



**PAI**  
pai.org

# Vision 2025 Highlights

Propelling Sexual and Reproductive Health and Rights  
Through Partnerships, Advocacy and Impact

APRIL 2022



## ACKNOWLEDGMENTS

In February 2021, PAI staff and PAI's Board of Directors launched the process to develop Vision 2025 — our next strategic plan, to define critical organizational priorities for the next five years.

PAI staff led an inclusive, participatory and methodical process to begin gathering insights. These phases included an environmental scan of the larger programmatic, media and communications and funding landscapes and one-on-one discussions with more than 70 peers, donors and funded partners. The next phase included analysis of the earlier landscape research and further engagement among PAI staff and board. Inputs from PAI's staff, partners, peers, donors and board were instrumental in solidifying the strategic plan. The planning, feedback and development process concluded in October 2021.

Thank you to PAI's staff, Board of Directors, champions, funded partners, donors and peers who worked diligently to inform and develop Vision 2025 — PAI's road map to accelerate progress toward SRHR for all.

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# Letter from the CEO

## DEAR FRIENDS:

In setting PAI's Vision 2025 strategic plan intentions, we have asked ourselves one central question: How should we accelerate progress for sexual and reproductive health and rights for all in ways that are equitable and align with PAI's values and our strengths? The answer is a journey forward that honors our past and sets authentic, ambitious and achievable aspirations toward our mission.

For nearly 60 years, PAI has been championing the global movement for sexual and reproductive health and rights. We have pushed back against harmful U.S. policies and advocated for international family planning and reproductive health to stay at the forefront of U.S. global health funding. We have also supported thousands of advocates with resources to address the needs in their communities and advance health and human rights in their own countries.

While progress has been achieved, our work is not complete. We still have a long way to go to overcome and prevent ongoing opposition to sexual and reproductive health and rights and ensure sustained support of local organizations and their work to combat the threats to health and progress for all.

Vision 2025 is grounded in mobilizing greater political will and resources — both in the United States and abroad — to guarantee universal access to sexual and reproductive health and rights. We advocate for increased access to high-quality, affordable health care and bring together diverse voices that fuel this global movement.

We are thinking bigger and bolder than ever before and are ready to usher in a new era of impact with partners around the world. I am excited about what we will accomplish in the years ahead and I hope we can count on you to stand with us for what is to come.



In solidarity,

**Nabeeha Kazi Hutchins**  
President and CEO, PAI



# A moment like no other

Vision 2025 reflects the next era of PAI's commitment to an equitable, inclusive and locally led movement to ensure universal sexual and reproductive health and rights (SRHR). Our journey forward is grounded in PAI's six-decade legacy of trusted leadership, evidence-informed advocacy and a partnership model that is grounded in transparency, respect and responsiveness to the expressed needs of local communities.

## OVERVIEW

**Guided by the experience, wisdom and foresight of PAI's staff and partners, Vision 2025 serves as PAI's road map for meeting the realities of a moment that have reverberated across borders, sectors and communities facing the starkest disparities in SRHR.**

### **We believe**

Equitable progress for SRHR contributes to sustainable gains for the health, equality and prosperity of women, youth and communities around the world.

### **We know**

Sustained investments in advocacy drive accountability, protect SRHR achievements and propel a global SRHR movement fueled by local voices, experiences and leadership.

### **We intend**

To accelerate the expansion of comprehensive sexual and reproductive health (SRH), including family planning, contraception, safe abortion services, gender-based violence prevention, maternal and newborn health, menstrual health and hygiene, sexuality education and more.

### **We strive**

To achieve our mission through U.S. and global advocacy, equitable collaborations, diverse partner-led perspectives and coalition strengthening for sustained SRHR investments and policy results.



# The state of SRHR

Sexual and reproductive health is more than a hope — it is a human right and is central to progress. But for far too many people, these rights remain out of reach.



## SRH DURING COVID-19

The elimination, reduction and diversion of funding for SRH services during strictly enforced COVID-19 lockdowns and economic pressures led to:<sup>1</sup>

**49 million**

more women with an unmet need for modern contraception

**3 million**  
more unsafe abortions

**28,000**

more maternal deaths

**15 million**

unintended pregnancies

**168,000**

more newborn deaths

There are 4.3 billion people of reproductive age who will lack at least one essential sexual or reproductive health service during their lifetimes.<sup>2</sup>

In low- and middle-income countries, there are 218 million women of reproductive age who want to avoid pregnancy but are not using a modern method of contraception, including 14 million between ages 15 and 19.<sup>3</sup>

Thirty-five million women have abortions in unsafe conditions, and 133 million people need but do not receive treatment for one of the four major curable sexually transmitted infections.<sup>4</sup>

SRHR, already weakened by the expansion of the U.S. Global Gag Rule and other local policy restrictions which forced health care providers worldwide to discontinue SRH services, were further debilitated during COVID-19.

The consequences for women, youth and local communities are life-changing and devastating, but it does not have to be this way.

**That reality fuels PAI's advocacy work and that of more than 120 funded partners across 36 countries in Africa, Asia and Latin America and the Caribbean.**

PAI fights for policy and funding to ensure everyone — no matter where they live, the color of their skin, their gender identity or their sexual orientation — can access high-quality, comprehensive SRH information and services.

To achieve global progress, everyone must have the opportunity to make free and fully informed choices about their SRHR and their future. **We won't stop until that right is a reality for all.**



# Our partnership model

Based in Washington, D.C., PAI has expanded the global reach of SRHR advocacy through financial support and technical and strategic assistance to local partner organizations around the world.



**SINCE 2006,**  
**OUR INNOVATIVE PARTNERSHIP  
MODEL COMBINES:**



**Strategic and  
organizational  
development support**



**Flexible funding  
for programs  
and institutional  
strengthening**



**Technical advocacy  
resources and  
open-source content**

Since our establishment in 1965, PAI has been key in shaping the global health landscape.

We played an instrumental role in the creation of the Office of Population and Reproductive Health at the United States Agency for International Development (USAID) and the establishment of the United Nations Population Fund (UNFPA). PAI also played a vital role in the International Conference on Population and Development (ICPD) in 1994 and the Fourth World Conference on Women in 1995. These conferences centered a rights-based approach to bodily autonomy and choice in their outcome documents and solidified SRH as a human right, which resonates to this day.

The achievements were historic but were also in response to the damage of a population control

lens, experimentation on and the abuse of Black, Brown and Indigenous people and eugenics as a major international development strategy prior to and throughout the 20th century.

These strategies ignored the rights and agency of women and reinforced racist, inhumane, inequitable and colonial power relationships in the structuring of development aid.

PAI has a unique opportunity to push a comprehensive SRHR approach that includes other important yet often neglected areas. In addition, we can help shape responsive and equitable systems and service delivery mechanisms and enhance our investments in an environment where quality care is accessed without social, political and/or financial impediments.



# Our intentions and aspirations

Our collaboration with thousands of partners proves that the investment in advocacy, visibility of diverse voices and a flexible partnership mindset have yielded significant SRHR gains that are required for accelerated action and impact.

PAI's legacy of service to and support of the global SRHR movement stands as a testament to our greatest strengths: how we engage, who we reach, where we support and when we influence.

## OUR VOICE

### U.S. and Global Advocacy

PAI's core body of U.S. government and global institutional work is in advocating for robust foreign assistance policies and increased funding to support SRHR worldwide.

To achieve this, we cultivate a broad, knowledgeable and engaged base of champions in Congress. PAI advocates for increasing U.S. bilateral and multilateral family planning and reproductive health funding and making comprehensive SRHR a policy and development priority.

Through our clear analysis, trusted research and convening power, PAI's outreach to U.S. government stakeholders and bilateral and multilateral institutions is essential to partner organizations' efforts to protect and advance SRHR in their own countries.

## OUR NETWORK

### Funded Partners

The funded partners we work with — more than 120 local advocacy organizations in 36 countries — are resilient, connected, trusted and innovative.

They represent a vibrant, global voice for SRHR and are the key drivers in achieving critical priorities for gender equality, climate change, poverty alleviation and more in their communities.

Our partners set their own SRHR advocacy agendas and track and alert stakeholders of current and emerging threats and opportunities. They are also implementing critical programs that support an enabling environment for universal SRHR in their countries and communities.

PAI works side by side with funded partners, providing nearly \$7.3 million in yearly funding,

advocacy support and strategic guidance to amplify SRHR calls to action and hold policymakers accountable.

## OUR APPROACH

### Equity, Responsiveness and Power Shifting

Our approach to achieving our mission emphasizes equity and flexibility in decision-making and funding.

Funded partners work with PAI to identify what they need to achieve their goals. PAI supports these efforts by providing flexible funding, advocacy support, technical insights and assistance and strategic guidance.

**PAI's relationship with funded partners is defined by mutual knowledge sharing with an intention to power shift in support of expanding the CSO ecosystem for SRHR advocacy.**

PAI's approach to power shifting underpins our commitment to a diverse, robust and sustained CSO-led movement for comprehensive SRHR.

When power is shifted, organizations can set their own priorities, fully sustain their institutions and continue to propel domestic SRHR and health equity advocacy agendas.

For decades, we have chosen to share our power and our funding with others. Today, we are doubling down on our investments and intentions to shifting power to local organizations that are the driving forces for good in their communities.



# Sharing our strengths and shifting the power

**Sharing our strengths underpins our collective abilities to expand the global ecosystem of advocates and advance SRHR.**

PAI builds mutually reinforcing relationships based on trust, equity and respect with partners around the world, who have come to expect these defining traits in their engagement with us. These collaborations have enabled deep,

honest and sector-supportive work that makes a difference.

Through sharing of information, expertise and resources, PAI has advanced our own U.S. and global policy advocacy and partners have furthered SRHR priorities in their own countries and communities. Together, our advocacy is grounded in the real-life needs of communities, while also aligning these needs to global policy and funding agendas.

## THE STRENGTHS THAT PAI SHARES

PAI's commitment to our partners is guided by collaboration, knowledge sharing and investment in advocacy priorities and institutional strengthening. While PAI provides flexible funding to local CSOs, we are even more proud of enabling access to:

- ▶ A robust CSO ecosystem of local SRHR leaders and advocates
- ▶ Advocacy tools and resources
- ▶ Data and evidence analysis and synthesis for policy and program use
- ▶ Expertise and investments for institutional strengthening
- ▶ A global platform for visibility and connectivity

Access to these PAI assets has proven catalytic to our partner CSOs — 90% of which are local, indigenous organizations — that are looking to expand and sustain their SRHR advocacy, influence, footprint and impact.

## THE STRENGTHS THAT PARTNERS SHARE

CSO partners provide PAI with important country and community insights that deepen our advocacy on the U.S. and global stages, helping illustrate the human impact of SRHR policy and investments that either expand or restrict access.

Our partners help ensure that SRHR is prioritized by policymakers, donors and others. In addition, local CSOs validate calls to action, reinforce the cause, enhance global conversations, hold governments accountable and unlock national mechanisms for information exchange, consultations and data and information dissemination.

Our partners are best equipped to include other national and subnational partners to join advocacy efforts, lead national- and regional-level work to mitigate the attacks and disinvestment our sector faces and share learnings and calls to actions with their CSO peers, including PAI.

## SHIFTING THE POWER

Central to advancing universal access to SRHR is a diverse and expansive network of local advocates. To expand and sustain this advocacy ecosystem, a commitment to shifting the power to local, indigenous organizations and fostering collaboration and coordinated action is essential.

For PAI, power is shifted when the leading voices for the global SRHR movement are community and advocacy organizations from the very countries our U.S. and global advocacy is meant to support. This is a natural and necessary evolution of our formal funding and grant relationships, and to this end, PAI is committed to:

- ▶ Asking partners, from day one, how PAI can support the positioning and sustainability of their institutions and leadership
- ▶ Investing our own resources to support CSO operations and systems capacity development
- ▶ Co-creating and co-presenting proposals and programs where partners are at the table from the outset
- ▶ Ensuring our partners have access to global networks, coalitions and key donors
- ▶ Ceding space for partners to tell their stories, provide counsel and shape the advocacy agenda
- ▶ Crediting partners for their work in our external communications and with our institutional donors
- ▶ Approaching all our collaborations with a mindset of strength, possibility and positivity

As we look toward 2025 and beyond, PAI will strive to ensure that our partnerships, both with institutions that finance our work as well as organizations that we provide funding to, are defined by more than a grant or a funding relationship. To achieve our Vision 2025 goals, we need many more voices to join us in leadership and contribute to an expanded ecosystem of advocates who are advancing global SRHR goals.



# Our vision, mission and goals

## OUR VISION

PAI envisions a just and equitable world where everyone can fully realize their sexual and reproductive health and rights to achieve health equity, economic well-being and gender equality.

PAI works to advance universal access to sexual and reproductive health and rights through advocacy, partnerships and funding of changemakers.

## OUR MISSION

Together with our partners, PAI aspires to achieve three goals related to policy, financing, access and accountability by 2025.

## OUR GOALS



### 1 Catalyze Commitment

Mobilize global and national political will, funding and additional resources to guarantee universal access to SRHR.



### 2 Increase Access

Advocate for increased access to quality SRH through diverse mechanisms, universal health coverage and primary health care.



### 3 Strengthen the Movement

Elevate a diversity of voices, evidence and insights to accelerate the global SRHR movement.

# Strategic pillars



**PILLAR**

**Build an agile, equitable, creative and accountable culture where we thrive and achieve our aspirations.**

Attaining our mission requires building and preserving a strong organizational culture guided by our values where staff can grow, innovate and be recognized for their accomplishments and contributions.

**Expand and deepen partnerships to enhance SRHR policy, funding and program impact, and foster a partnership journey that prioritizes power shifting.**

With our strong network of funded partners and thousands of collaborators and champions across sectors, we have an opportunity to propel global calls to action and sustained policy change for comprehensive SRHR in clear, actionable and influential ways.

**2**

**PILLAR**







**PILLAR**

**3**

**Align discreet project and advocacy achievements within program portfolios to enable strategic expansion of each body of work.**

Program portfolios are: (1) health financing and systems strengthening (supply); (2) SRH access and equity (demand creation); (3) civic engagement (SRHR CSO ecosystem); and (4) policy advocacy and accountability (U.S. government and global).

PAI's strengths include our expertise, network of partners, diverse SRHR program portfolios and a credibility that extends across global and U.S. settings and country and local contexts.

**Shape and lead a compelling evidence-informed, country-grounded narrative that fuels our mission and the SRHR movement.**

Together with our partners, PAI is in a strong position to be bold and intentional in making the case for the policy and funding prioritization of SRHR and its essential role in progress and prosperity for communities around the world.

**4**

**PILLAR**





# Making our future possible

For PAI to take both a holistic and strategic approach to our 2025 goals, the following inputs are required.



## **Partners**

We recognize that it is through our partnership model in which local advocates lead that we can truly realize the greatest impact.

We commit to dedicating \$5 million per year in grants and technical assistance to support local, indigenous groups.

We will build on decades of successful partnerships to extend and strengthen our network and solidify our partnership principles approach.

We will invest unrestricted support for new initiatives such as regional advocacy networks, country hubs and cross-regional engagement initiatives.

We will expand unrestricted, responsive subgranting through a model that builds upon the skills, capacity and expressed needs of our partners so they can grow and sustain their work.

We will strengthen the reach of our network of advocates by increasing the number of country partners we work with and creating more opportunities for collaboration.

## **Voice**

Our advocacy will be informed by evidence and the lived experiences of partners and the communities they serve. We are committed to sharing knowledge, translating research, amplifying calls to action and furthering the global movement to advance SRHR.

## **Funding**

We recognize that increased resources and investments in PAI's own institutional development through flexible funding are necessary to meet the ambitions of Vision 2025.

To resource our work, we will pursue additional funding avenues and make the case to new stakeholders. Increasing and diversifying our funding will enable us to work toward our commitments of sustained advocacy at the U.S. and global levels, power shifting with our funded partners, flexible and responsive funding to our CSO peers and deeper investments in institutional capacity support for our funded partners and ourselves.

## **Organizational Development**

We recognize that to strengthen our impact and meet the challenges of this moment and the future, we must continue to bolster our own skills and technical capacity, and structure our work accordingly.

We are well underway with plans to fortify staff, bringing in subject matter experts and credible spokespeople around topics such as equity and justice, gender-based violence, LGBTQI+ issues and broader country perspectives.

We are orienting our work around thematic areas that are critical to the SRHR mission and creating an organizational culture that is productive, collaborative and welcoming to all.

Stand with us as we enter this next era of bold partnerships, bold actions and bold impact.

To learn more about Vision 2025, visit [pai.org/vision-2025](https://pai.org/vision-2025).



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