2007	Policy Analyst, PHE
Heidi Worley	2006-2007	Senior Policy Analyst
Marissa Pine Yeakey	2007-2010	Policy Analyst
Sandra Yin	2006-2007	Associate Editor
*Nancy Yinger	2003-2005	Director of International Programs and BRIDGE
Eric Zuehlke	2008-2010	Editor

*Key personnel