2020 IMPACT BRIEF

CENTER FOR INNOVATION AND IMPACT

USAID | Global Health

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Photo: Geoffrey Mwangi/USAID

OUR MISSION

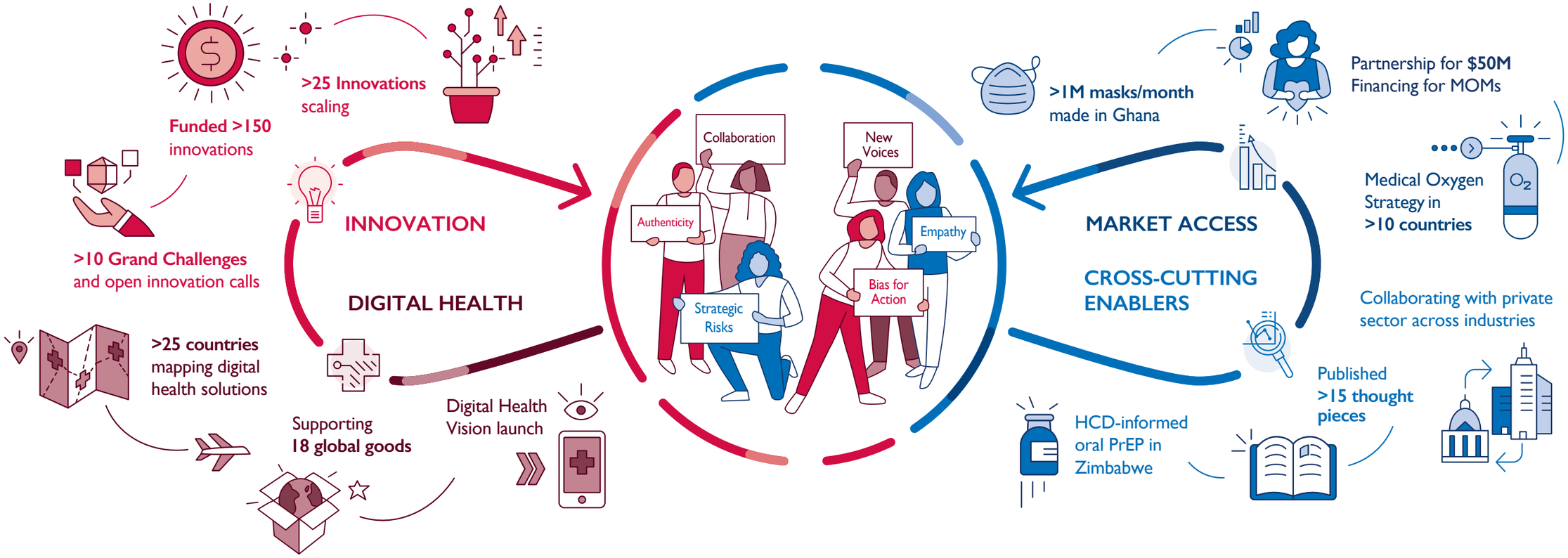
The **Center for Innovation and Impact (CII)** in USAID's Bureau for Global Health encourages business-minded approaches and accelerates impact against some of the world's most important health issues. CII invests seed capital in the most promising efforts and applies a rigorous, market-oriented approach to cut the time it takes to transform ideas from the drawing board into impact on the ground.

CENTER FOR INNOVATION AND IMPACT

USAID | Global Health

CII'S WORK AT A GLANCE

Working in partnership across USAID's Global Health Bureau and Missions, CII aims to maximize global health impact through new ideas, initiatives, and connections across our efforts.



CENTER FOR INNOVATION AND IMPACT
USAID | Global Health

www.usaid.gov/cii | twitter.com/ciiimpact

Projects in >50 countries | Leveraged $300 million | Aiming to save more than 3M lives

HOW WE WORK & PARTNER

CII is intentional about making diversity, equity, and inclusion a central part of our team culture and innovative work, and how we show up inside and outside of the Agency.

CATALYZE INNOVATION

We partner to source groundbreaking solutions and strengthen the capacity to innovate with:

- **Open innovation** – Sourcing "game changers" and new partners through Grand Challenges, prizes, hack-a-thons, and incubators
- **Innovator support** – Accelerating the development and scale-up of the most promising innovations
- **Amplifying use of innovation** – Partnering with our technical colleagues to apply new approaches, build innovation capacity, and bolster innovation ecosystems
- **Speeding adoption of cutting-edge approaches** – Developing acceleration strategies for adoption of emerging solutions, from artificial intelligence to futures visioning

SCALE FOR IMPACT THROUGH MARKET ACCESS

We support accelerated introduction and scale-up of critical health products or services through:

- **Strategic planning** – Planning comprehensively and early to accelerate the launch and uptake of innovative or underutilized health products or services
- **Market shaping** – Developing market-based incentives to create efficient markets that increase access to health products or services
- **Innovative financing** – Leveraging non-traditional financing tools to crowd in new funding and optimize donor funds for increased access to quality care

APPLY A DIGITAL HEALTH LENS

We apply a strategic digital health lens by:

- **Shaping policy** – Convening stakeholders and curating consensus to shape policies for investment in digital health systems
- **Building co-investment** – Aggregating co-investment across funders in shared digital health resources and tools
- **Strengthening global goods** – Supporting critical global goods, including software tools and knowledge products
- **Advancing communities of practice** – Chairing communities of practice that advance coordinated activities to strengthen country health systems

LEVERAGE CROSS-CUTTING ENABLERS

We amplify our work, and the work of our partners, through cross-cutting practices:

- **Private sector engagement and partnerships** – Leveraging the strengths of both the public and private sector for greater and more sustainable impact
- **Human-centered design** – Applying human-centered design in our global health work as a complementary approach in addressing challenges
- **Public goods** – Creating practical guides and actionable tools to apply best practices and share learnings across health sectors

CII WORKS ACROSS HEALTH PRIORITIES

In line with our Bureau for Global Health priorities, CII works in partnership across the Bureau to ensure we stay on the cutting-edge of optimized and cost-effective solutions. While significant progress has been made in global health, the challenges are not static and COVID-19 has raised new and complex hurdles. Innovation remains essential to confront near-term challenges and build long-term resilience.

BUREAU FOR GLOBAL HEALTH

OFFICE OF THE ASSISTANT ADMINISTRATOR | **AA** → Center for Innovation & Impact (CII)

Office of Country Support	Office of Health Systems	Office of HIV/AIDS	Office of Infectious Diseases	Office of Maternal & Child Health & Nutrition	Office of Policy, Programs & Planning	Office of Population & Reproductive Health	Office of Professional Development & Management Support
OCS	**OHS**	**OHA**	**ID**	**MCHN**	**PPP (P3)**	**PRH**	**PDMS**

By working in the Bureau for Global Health's front office, CII is able to share learnings across health areas, identify commonalities, and leverage economies of scale. Here are a few examples of how we partner with our technical colleagues:

MALARIA – In partnership with the President's Malaria Initiative (PMI), Development Finance Corporation (DFC), Rockefeller Foundation, Skoll Foundation, MCJ Amelior Foundation, and the Health Financing Coalition, we provided a loan guarantee to the Medical Credit Fund to expand working capital and training for private, front-line healthcare providers during COVID-19.

MATERNAL AND CHILD HEALTH – Alongside the Office of Maternal & Child Health & Nutrition (MCHN), we co-manage the Saving Lives at Birth portfolio: a collection of innovations being developed, introduced and scaled to reduce maternal and newborn deaths in poor, hard-to-reach communities.

COVID-19 RESPONSE

Confronted with the enormous, unprecedented, and deadly consequences of the global coronavirus pandemic, we feel a renewed imperative to source new ideas and approaches from anyone anywhere in the world. We've learned from past pandemics to integrate innovation early and partner with our community of innovators to fill gaps and address emerging needs in the global response. Today, there is even more urgency to surface life-saving innovations and rapidly maximize their potential.

Global health innovations can take decades to reach intended users at scale. During a time of uncertainty, market access initiatives are even more critical to design strategies that align incentives, communicate priorities, and ultimately ensure that life-saving health products and services are delivered when and where they are needed the most.

On March 3rd, 2020, former USAID Administrator Mark Green established the Agency's COVID-19 Task Force, which helped commit more than $1.6 billion to combat COVID-19. CII led the Task Force's Innovation, Private Sector Engagement, and Supply Chain (IPSC) team to scale innovations, pursue private sector engagement opportunities, monitor supply chain needs, and contribute to the Bureau's Sustained Crisis Response Team (SCRT).

CII'S COVID-19 RESPONSE HIGHLIGHTS AT A GLANCE:

- **Bolstered innovators** pivoting to produce COVID-19 communication tools, ventilators, and rapid tests
- Designed strategy for providing access to **medical oxygen** in partner countries
- Supported **local production** of PPE, including over 1 million masks per month in Ghana
- Identified **innovation opportunities** from a landscape of over 500 proposed approaches
- **Mapped digital solutions** in 25 countries that can be rapidly adapted to meet COVID-19 needs
- Supported launch of **loan guarantee facility** to provide over $30 million in working capital to private healthcare providers on the front lines of COVID-19

CII moved to a telework-based environment, gathering for team meetings remotely – sometimes with guest appearances by our pets, plants, and children.

Joining USAID staff around the world, CII paused its work to support the Agency's COVID-19 Task Force and the Global Health Bureau's Sustained Crisis Response Team (SCRT) to help partner countries in their pandemic response. CII team members coordinated strategies to deliver ventilators and medical oxygen, harnessed data to inform priorities, guided funding to critical programs, tracked and scaled innovations, and much more.

HERE ARE A FEW WHO ANSWERED THE CALL:

ANN MARIE BROUILLETTE
Managed data and analytics of COVID-19 impact

MALAK ELSHAFEI
Bolstered Task Force's Innovation, PSE, and Supply Chain team efforts

MONISHA ASHOK
Supported design of State-USAID COVID-19 Strategy

PETER MAMACOS
Oversaw emergency response for ventilator distribution

RAHIMA DOSANI
Guided funding prioritization and allocation for COVID-19 programs

TORI FESSENDEN
Supported strategic analytics and oxygen ecosystem teams

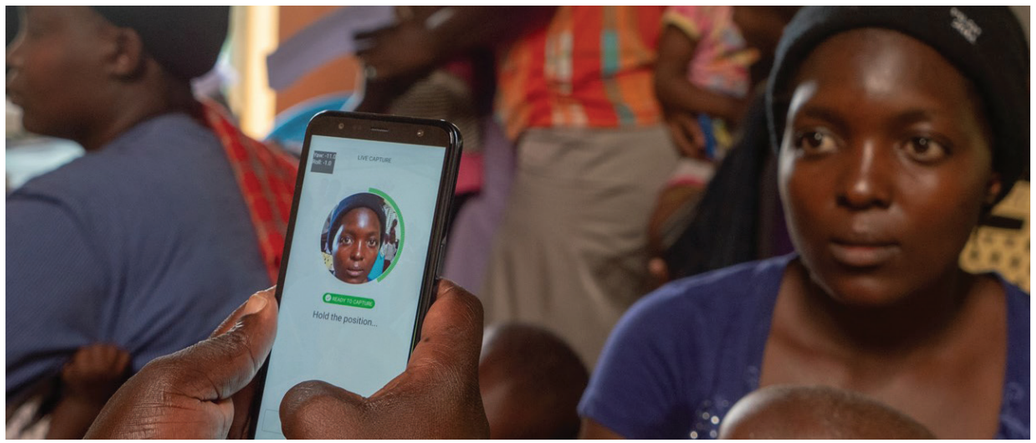
COVID-19 RESPONSE: INNOVATION SUPPORT

CII'S INNOVATION SUPPORT

Issued request for information (RFI) for scalable COVID-19 innovations that received **200+ relevant submissions**

Conducted landscape analysis of **550+ COVID-19 relevant innovations** to surface scale- and impact-ready innovations

Collaborated across USAID to **connect and support innovators** pivoting to COVID-19 needs, from mobile tools to ventilator financing to new diagnostics



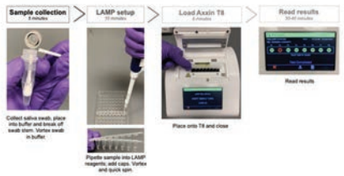
SimPrints' mobile-based biometric technology links individuals to their medical information: an image recognition tool can be used for contact tracing, testing, and case management

COVID-19 RESPONSE: INNOVATION SUPPORT

Supporting innovators is crucial to strengthening the pandemic response. Below are examples of how we have built on past USAID innovation investments to contribute to the COVID-19 response.

SOME EXAMPLES:

mHero, a Fighting Ebola innovation, is a two-way communication platform that connects Ministries of Health with frontline health workers in remote regions, allowing for real-time information exchange. Liberia's Ministry of Health is using mHero as a surveillance and response platform for COVID-19. With additional USAID support, mHero is extending the use of this platform for the pandemic response in the Democratic Republic of Congo, Liberia, and Sierra Leone.



Rice University, a Saving Lives at Birth innovator, is developing a low-cost, point-of-care, rapid test that can provide a result in under an hour. This could enable broader COVID-19 testing domestically and in countries where trained personnel, basic laboratory equipment, and reagents are more limited. Along with the University of Texas MD Anderson Cancer Center, the team is working with USAID and industry partners on a plan to scale the test in four partner countries.

"COVID-19 has upended every aspect of our lives, and existing tools won't be enough. We need innovations that grapple with our new realities to save lives, support the most vulnerable, and secure our collective well-being."

– Amy Lin, CII Acting Director

The global COVID-19 pandemic increased the urgency to identify high-impact, scalable innovations and link them to high-need markets. CII collaborated with like-minded partners to surface responsive innovations for new COVID-19 challenges.

UPLINK WORLD ECONOMIC FORUM

The World Economic Forum's UpLink — an innovation crowdsourcing platform for pressing, global problems — launched a series of challenges to source solutions for the COVID-19 pandemic. CII's Amy Lin served on the Expert Review Committee, alongside leadership from the UN World Food Programme and Novartis, among others.

IDEO LA VICTORIA LAB

#COVIDHealthLivelihoods Challenge is an innovation challenge launched by Peruvian human-centered design innovation firm La Victoria Lab and global design company IDEO to source and support scalable solutions that help Global South families thrive during the COVID-19 pandemic. CII's Will Durbin served on the Challenge Advisory Team, a cohort of experts tackling urgent global issues across geographies through innovation.

COVID-19 RESPONSE:
ENABLING ACCESS TO OXYGEN

SPOTLIGHT:

OXYGEN STRATEGY FOR COVID-19

UNICEF estimates suggest that nearly half of hospitals in low-and middle-income countries (LMICs) lack reliable access to medical oxygen. This has historically affected treatable health outcomes — including the number one infectious disease killer of children, pneumonia. COVID-19 exposed severe gaps across the oxygen ecosystem, ranging from equipment to training to engineering.

Through a secondment to the USAID COVID-19 Task Force and support through the Global Health Bureau's Sustained Crisis Response Team (SCRT), CII coordinated the development of a strategy that guides USAID investment into medical oxygen. In partnership with technical experts across the Bureau, CII helped develop country-level strategies that included:

- Purchase and distribution of oxygen-generating equipment and related consumables and durables
- Technical assistance to train healthcare workers
- Coordination with host-country governments and other key stakeholders to promote sustainability of this investment

COVID-19 RESPONSE:
MAKING PPE LOCALLY

SPOTLIGHT:

LOCAL MANUFACTURING IN GHANA

The COVID-19 pandemic resulted in massive supply chain disruptions of personal protective equipment (PPE) and other critical medical supplies. African countries were often at the bottom of the list when competing with their higher income peers for PPE procurement.

To address this challenge, CII partnered with the Office of Population & Reproductive Health (PRH), PSI's Support for International Family Planning Organizations (SIFPO), and the Ghana Mission to scale up local manufacturing of PPE and sanitizers in the wake of COVID-19. Total Family Health Organization (TFHO) in Ghana, a network member of PSI, supported a large garment manufacturer's pivot to PPE and two large alcohol distillers' pivot to sanitizers. TFHO bolstered infrastructure improvement, product development, market analysis, and marketing strategy to help scale up production of PPE to 1 million units per month and of sanitizers to 30,000 liters per day. Scale-up of local manufacturing not only increased the supply of critical products but also sustained employment and built resilient supply chains.

COVID-19 RESPONSE:
DIGITAL HEALTH

To keep people safe during the pandemic, countries need access to relevant digital data and efficient communication systems. CII has supported the global COVID-19 response by contributing thought leadership, donor coordination, and informed policymaking surrounding digital health.

Shaping Policy: CII advised the G20 Digital Health Task Force on a guiding framework for innovation and transformation called *Digital Health Implementation Approach for Pandemic Management*. The framework shares best practices for digital tools to enhance pandemic monitoring, response capacities, and management. It also highlights needed policies to manage the post-pandemic use of digital health solutions.

Building Co-Investment: CII's Digital Square funding mechanism has been a leading vehicle for aligning investments across multiple donors in digital health products, approaches, and implementations. In support of the COVID-19 response, Digital Square:

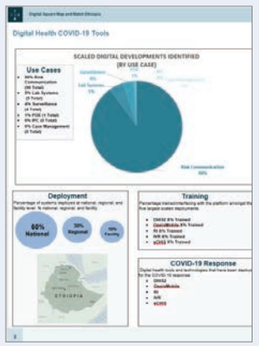
- Supported the Open Health Information Exchange (OpenHIE) community in collating information related to data standards and exchange relevant for the COVID-19 response
- Created a roster of software global goods adapted to meet COVID-19 use cases

SPOTLIGHT:

MAP AND MATCH INITIATIVE

A coordinated approach to digital investments is essential to quickly scaling access to time-sensitive data and information. Without an alignment of funding to existing digital infrastructure, we risk deepening the fragmentation of digital tools and data silos in ways that will hamper COVID-19 response efforts and undermine health systems.

CII designed a "Map & Match" activity to identify and prioritize the use of existing digital health software systems that meet COVID-19 needs in partner countries. By 'mapping' these systems at the country-level and publishing these data in the Digital Health Atlas and in country briefs, partner countries and their development partners can prioritize systems that meet their specific COVID-19 needs. This will increase access to actionable, data-driven insights and improve service delivery through tools that strengthen health systems even beyond the context of the COVID-19 response.



CATALYZE INNOVATION

The pace of progress in global health is determined by our ability to seed, nurture, and spread innovation. The global health community has set ambitious goals, including: preventing child and maternal deaths, controlling the HIV/AIDS epidemic, and combating infectious diseases. Traditional approaches with traditional partners will simply not be enough: innovation will be critical to reach our goals.

CII catalyzes and promotes innovative solutions for global health in the following ways:

Open innovation

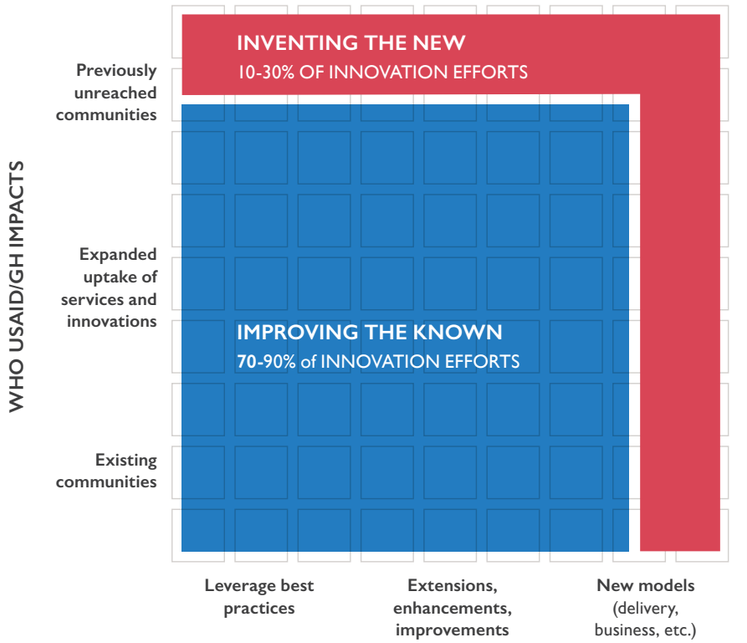
Innovator support

Adoption of cutting-edge approaches

Amplifying the use of innovation

CII believes that innovation requires finding game-changing solutions as well as building on the great work already underway across USAID's Bureau for Global Health.

A STRATEGIC INNOVATION PORTFOLIO



USAID's Bureau for Global Health is well positioned to support innovation:

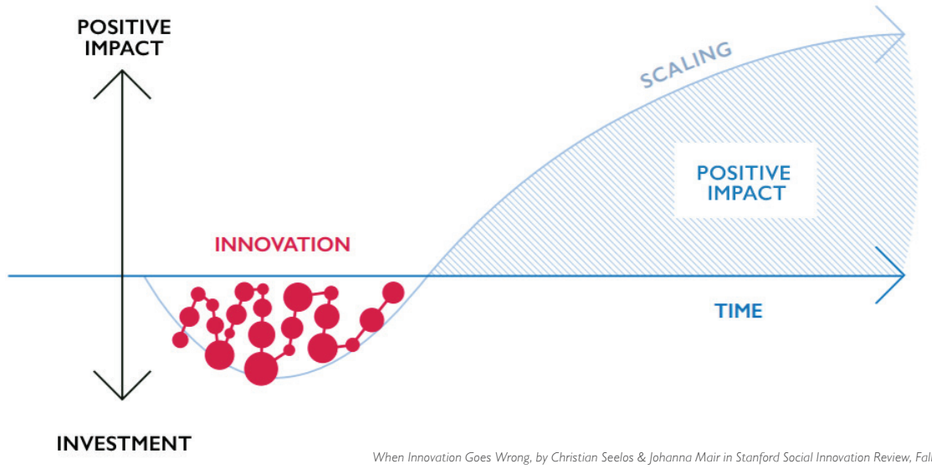
- **Cutting-edge technical expertise** across high-priority global health challenges
- More than **60 country and regional missions**
- Partnerships with **leading global universities and corporations**

OPEN INNOVATION

To support the development and scale-up of transformative innovations, USAID has funded numerous open innovation efforts, including the Grand Challenges for Development. These initiatives harness the power of crowdsourcing, competition, and partnerships to identify breakthrough innovations around critical health and development problems.

For more information, visit **usaid.gov/ghgrandchallenges.**

CREATING SOCIAL IMPACT: INNOVATION PLUS SCALING



When Innovation Goes Wrong, by Christian Seelos & Johanna Mair in Stanford Social Innovation Review, Fall 2016

We support a broad range of global health innovators by running Grand Challenges, cultivating innovation communities, and supporting innovators as they scale.

FIGHTING EBOLA: A GRAND CHALLENGE FOR DEVELOPMENT

Rapidly sourced **14 innovations** in the midst of the Ebola crisis, developing and testing solutions to address key gaps in our outbreak response

CII joined **5 global innovation efforts** across health areas, providing technical guidance and other support

WORLD ECONOMIC FORUM

IDEO

Global Surgical Training Challenge

EVERY WOMAN EVERY CHILD
FOR HEALTHY AND EMPOWERED WOMEN, CHILDREN AND ADOLESCENTS

SAVING LIVES AT BIRTH: A GRAND CHALLENGE FOR DEVELOPMENT

Supporting **120 innovations** aimed at saving the lives of mothers & newborns, with potential to save 150 thousand lives by 2030

COMBATING ZIKA AND FUTURE THREATS
A GRAND CHALLENGE FOR DEVELOPMENT

Supporting **26 innovations** aimed at curbing the spread of Zika and stopping future global health threats from becoming global crises

COVID-19 Innovation Sourcing

We sourced **200+ innovations** relevant for COVID-19 through an RFI and assessed these against the Innovation Index scaling criteria

OPEN INNOVATION RESULTS

Open innovation calls on the brightest minds across the globe to share their bold ideas. Funding innovators can be catalytic, enabling them to build sustainable business models, crowd in external funds, and expand to new countries and markets.

Here at USAID, we've seen Grand Challenges and other open innovation initiatives

- Accelerate impact with a faster development and commercialization process
- Generate new investments and collaborate with new private sector partners
- Encourage co-creation and partnerships across borders and disciplines
- Increase the diversity of USAID's partners

"First we need to identify where innovation can make a real difference, and second, how to lower the hurdles that innovators face."

– Will Durbin, CII Lead Innovation Advisor

"[The early USAID Development Innovation Ventures] innovation portfolio returned over $5 in social benefit for each dollar invested."

– Michael Kremer, Nobel-prize winning economist, et al.[1]

SL@B: Address critical maternal and newborn health issues in low-resource settings

Impact: Portfolio has the potential to save 150,000 lives by 2030 and has already documented over 155,000 lives improved and over 3 million individuals reached

Leverage: SL@B innovators estimated to have leveraged over $160 million in ongoing investment to date

Fighting Ebola: Reinforce the response to the Ebola outbreak and future epidemics

Impact: 12 innovations tested in West Africa, and over half are in use or available for purchase

Leverage: Just two of the top-performing innovators have already raised external funds that exceed the total $9 million Fighting Ebola award pool

Combating Zika and Future Threats: Fight the Zika outbreak and strengthen global ability to prevent, detect, and respond to future infectious disease outbreaks

Impact: 26 solutions that cut across vector control, personal and household protection, vector and disease surveillance, diagnostics, and community engagement

Leverage: Just two of the top-performing innovators have raised external funding of $110 million, more than triple the initial $30 million Combating Zika and Future Threats award pool

[1] Kremer, Michael, Sasha Gallant, Olga Rostapshova and Milan Thomas. 2019. "Is Development Innovation a Good Investment? Which Innovations Scale? Evidence on Social Investing from USAID's Development Innovation Ventures." Working Paper.

OPEN INNOVATION RESULTS

Through open innovation, USAID and its partners have sourced a pipeline of over 150 new solutions that are poised to deliver significant health impact.

SOME EXAMPLES:

Baxter SmartPod: Fighting Ebola Grand Challenge innovation, Baxter SmartPod, is an easy-to-transport-and-assemble isolation and treatment center. Since the 2014 Ebola outbreak, the SmartPods have been used for global health and disaster responses. Most recently, several SmartPods were purchased to serve as COVID-19 testing sites in Texas, U.S.A. — illustrating how innovation for one purpose can yield unexpected benefits as new needs arise.

Premise Data: Premise — a data and analytics platform that provides real-time, actionable information — has a network of over 1 million contributors in over 65 countries. In 2016, with support from the Combating Zika and Future Threats Grand Challenge, Premise launched pilot programs in Colombia to identify and control mosquito breeding sites. Premise helped cities in Colombia establish <5% mosquito larvae prevalence rate, significantly reducing infection transmission.

DripAssist: Shift Labs' DripAssist Monitor allows health workers to manage IV infusion rates with an affordable, FDA-cleared, simple gravity system that runs on a single AA battery. DripAssist monitors are helping treat Ebola, malaria, cancer, and postpartum hemorrhage in over 20 countries. The company raised $2 million from investors, dwarfing its initial Grand Challenge award of $250,000 and demonstrating the leverage innovators can generate.

SPOTLIGHT:

WORLD MOSQUITO PROGRAM

The World Mosquito Program (WMP), a Combating Zika and Future Threats Grand Challenge innovator, uses Wolbachia-infected mosquitoes to block disease transmission from mosquitoes that carry dengue, Zika, yellow fever, and chikungunya. This approach can be self-sustainable for up to eight years, eliminating local transmission.

Recently, WMP and its Indonesian partners — the Tahija Foundation and Universitas Gadjah Mada — announced preliminary results of a cluster, randomized controlled trial. The study presented a 77% reduction in the incidence of dengue in Wolbachia-treated areas compared to untreated areas. The Wolbachia method is now used in 12 countries in Australia, Asia, and Latin America.

Since USAID's initial investment, WMP has leveraged approximately $50 million in external support and was selected as a finalist in the 2020 MacArthur Foundation 100&Change competition with an opportunity to win $100 million to further scale.

World Mosquito Program

100&CHANGE TOP 100

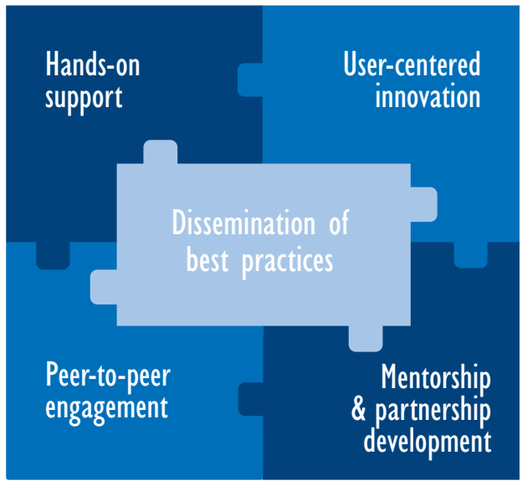
INNOVATION SUPPORT

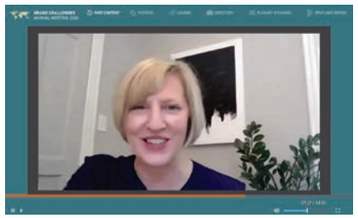
"The most energetic part is generating ideas and unleashing our imagination... turning ideas into products and businesses requires a whole other set of skills."

– Beth Kolko, Shift Labs CEO, innovator of DripAssist

THROUGH A RANGE OF SUPPORT, WE PARTNER WITH OUR INNOVATORS TO CREATE BUSINESS MODELS THAT HELP THEM TO SUSTAINABLY SCALE

- Hands-on support with product introduction, scale up, and business model design
- Integration of design thinking to keep the end-user in mind
- Curated peer networking and community of practice development
- Connections to partners, technical experts, and key influencers
- Developing and sharing best practices in global health innovation and acceleration





Saving Lives at Birth@GCAM In 2019, the SL@B team integrated its DevelopmentXChange into the Grand Challenges Annual Meeting (GCAM), which connected SL@B's innovators to thousands of development implementers, government leaders, and diverse funders. In 2020, CII's Meghan Majorowski and Ankunda Kariisa hosted the *Overcoming Scaling Challenges* roundtable to discuss bridging the frequent disconnect between the supply of innovations and the demand from countries seeking locally-appropriate solutions.

Duke VENTUREWELL VIA GLOBAL HEALTH villgro possible. OPEN CAPITAL ADVISORS We Scale Impact

SL@B Accelerator Innovators accessed tailored support and expert networks from partners such as VentureWell, Villgro India and Kenya, and Via Global Health. This Accelerator builds capacity around business model design, distribution strategies, and other areas to help SL@B innovators develop and scale sustainably.

Evaluating SL@B To understand SL@B's effectiveness and return on investment, Duke Global Health Institute's Evidence Lab conducted a real-time evaluation of how SL@B investments have impacted individual innovations and influenced the global health landscape. The evaluation noted that developing sustainable scaling models and facilitating expansion into new markets continue to be critical areas where SL@B innovators need support.

AMPLIFYING THE USE OF **INNOVATION**

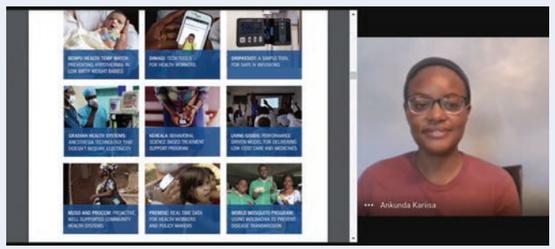
We partner with our technical colleagues to apply new approaches, build innovation capacity through training and tools, and support stronger innovation ecosystems in partner countries.

SPOTLIGHT:

GLOBAL HEALTH INNOVATION INDEX

The Global Health Innovation Index draws from USAID's health innovation portfolio to offer a strategic approach that helps identify promising, ready-to-launch innovations. To assess the breadth of health innovations across sectors, geographies, and disciplines, this Index presents four criteria:

1. Health impact
2. Demand and sustainability
3. Organizational and/or partner capacity
4. Progress to scale



CII's Ankunda Kariisa highlighted nine promising global health innovations that extend services to unreached communities at a recent All-Hands forum of the Global Health Bureau. These innovators include a drastically simpler rate monitor for safe IV infusions, a digital platform powered by behavioral science nudges to increase treatment adherence, and mosquitoes that can prevent transmission of Zika in whole communities.

SPOTLIGHT:

DESIGNING A COUNTRY INNOVATION PLATFORM

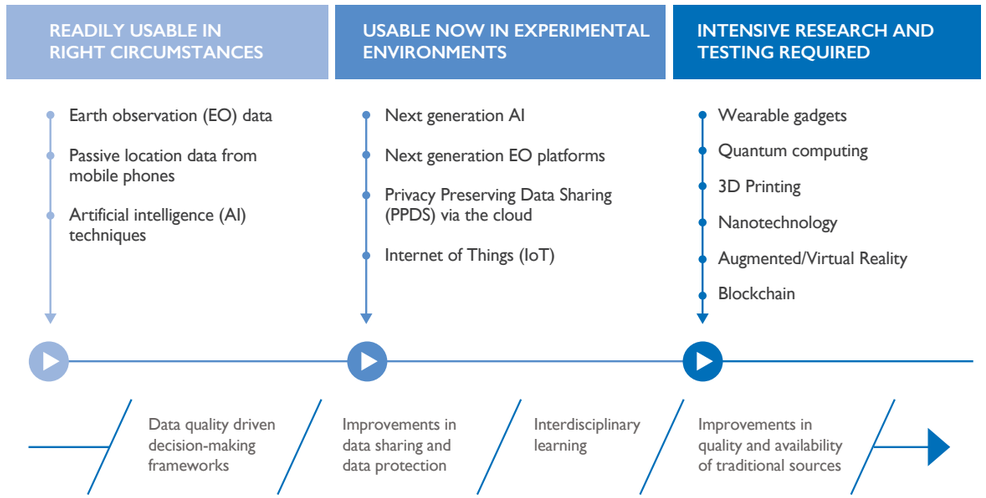
How can we convert a global pileup of new ideas into a true pipeline of innovations that can be quickly adopted and scaled in LMICs? Many innovators struggle to grow beyond the validation or pilot phase. Similarly, countries face a sea of global innovations and struggle to identify those most relevant for their context.

CII is working with global stakeholders to develop a Country Innovation Platform (CIP) pilot that connects deployable innovations to countries with matching health challenges. Anchored around country needs, the CIP will be shaped by a human-centered design process that starts with the values, preferences, and constraints of country stakeholders. By offering a streamlined, transparent pathway for country stakeholders to share their priorities and for global innovators to respond, the CIP will facilitate the adoption, procurement, and scaling of health innovations where they can make the most impact.

SPEEDING THE ADOPTION OF **CUTTING-EDGE APPROACHES**

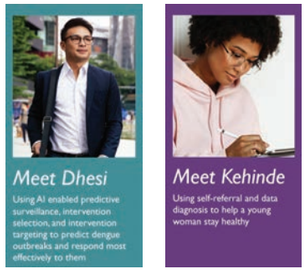
Over the past few years, we've seen a wave of emerging solutions demonstrate significant potential to disrupt and improve healthcare. However, the global health community is too often a late adopter of promising new approaches. At CII, we believe in a collective obligation to accelerate the appropriate and effective use of potential game-changers to create health impact at scale.

The figure below illustrates how fast the technology landscape moves and how important it is for the global health community to adapt to an ever-changing world.

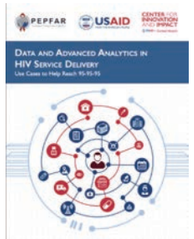


Adapted from: Frontier Data Study: Releasing the Power of Digital Data Development - A Guide to New Opportunities (2020).

SOME EXAMPLES:



AI in Global Health: Defining a Collective Path Forward explores the current state of AI in healthcare to determine the highest potential use cases in the global health context. From a landscape scan of over 240 real-world examples, this report distills use cases and identifies four with the highest potential for scale and impact: AI-Enabled Population Health, Frontline Health Worker Virtual Health Assistant, Patient Virtual Health Assistant, and Physician Clinical Decision Support Tools.



Data and Advanced Analytics in HIV Service Delivery: Use Cases to Help Reach 95-95-95 details high-priority use cases drawn from the South African experience that could improve HIV service delivery globally. The conceptual framework for this report is also relevant to those working on conditions beyond the HIV space where long-term medication adherence is important. The report was led by technical advisors from USAID Southern Africa, with support from CII's Scale for Impact mechanism implementer, the Boston Consulting Group.

SCALE FOR IMPACT

To accelerate and magnify the impact of priority global health innovations, CII pairs the most successful private sector principles and practices with decades of experience scaling global health innovations. Operating in low- and middle-income country markets presents a host of challenges. Tackling these challenges requires not only good delivery planning, but also innovation in how we address market inefficiencies. We partner across USAID's Bureau for Global Health to support accelerated introduction and scale-up of critical health products or services through:

Strategic planning

Market shaping

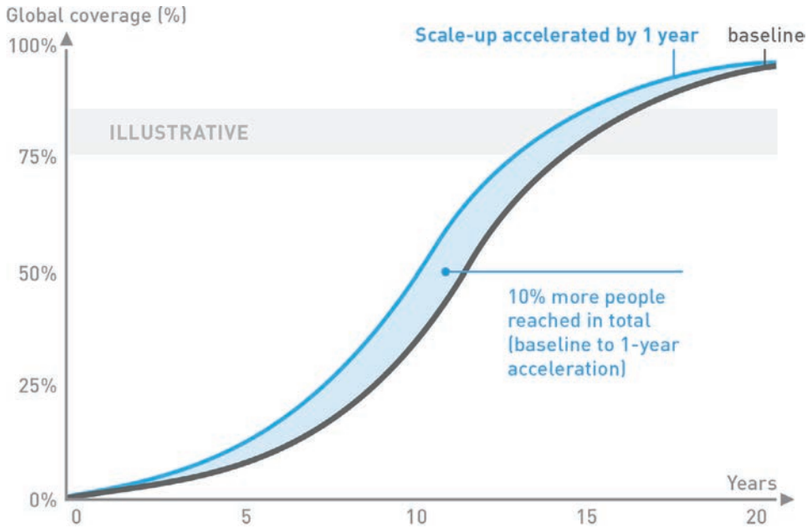
Innovative financing

"Bringing in the vast technical expertise across USAID with market access tenets is a once-in-a-lifetime opportunity. We're all in this together — let's prove it."

– Nikki Tyler, CII Lead Market Access Advisor

For a typical global health launch, accelerating the scale-up of critical health interventions by even one year can result in an increased reach of 10% of the target population.

BENEFITS OF ACCELERATING UPTAKE



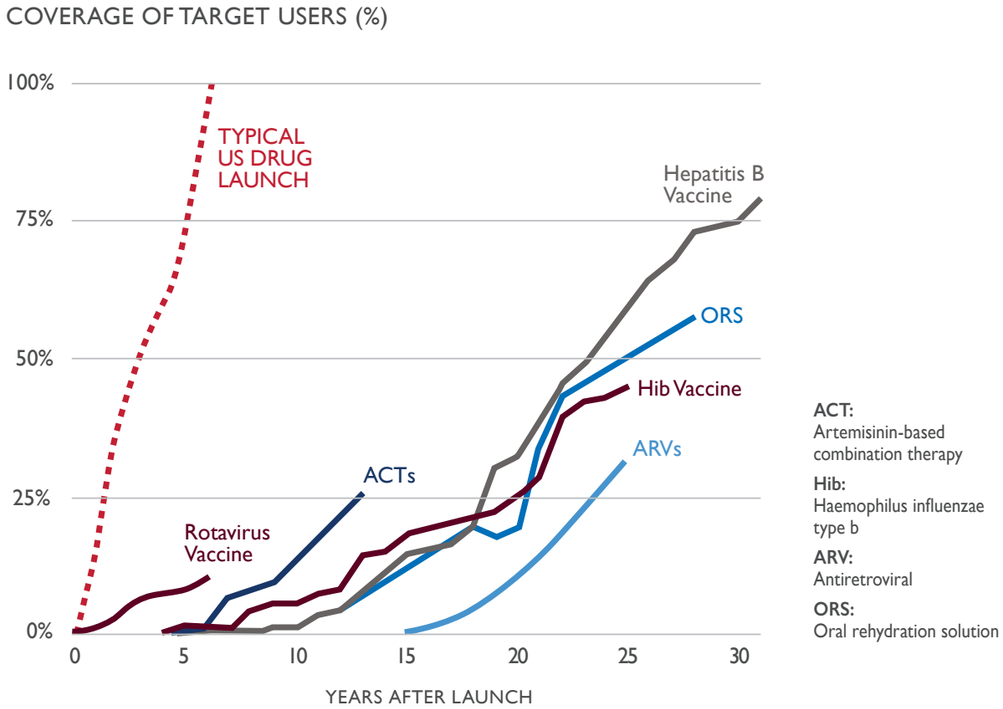
STRATEGIC PLANNING

Whether introducing new products or scaling proven life-saving innovations, strategic planning is critical to ensuring that products reach those who need them the most. Strategic planning is a complex process that involves coordinating with public and private sector actors to evaluate market feasibility, develop and execute an operational launch plan, and optimize its execution.

Global health innovations can take decades to reach intended users in low-resource settings, and the delays disproportionately affect the least advantaged. Moreover, it is crucial to ensure that health offerings are customized to the values, lifestyles, and priorities of the target end-user. CII adapts pharmaceutical launch planning, human-centered design, and other private sector practices across a wide range of health areas to cut the time it takes for innovations to reach impact.

Photo: Benoit Almeras/Handicap International

CRITICAL HEALTH INTERVENTIONS HAVE HISTORICALLY EXPERIENCED SLOW UPTAKE AND LOW COVERAGE IN LOW- AND MIDDLE-INCOME COUNTRIES



ACT: Artemisinin-based combination therapy

Hib: Haemophilus influenzae type b

ARV: Antiretroviral

ORS: Oral rehydration solution

Source: Adapted from analysis by The Bill & Melinda Gates Foundation, Dalberg Global Development Advisors, and the Boston Consulting Group

STRATEGIC PLANNING

SPOTLIGHT:

STRATEGIC PLANNING FOR ORAL PrEP WITH THE END-USER IN MIND

V is an innovative approach to branding and product packaging for oral PrEP that is empowering and easily fits into a young woman's daily beauty rituals. For example, the V pill case is designed to look like a lip balm case. V was originally designed based on formative research in South Africa by CONRAD, IDEO, and Instant Grass.

This year, V was tested and adapted for integration with PEPFAR service delivery programs in Zimbabwe by the EngageDesign consortium and PSI. While implementation has been on pause due to COVID-19, we have already seen young women and healthcare workers excited by this reimagination of PrEP. For more information about the human-centered design process that led to V, check out the IDEO Case Study.

SPOTLIGHT:

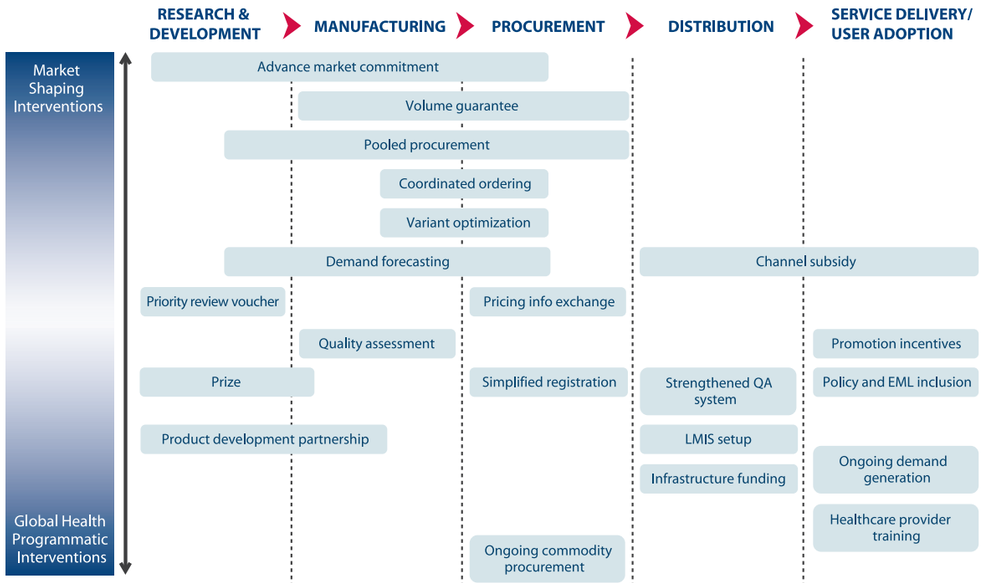
HIV SELF-TESTING AND PRIVATE SECTOR ACCESS POINTS

CII worked with the Office of HIV/AIDS (OHA) through the SHOPS Plus program to assess the market potential for HIV self-testing (HIVST) in the private sectors of Uganda, the Dominican Republic, and Kyrgyzstan. For example, in Uganda, a market development approach yielded scale-up strategies for pricing and targeted customer distribution. Ugandan stakeholders prioritized target segments, such as adolescents and partners of pregnant women, that could benefit from HIVST. Scale-up strategies included community-based distribution models and app-based, online ordering and mail delivery options. The Ugandan market now includes HIV self-tests from over seven private manufacturers.

MARKET SHAPING

Health impact is inextricably linked to the health of the marketplace that delivers life-saving products to populations. Efficient markets motivate suppliers to manufacture, wholesalers to distribute, retailers to sell, and patients to demand products. In collaboration with market actors and other stakeholders, CII applies principles from its *Healthy Markets for Global Health: A Market Shaping Primer* to align incentives and create efficiencies that lead to better health outcomes.

MARKET SHAPING SPECTRUM ACROSS THE VALUE CHAIN



SOME EXAMPLES:

CII is exploring the creation of a Voluntary Access Mechanism for Original Health Supplies (VAMOHS) platform in partnership with offices across the Bureau and with external stakeholders. VAMOHS will seek to overcome existing obstacles to entry of new medicines into developing country markets. By promoting innovative pricing strategies and helping align incentives from both companies and emerging market governments, VAMOHS will aim to facilitate a more efficient marketplace that reduces transaction costs, increases market information, and balances risks for faster access to life-saving treatments.

Office of Maternal & Child Health & Nutrition (MCHN) collaborated with CII through our *Scale for Impact* mechanism to reduce postpartum hemorrhage (PPH). The project developed a decision-makers guide to support the appropriate combination of uterotonics, tranexamic acid, and other PPH interventions. This work included convening key maternal health stakeholders across the Global South to facilitate a country-led approach for priority-setting, demand visibility, and future donor investments in PPH. A related collaboration is planned to explore market-based approaches that address issues of blood availability.

MARKET SHAPING

SPOTLIGHT:

ZIKA ADVANCE PURCHASE COMMITMENT

In response to the 2016 Zika outbreak, USAID provided UNICEF with a grant of $10 million to establish an Advance Purchase Commitment (APC) with the goal of facilitating or guaranteeing financial commitments to potential suppliers who invested in developing Zika diagnostic tests. The overarching goal of the APC was to ensure access to affordable and quality-assured Zika rapid tests to improve the lives of women and children in affected countries.

The APC helped derisk manufacturers' investment in research and development by guaranteeing procurement, regardless of ensuing demand. UNICEF was able to use the USAID funds to validate and purchase over one million diagnostic tests. Additionally, suppliers agreed to distribute deliveries through 2021 to ensure availability of tests over more mosquito seasons and maximize shelf life.

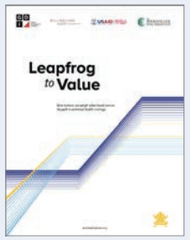
Photo: USAID

SPOTLIGHT:

LEAPFROG TO VALUE

In partnership with the Bill & Melinda Gates Foundation (BMGF) and the Rockefeller Foundation, CII has been supporting the Global Development Incubator (GDI)'s Leapfrog to Value (L2V) initiative, which explores value-based care in LMICs. In November 2019, GDI published a landmark report that outlined: best practices for value-based care, examples of innovators applying these practices in LMICs, and a path for further experimentation and scale up.

The report was launched at the Center for Global Development, presented at the G20 Meeting in Riyadh, and featured by the Harvard Business School. L2V is now building a platform for experimentation—starting with pilots in TB and HIV, and galvanizing a global coalition for health systems change. For example, the USAID India Mission is applying a VBC approach to its TB program, using digital adherence technologies to collect outcomes that matter to patients and to use learning loops to drive improvements in the quality of care delivery.

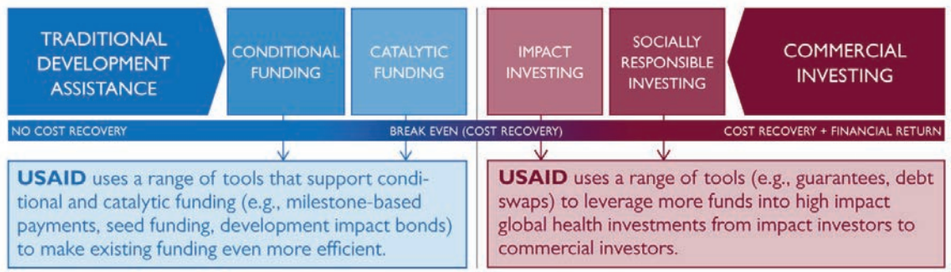


INNOVATIVE FINANCING

USAID is developing innovative and blended finance transactions that support countries on their journey to self-reliance, especially with the private sector's increasing interest in health investments. CII supports USAID's Bureau for Global Health and Missions in creating opportunities that mobilize sustainable resources to improve health outcomes. To that end, CII is:

- Designing a private capital fund and accompanying technical assistance facility to attract private capital for global health innovation
- Partnering with the DFC to invest in private sector health innovators and providers
- Empowering Missions to identify opportunities for innovative and blended finance
- Exploring opportunities to scale outcomes-based financing models

GLOBAL HEALTH FINANCING ACROSS A DIVERSE SPECTRUM OF CAPITAL



CII's report *Investing for Impact* outlines practical tools across this spectrum.

"Manyata has helped me understand the importance of adopting a holistic approach towards maternal care... I feel I am better equipped with information and skills to support with cases in any stage of pregnancy."

– Nurse Giriraj, Dixit Hospital, Agra, Uttar Pradesh

SPOTLIGHT:

UTKRISHT DEVELOPMENT IMPACT BOND

The Utkrisht Development Impact Bond (DIB) was launched to reduce the number of maternal and newborn deaths by improving the quality of care in private health facilities in Rajasthan, India. The DIB funds the Manyata program to train private providers on quality care standards and offer support in achieving national certification.

In the DIB financing structure, private capital from the UBS Optimus Foundation covers the upfront costs of improving the quality of care in private facilities in Rajasthan. As the outcomes funders, USAID and Merck for Mothers pay back this investment if preset targets are met as determined by the independent verifier, Mathematica. This pay-for-success approach ensures appropriate stewardship of US taxpayer dollars, while unlocking private capital, and aims to reach up to 600K women and newborns over 5 years.

"Since 2016, LifeBank has expanded to seven states in Nigeria, and also to Kenya. By its count, the organization has saved ten thousand and four hundred lives."

– New Yorker article *A Life-Saving Race Against Time and Traffic, in "Blood Rider"*

SPOTLIGHT:

FINANCING FOR MOMs

CII and USAID's Office of Maternal & Child Health & Nutrition (MCHN) partnered with the DFC, Merck for Mothers, and Credit Suisse to launch Financing for MOMs (Maternal Outcomes Matter), which mobilized $50 million in grant and debt financing for companies focused on maternal health.

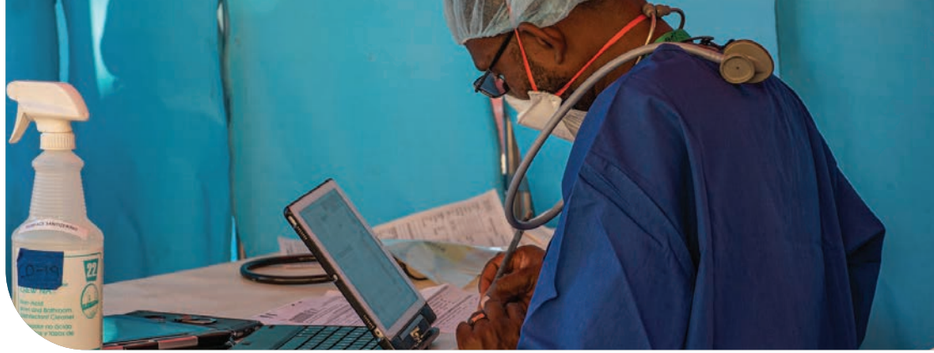
At the World Economic Forum, the Financing for MOMS initiative announced that its first investment would be in LifeBank, a blood delivery service in Nigeria recently recognized in the *New Yorker.* Financing for MOMs provides much-needed capital for maternal health-focused enterprises to grow and create greater impact. For example, Life Bank was able to expand in Nigeria and Kenya and pivot operations to include oxygen delivery for COVID-19 patients with financing and technical support from the Financing for MOMs Initiative.

DFC U.S. International Development Finance Corporation

CREDIT SUISSE

MERCK for Mothers

LifeBank



DIGITAL HEALTH

How can we improve the quality and availability of health data and its use in decision-making to improve individual and country-level health outcomes? As digitization spreads throughout the world, strategic investments in digital technologies and their supporting environments become increasingly necessary.

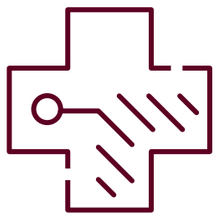
CII works with colleagues across the Bureau for Global Health, as well as with external partners, to set strategy and respond to country calls for increased coordination and alignment of investments in digital health. Activities include:

Shaping policy

Building co-investment

Strengthening global goods

Advancing communities of practice



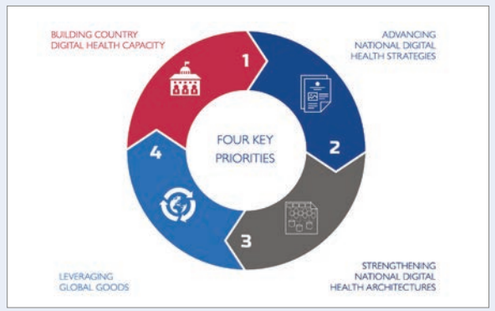
SPOTLIGHT:

SHAPING POLICY: DIGITAL HEALTH VISION

In 2020, USAID finalized its inaugural Digital Health Vision — the Agency's first policy guidance related to its program funding of digital technologies for global health-related activities. The document was drafted by CII's Adele Waugaman and Merrick Schaefer, in close consultation with technical experts across the Agency. The Vision articulates a plan for operationalizing the *Principles of Donor Alignment for Digital Health*, which USAID co-authored and endorsed in 2018, and it builds on preceding Agency policy, including the *Journey to Self-Reliance* and the *USAID Digital Strategy*.

The Vision identifies four priorities to guide future USAID planning, programming, and procurements:

- Build and strengthen country digital health 'enabling environments'
- Strengthen and align to national/regional digital health strategies
- Strengthen and align to national/regional digital health architecture
- Leverage global goods

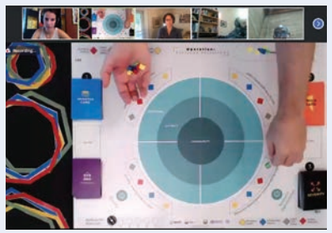


SHAPING POLICY

SPOTLIGHT:

PLANNING NATIONAL SYSTEMS COURSE

The Planning National Systems board-game is an interactive learning tool that was developed through the Digital Square project with USAID support. The game-tool models the planning of national digital health systems. It was originally designed for the WHO-International Telecommunication Union course *Digital Health: Planning National Systems* and reworked to model the scenario of public health leaders investing in digital health systems for an equitable and effective national COVID-19 vaccine program. Through a partnership with TechChange, CII has adapted the game to a virtual format and has since played it with stakeholders all over the world to inform national digital health system planning.



BUILDING CO-INVESTMENT

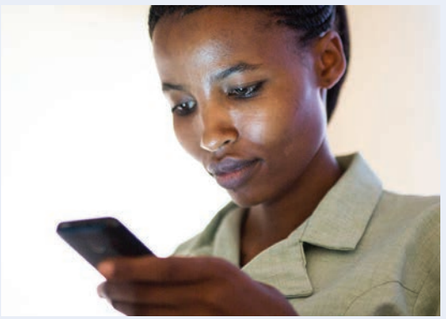
SPOTLIGHT:

DIGITAL SQUARE

USAID created the Digital Square mechanism to advance digital health transformation among partner countries while creating the opportunity for pooled investment across global health funders. This mechanism offers a variety of services, including a co-creation platform and support for global goods, digital maturity models, and financial planning for software systems.

Its accomplishments include:

- Mobilizing $50 million of investment from USAID with an additional $18 million of leverage from 14 other donors
- Supporting 18 Global Good Software platforms and creating digital health tools, trainings, and frameworks that are used in over 90 countries
- Launching the Digital Square Resource Library, which houses over 21,000 documents and resources



digital square

BILL & MELINDA GATES foundation

The ROCKEFELLER FOUNDATION

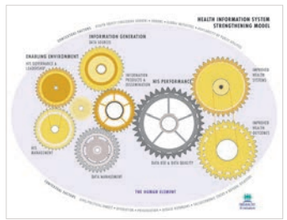
Patrick J McGovern FOUNDATION

giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

STRENGTHENING GLOBAL GOODS

SOME EXAMPLES:

Software Global Goods: A Valuation Framework and the accompanying User's Guide demonstrate the financial value of investments in creating global goods and supporting their ongoing maintenance costs. Donors, governments, software development organizations, and other stakeholders can leverage the tool to interpret the replacement value of these global goods. The tool also includes a working draft of a separate framework to help countries think about how to best budget and plan for implementation of country-level digital health global goods.



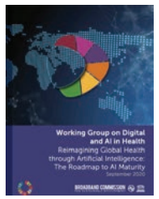
HIS Strengthening Model. MEASURE Evaluation, n.d.

Maturity Model Navigator: It is a response to requests from LMICs' Ministries of Health staff for assistance in navigating the variety of health sector, digital transformation maturity frameworks that have emerged in recent years. Still under development, the Navigator will provide guidance on the seamless use of several tools focused on advancing the maturity of country capabilities across health verticals. It can also help bridge planning for information sub-systems — such as supply chain or community health information systems — with national-level systems planning.

ADVANCING COMMUNITIES OF PRACTICE

On a global scale, CII has helped lead or participate in foundational communities of practice. These communities have developed maturity assessments, produced investment and valuation tools, and provided critical thought leadership and coordination.

SOME EXAMPLES:



Digital Health & Interoperability Working Group: This platform for collective action develops and contributes tools that respond to common country-identified health sector needs. It has developed global goods critical to benchmarking and advancing country maturity, including terminology and classification tools, maturity assessments, investment and valuation tools, and curricula development.

Broadband Commission's Working Group on Digital and AI in Health: This Working Group released its report *Reimagining Global Health through Artificial Intelligence: The Roadmap to AI Maturity*. CII served as one of the external experts advising the report alongside the report's commissioners. The report identifies five top uses for AI in global health and six components to measure and build AI maturity for global health.

CROSS-CUTTING ENABLERS

At CII, we are constantly evaluating what works and applying forward-looking practices to USAID's health investments. We seek out diverse perspectives and luminaries in the public, private, and academic sectors in order to learn and share best practices with the broader global health community.

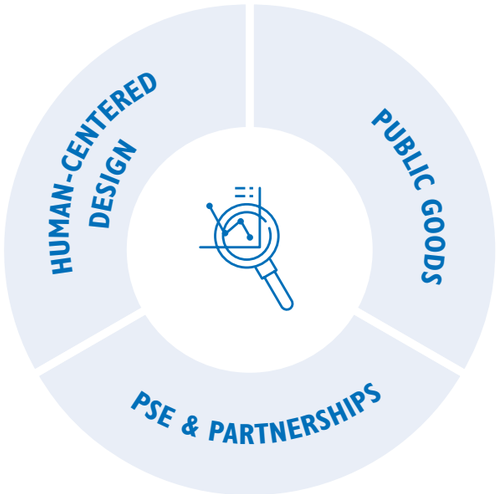
Private sector engagement and partnerships

Human-centered design

Public goods

THROUGHOUT OUR WORK, WE BRING CROSS-CUTTING, INNOVATIVE ENABLERS IN GLOBAL HEALTH

Advancing opportunities to apply human-centered design in global health



Creating cutting-edge tools and resources to inform practitioners on the ground and to educate the next generation of global health leaders

Leveraging >$300 million in external private & philanthropic funds, and serving as a key conduit to partnerships with the private sector

PRIVATE SECTOR ENGAGEMENT (PSE) AND PARTNERSHIPS

Partnerships are central to the efficacy and sustainability of many global health solutions. CII leveraged private sector expertise to contribute to the development of USAID's Private Sector Engagement Policy. This work highlights the following health goals that can be achieved by greater PSE and collaboration:

- Reaching greater scale and higher efficiency through PSE by drawing on private sector resources, expertise, and channels
- Increasing value for money to attract more investment from commercial actors and facilitate greater access to health products
- Enhancing USAID program sustainability with handover strategies that are less reliant on traditional donor assistance

GREATER SCALE

HIGHER EFFICIENCY

MORE VALUE FOR MONEY

ENHANCED SUSTAINABILITY

GRAND CHALLENGE PARTNERSHIPS

CII is at the forefront of leveraging private sector partnerships to accelerate adoption of innovations. For example, CII's Grand Challenge model provides critical support for health innovations during seed, validation, and transition to scale stages so that innovators can focus on partnering with private sector actors for faster and sustainable pathways to scale.

Johnson & Johnson

MONASH University

Johnson & Johnson and Monash University

Every year, over 100,000 women die of postpartum hemorrhage (PPH), or excessive blood loss after childbirth. PPH can be prevented and treated with oxytocin, but this treatment requires a highly functional cold chain. Saving Lives at Birth funded Monash University's easy-to-use, inhaled oxytocin system and Janssen Pharmaceuticals of Johnson & Johnson recently joined a sponsored research agreement to develop this effort further, building on a previous collaboration between Monash and GlaxoSmithKline.

PHILIPS

MBARARA UNIVERSITY OF SCIENCE & TECHNOLOGY

CAMTech
Consortium for Affordable Medical Technologies

Philips with Mbarara University and CAMTech

Birth asphyxia causes more than 800,000 neonatal deaths a year. The Augmented Infant Resuscitator (AIR) is an innovative, add-on device for bag-valve-mask (BVM) resuscitators that helps train healthcare professionals on resuscitating asphyxiated newborns. Philips is supporting Saving Lives at Birth innovator Mbarara University of Science and Technology (MUST) and the Consortium for Affordable Medical Technologies (CAMTech) in the development of AIR with technical and scaling expertise.

CII has developed flagship partnerships with the private sector to bring relevant expertise to our global health work.

SPOTLIGHT:

U.S. INTERNATIONAL DEVELOPMENT FINANCE CORPORATION (DFC)

The Overseas Private Investment Corporation (OPIC) and USAID's Development Credit Authority (DCA) was combined under the BUILD Act to form the DFC. In close collaboration with USAID's Bureau for Economic Growth, Education, and Environment, CII has partnered with the DFC since its inception and supported the launch of its Health and Prosperity Initiative to mobilize $3 billion in health, water & sanitation, and nutrition investments.

EXAMPLES:

- With the Office of Maternal & Child Health & Nutrition (MCHN), the DFC and CII partnered with Merck for Mothers and Credit Suisse to launch Financing for MOMs (Maternal Outcomes Matter), which mobilizes $50 million in grant and debt financing for companies focused on maternal health
- With the President's Malaria Initiative (PMI), the DFC and CII partnered with the Health Financing Coalition (HFC) to launch the Open Doors African Private Health Initiative, which provides a loan guarantee to the Medical Credit Fund (MCF) to enable over $30 million in working capital loans to private healthcare providers on the front lines of COVID-19

SPOTLIGHT:

PROJECT LAST MILE

Project Last Mile (PLM) is a pioneering public-private partnership with The Coca-Cola Company and Foundation, BMGF, PEPFAR, The Global Fund, and USAID to improve uptake of life-saving health services and to ensure the "last mile" reach of medicines for communities in Africa. PLM leverages the Coca-Cola system and expertise to support governments across Africa in supply chain design and management, cold chain equipment maintenance, strategic marketing, differentiated service delivery, and route-to-market models.

Project Last Mile

Over the last year, PLM welcomed PEPFAR to the Steering Committee and expanded its footprint:

- In Tanzania, PLM is providing technical support to the USAID Mission for Essential Medical Supplies Company, a complementary not-for-profit partner to the Medical Stores Department, to support effective and reliable distribution of health commodities, based on route-to-market models from the Coca-Cola System
- In South Africa, PLM is coordinating with private sector manufacturers and other industry players to mobilize private capital for the local production of supplies needed for strong case management practices

DFC U.S. International Development Finance Corporation · MERCK for Mothers · CREDIT SUISSE · OneBreath · LifeBank · Gradian Health Systems

BILL & MELINDA GATES foundation · THE Coca-Cola FOUNDATION · Coca-Cola · The Global Fund

SPOTLIGHT:

THE ASPEN MANAGEMENT PARTNERSHIP FOR HEALTH

The Aspen Management Partnership for Health (AMP Health) works with Ministries of Health (MoHs) throughout Africa. AMP Health supports MoHs in scaling critical health programs through leadership and management training, coordinating a network of like-minded partners, and placing experienced private-sector professionals within MoHs.

This past year, CII supported AMP Health as a Partnership Board member and at their annual Leadership Lab to catalyze on-the-ground learning, including through management simulations. CII also facilitated AMP Health's participation as a sub-awardee under the STAR mechanism, which will enable USAID bureaus and Missions to buy into the AMP Health model.

THE ASPEN INSTITUTE AMP HEALTH

ASPEN GLOBAL INNOVATORS GROUP · Living Goods · Gavi The Vaccine Alliance · SALL FAMILY FOUNDATION · CRI Foundation

STAR Sustaining Technical and Analytic Resources · The Rockefeller Foundation · McKinsey & Company · University of Global Health Equity

The MDG Health Alliance · MERCK for Mothers · African Leaders Malaria Alliance ALMA · Pfizer

HUMAN-CENTERED DESIGN

Human-centered design (HCD) is an iterative, multi-disciplinary, and prototype-focused process that places the end-user and key stakeholders at the center of health program design and implementation to ensure that people's needs, desires, and abilities inform all key decisions. This leads to a higher likelihood of adoption and sustainable impact.

CII, in partnership with the Bureau for Global Health, applies design to our work to develop informed, sensitive, inclusive, purposeful, appealing, and innovative solutions based on the needs and behavior of the people being designed for, as well as the broader systems within which they live. Design can be applied to the development of products, services, processes, messages, digital experiences, and environments.

SOME EXAMPLES:

Special Issue on HCD in *Global Health in Global Health Science and Practice*. In partnership with BMGF, CII is developing a Special Issue on HCD in the journal Global Health Science and Practice (GHSP). This builds on our launch of DesignforHealth: a global group of funders, implementers, and designers, developed in collaboration with BMGF. Using case studies of design impact, best practices, and lessons learned, the Special Issue will share the global health evidence base. This is particularly relevant and timely as COVID-19 has generated more demand for human-centered approaches and products.

Dapivirine ring introduction. Applying an HCD approach, CII, USAID's Office of HIV/AIDS (OHA), and the International Partnership for Microbicides (IPM), created design concepts and tools to increase the adoption and sustained use of the dapivirine ring. This is the first long-acting, woman-controlled method for reducing the risk of HIV infection in sub-Saharan Africa. In July 2020, the European Medicines Agency provided approval of the dapivirine ring for women in high HIV burden settings. CII is joining OHA's efforts to support IPM in enabling dapivirine ring introduction and access into prioritized partner countries.

PUBLIC GOODS

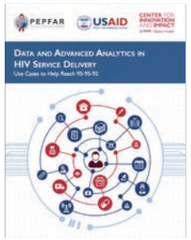
Staying on the cutting-edge of new approaches isn't easy in any sector, and this is particularly complicated in the resource-constrained world of global health. CII creates practical guides and tools that consolidate best practices from the private and public sectors for the broader global health community. These goods provide guidance on how to address barriers to the development, introduction, and scale-up of innovations and interventions for the most vulnerable.

Please visit **usaid.gov/cii** to see our full library of resources.

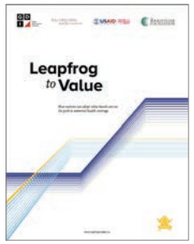
Photo: Robbie Flick / Baylor College of Medicine Children's Foundation

RECENTLY PUBLISHED RESOURCES

Global Health Innovation Index offers a strategic approach to identifying ready-to-launch innovations and assessing the breadth of health innovations across sectors, geographies, and disciplines.



Data and Advanced Analytics in HIV Service Delivery builds on CII's *AI in Global Health* report to detail high-priority advanced analytics use cases that could improve global HIV service delivery.



Leapfrog to Value Report outlines best practices and highlights examples of innovations for value-based care in low- and middle-income country settings.

Unleashing Private Capital for Global Health Innovation defines the need for catalyzing private capital for global health innovations and designing innovator and investor support facilities.

A Vision for Action in Digital Health identifies four priorities to guide future USAID planning, programming, and procurements.

Software Global Goods: A Valuation Framework and accompanying User's Guide demonstrate the financial value of investments in creating global goods and supporting their ongoing maintenance costs.

CII E-LEARNING SERIES

CII has developed a series of online, interactive trainings to help USAID Washington and Mission colleagues better understand and apply some of the principles and concepts we leverage in our work. These trainings provide an introduction to CII publications and business-minded approaches that can be leveraged in global health. This series includes:

1. **Market Shaping and Introduction Planning for Global Health**
2. **Innovative Finance for Global Health**
3. **Innovation Realized**
4. **Digital Health**

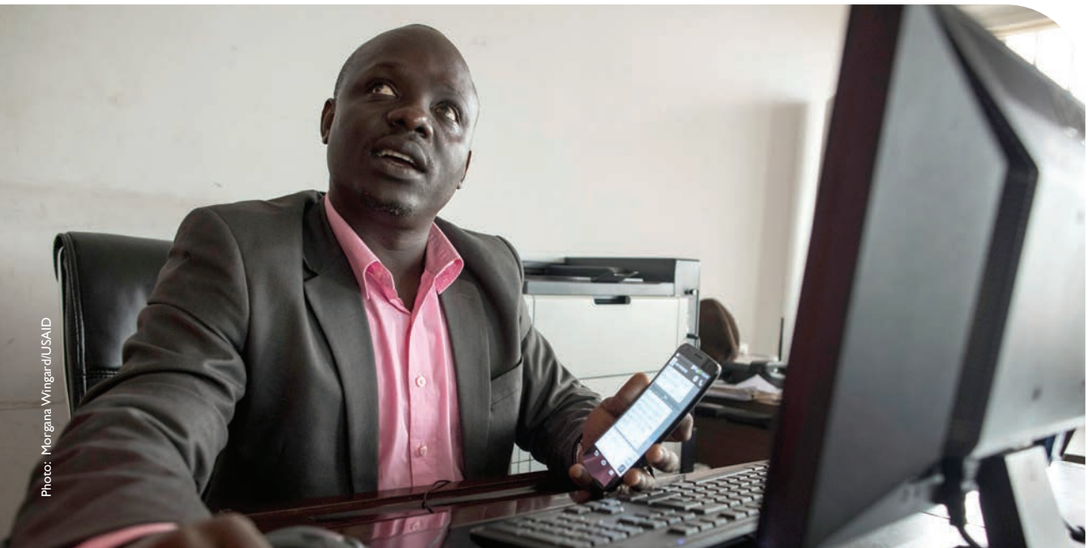


Photo: Morgana Wingard/USAID

SPOTLIGHT:

DIGITAL HEALTH COURSE

The Digital Health course helps development practitioners understand the meaning of digital health, the challenges with current approaches, and the need for a revised approach that aligns investments to partner countries' use environment and needs. By the end of the course, learners will understand how the strategic use of digital health can strengthen health programs, data, and outcomes, while enhancing sustainability, ownership, and decision-making at the country level.

OUR GLOBAL IMPACT

Our work is global in nature and touches the lives of people in **50 countries**. We rely on local experts to inform and shape what we do to ensure our work is most relevant.

TOP COUNTRIES WE WORK IN:

GHANA
KENYA
TANZANIA

NUMBER OF COUNTRIES BY AREA OF WORK:

DIGITAL HEALTH: 25
INNOVATION: 24
MARKET ACCESS: 22
CROSS-CUTTING: 8

WE PARTNER WITH MISSIONS:

DIGITAL HEALTH:
e.g., The Digital Health Map and Match activities are taking place in 25 Sub-Saharan African partner countries.

MARKET ACCESS:
e.g., CII completed landscaping and strategic planning work for potential scale up of HIVST in the private sectors of the Dominican Republic, Kyrgyzstan, and Uganda.

INNOVATION:
e.g., Zika Grand Challenge recipient, World Mosquito Program, has expanded to Brazil, Colombia, Indonesia, Sri Lanka — and many more countries.

CROSS-CUTTING:
e.g., CII's Project Last Mile private sector engagement work continues in Liberia, Sierra Leone, South Africa, and Tanzania.

LOOKING AHEAD

The global health community is filled with promising ideas for saving lives in the poorest regions of the world. Whether an idea lives up to its promise depends not only on its brilliance, but also on its feasibility, scalability, and sustainability. As we look towards ambitious goals to prevent maternal and child deaths, control the HIV epidemic, and combat infectious diseases, we applaud the impressive progress to date. To close the gap even further, we believe that the ability to innovate, to harness the power of the market, and to leverage digital health will be invaluable.

Over this last year, the COVID-19 pandemic has disrupted every aspect of our lives, sickening and killing millions and destroying livelihoods. Innovations and novel approaches that grapple with our new realities will be crucial to saving lives, supporting the most vulnerable, and strengthening our resilience to withstand the next crisis.

Realizing our promise as a global health community will depend on how well our collective innovation and strategic risk-taking can spur better, more cost-effective solutions to both existing and emerging challenges.

Photo: Dave Cooper/USAID

CII BELIEVES THAT TODAY'S PROBLEMS NEED TOMORROW'S SOLUTIONS.

We are energized about what lies ahead. Below are a few opportunities we're pursuing:

Blended finance – How might we crowd in investment from non-traditional investors and private sector partners to fill the enormous funding gap in global health?

Innovation at scale – How might we build an uptake platform that connects the global pipeline of health innovations to demand-driven needs in partner countries?

Digital health – How might we translate the *USAID Digital Health Vision*'s priorities into partnerships, investments, and actions that support partner countries?

Private sector access points – How might we engage with private facilities, drug shops, and other commercial outlets to extend access to high quality health products and services?

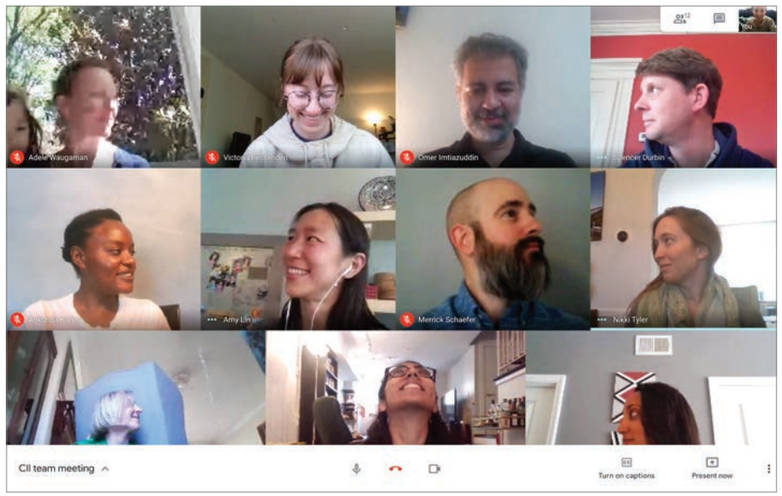
Anticipatory and resilient innovation – How might we envision global health needs for the next 20 years? How might big data and cross-sector insights help equip us for future shocks?

In all of our work, we must be intentional in examining assumptions, learning from experiences, and including diverse perspectives. Our focus will remain on staying ahead of the curve, applying state-of-the-art practices, and turning innovation into impact.

WE BELIEVE IN THE POSSIBLE

With a bias towards action, we blend public health expertise with experience in pharmaceutical strategy, finance, startup launch, and management consulting to work hand-in-hand with our technical colleagues across USAID's Bureau for Global Health.

At CII, we strive to live up to our values, which emphasize pushing through ambiguity and risks, driving innovation, crowding in new voices, leading with empathy and through collaboration, staying humble, and bringing our authentic selves to work every day.



UNEXPECTED RETURNS ON INNOVATION

Through the Saving Lives at Birth partnership, USAID supported Gradian Health Systems to improve surgical and obstetric care in Zambia with the Universal Anesthesia Machine, accompanied by team-based training and a local distributor. As Gradian strengthened its operations and built distribution partnerships, it continued to innovate and designed an FDA-cleared Comprehensive Care Ventilator that provides up to 21 hours of continuous battery-powered ventilation even without reliable access to oxygen and electricity.

As COVID-19 struck and Gradian sought to help countries expand their ventilation capacity for critical care and emergency support, CII connected Gradian to investors that could finance the increased ventilator production. Gradian's ingenuity and commitment to meeting dire health needs remind us why we do this work and the importance of turning innovation into impact — even when needs change overnight. To learn more about how Gradian has aided the COVID-19 response, please visit **gradianhealth.org/covid19/**

We are eager to explore new partnerships, test our work and thinking, and learn from you!

PLEASE REACH OUT AT: CII@USAID.GOV

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