

Lucy Wilson

Lucy Wilson, MPH, is a consultant in reproductive health with nearly 20 years of experience. She provides solutions-focused support to non-profits, funders, and companies to advance sexual and reproductive health and rights. Her work includes designing and implementing outcomes-oriented monitoring, evaluation, and learning plans; advising teams on strategic planning and implementation; and supporting evidence-based programs and scale-up of best practices.

As the monitoring and evaluation (M&E) lead for several large (\$25M+) USAID- and the Bill & Melinda Gates Foundation-funded projects, Wilson designed innovative, yet practical approaches to track results of research, partnerships, advocacy, capacity building, and product development activities. She has demonstrated success with spearheading strategies that resulted in measurable growth in new and existing areas of work.

Wilson has expertise in knowledge management, communications, project management, and business development and diversification. Her technical focus is in global sexual and reproductive health and rights, including family planning and menstrual health. She has a reputation as a versatile, dedicated, insightful, and collaborative professional as well as a clear communicator and strong writer.

Wilson has a Master of Public Health from the Gillings School of Global Public Health at the University of North Carolina and a Bachelor of Arts from Duke University. She lived and worked for three years in several African countries. In 2016, she was recognized as a leader in family planning by the Gates Institute's "120 Under 40: The New Generation of Family Planning Leaders" initiative.

EXPERIENCE

Independent Consultant / Owner, [Rising Outcomes](#)

Illustrative consultancies include:

- **UNICEF/UNFPA, September 2022 – March 2023.** Conducting an assessment of quality standards for menstrual products and proposing an advocacy pathway for the development of standards in West and Central Africa.
- **NewGen Contraceptive Project, September 2022 – January 2023.** Writing several chapters of a white paper that is laying foundation for the work of a newly launched non-profit organization.
- **FHI 360, September 2021 – December 2022.** Led monitoring, evaluation, and learning (MEL) efforts in the first year of the USAID-funded MOSAIC project, including developing the MEL plan, establishing tools and systems, and providing staff training and mentorship across the 10-country team.
- **JSI Research and Training Institute, July 2021 – March 2022.** Co-led a virtual [workshop series](#) on complexity-aware monitoring for the USAID-funded MOMENTUM awards.
- **Reproductive Health Supplies Coalition / Mann Global Health, January – July 2021.** Co-led an [assessment](#) of supply-side factors contributing to access to menstrual health products in low- and middle-income countries.
- **International Business & Technical Consultant, Inc, May 2021 – April 2022.** Served as a technical writer and convener for the development of a High Impact Practices in Family Planning evidence [brief](#).
- **Medicines360, July 2019 – August 2021.** Provided support on all aspects of impact measurement, including the development of an impact-focused strategic communications plan and annual impact report. Supported the development, implementation, and analysis of their first customer survey and design of the resulting "impact index" for use in customer targeting for increased equity and impact.
- **FHI 360, October 2018 – December 2022.** Providing M&E, management, and communications support to two USAID-funded global contraceptive research projects.

- **JSI Research and Training Institute, July – September 2020.** Authored a [technical guide](#) to complexity-aware monitoring approaches for the USAID-funded MOMENTUM program.
- **World Health Organization (WHO), May – December 2019.** Developed a [guidance document](#) on the linkages between the High Impact Practices for Family Planning and WHO guidelines and tools.
- **Population Reference Bureau, January – May 2019.** Conducted an end-of-project evaluation of an NIH-funded grant.
- **WHO, October 2018 – April 2019.** Wrote a [step-by-step guide](#) for facilitating south-south learning exchanges.

FHI 360, Durham, NC

Positions held:

- **Technical Advisor**, February 2016 – August 2018
- **M&E Advisor**, March 2014 – February 2016
- **Senior Program Officer**, October 2009 – March 2014
- **Technical Officer**, August 2008 – September 2009
- **Associate Program Officer**, September 2007 – July 2008

Key responsibilities and achievements:

- **FHI 360's family planning strategy lead (2014-2018).** Co-developed and led an organizational strategy to maintain leadership in the family planning field. In this role, developed and promoted new programs and areas of expertise, including leading an effort to integrate menstrual health with sexual and reproductive health. Authored blog posts, mentored staff, and managed internal and external communications. Led efforts to diversify funding for FHI 360's family planning portfolio. FHI 360's revenue from family planning projects doubled while I led this work.
- **M&E lead for two contraceptive research and development projects (2014-2018).** Designed and led implementation of M&E efforts for two projects: Contraceptive Technology Innovation (CTI) Initiative, a five-year \$28 million grant from the Bill & Melinda Gates Foundation, and Envision FP, a five-year \$40 million cooperative agreement from USAID. For both projects, developed M&E plans that included adaptations of novel approaches for capturing and sharing project learning and monitoring outcomes, including outcome mapping and collaborating, learning, and adapting. Led a midterm assessment of the CTI Initiative and an end-of-project evaluation of a related project. Worked with teams to develop actionable recommendations based on findings from both evaluations. Advised on the strategic direction of the projects and coordinated closely with funders.
- **M&E lead and management for the PROGRESS project (2009-2013).** Served as M&E lead for the Program Research to Strengthen Services (PROGRESS) project, a five-year \$50 million cooperative agreement from USAID, focused on family planning operations research and research utilization. As a member of the core management team, provided strategic guidance on the direction of the project. Developed and implemented the project's performance monitoring plan. Led FHI 360's preparation for and coordination of an external evaluation of the project. Wrote and edited reports and communications for donor and other audiences. Developed and piloted a novel approach to monitor scale-up of interventions.
- **Technical assistance provider and other activities (2007-2018).** Provided internal and external technical assistance on reproductive health topics, research utilization, scale-up of best practices, communications, knowledge management, USAID project management, open data, and managing through complexity. Mentored staff working on related projects. Developed and oversaw [Calliope, the Contraceptive Pipeline Database](#), an online database of contraceptive methods in development. Led a review of national service delivery guidelines for family planning.
- **Financial lead and M&E support for the CRTU project (2007-2010).** Oversaw and held primary responsibility for the successful financial and administrative close-out of the Contraceptive and Reproductive Health Technologies Research and Utilization (CRTU) project, a five-year \$138 million

cooperative agreement from USAID. Developed a database for reporting on indicators of research utilization. Received FHI 360 Innovation and Special Recognition Awards for these efforts.

Duke University Center for Documentary Studies

Lewis Hine Documentary Fellow, Harare, Zimbabwe, November 2003 – August 2004

- Taught photography to children affected by HIV/AIDS. Produced two exhibitions of the children's work. Documented the work of a community-based HIV/AIDS program. Final product: <http://bit.ly/2B16GZd>.

U.S. Refugee Resettlement Program / Church World Service, Overseas Processing Entity

Operations Coordinator, Field Team Leader, Caseworker, Accra, Ghana, March 2002 – August 2003

- Managed a department in the West Africa regional office that processed applications for the U.S. Refugee Resettlement Program. Led caseworker teams. Conducted interviews with refugees.

EDUCATION

M.P.H. in Maternal and Child Health, University of North Carolina Gillings School of Global Public Health, Chapel Hill, NC, May 2007.

B.A. in Public Policy, Duke University, Durham, NC, May 2001.

AWARDS / RECOGNITIONS

120 Under 40 Ingenuity Fund Award, 2019

FHI 360 Emerging Leader Award, 2017

120 Under 40: The New Generation of Family Planning Leaders, 2016

FHI 360 Special Recognition Award, 2010

FHI 360 Award for Innovation, 2008

CURRENT COMMUNITY WORK

Member, Reproductive Health Supplies Coalition Menstrual Health Supplies Workstream and New and Underutilized Reproductive Health Technologies Caucus

Member, Contraceptive-Induced Menstrual Changes Task Force and Programmatic Guidance Working Group

Volunteer case manager, Carolina Abortion Fund

Land and Stewardship Committee member, Eno River Association

PUBLICATIONS

Managing Menstruation: Know Your Options. [An information tool available in five languages.] Rising Outcomes and the Reproductive Health Supplies Coalition (RHSC), March 2022. <https://bit.ly/menstrual-options>

Hoppes E, Nwachukwu C, Hennegan J, et al. Global research and learning agenda for building evidence on contraceptive-induced menstrual changes for research, product development, policies, and programs. Gates Open Research. 2022;6. <https://doi.org/10.12688/gatesopenres.13609.1>

High Impact Practices in Family Planning (HIP). Comprehensive policy processes: Promoting community support for family planning. HIP Partnership, April 2022. <https://www.fphighimpactpractices.org/briefs/social-norms/>

High Impact Practices in Family Planning. Social norms: The agreements that outline health goals and the actions to realize them. HIP Partnership, May 2022. <https://www.fphighimpactpractices.org/briefs/policy/>

Mann Global Health. Landscaping Supply Side Factors to Menstrual Health Access. [Report to RHSC.] June 2021. <https://bit.ly/3SC4WKQ>

Wilson LC, Rademacher KH, Rosenbaum J, et al. Seeking synergies: understanding the evidence that links menstrual health and sexual and reproductive health and rights. *Sexual and Reproductive Health Matters*. 2021 Jan 1;29(1):1882791. <https://doi.org/10.1080/26410397.2021.1882791>

Wilson L, Alva S, Gilroy K. A guide to complexity-aware monitoring for MOMENTUM projects. MOMENTUM Knowledge Accelerator, November 2020. <https://usaidmomentum.org/resource/a-guide-to-complexity-aware-monitoring-approaches-for-momentum-projects/>

IBP Network, HIP Partnership, and World Health Organization (WHO). Use of the WHO guidelines & tools alongside service delivery high impact practices in family planning. WHO, 2020. <https://ibpnetwork.org/news/281545>

IBP Network and WHO. A step-by-step guide to South-South learning exchanges. Geneva. WHO, April 2019. https://ibpnetwork.org/media_center/folder/47ae9fb7-bab0-41fd-8a7dfb8fd7d65018

Petroney T, Wilson L, Stanback J, Cates W. Family planning and the post-2015 development agenda. *WHO Bulletin*. 2014 August; 92 (8): 548-9. <https://doi.org/10.2471/blt.14.142893>

Adamou B, Curran J, Wilson L, et al. Guide for monitoring scale-up of health practices and interventions. MEASURE Evaluation, 2013. <https://www.measureevaluation.org/resources/publications/ms13-64.html>

PRESENTATIONS

Hoppes E, Lathrop E, Mahajan TD, et al. The development of programmatic guidelines for family planning and menstrual health integration. UNC Water and Health Conference, October 2022.

Mackenzie ACL, Rademacher K, Wilson L, Knippker, ET. The Contraceptive Technology Innovation Exchange: A platform for collaboration in the contraceptive research and development community. *Society for the Study of Reproduction Symposium*, Virtual, 2020.

Wilson L. The potential influences of pornography on young people and SRHR programming. *The Future of Family Planning Convening*, Baltimore, MD, 2019.

Wilson L. Addressing a gap: Integrating menstrual health into the broader SRHR discussion. *General Membership Meeting of the Reproductive Health Supplies Coalition*, Kathmandu, Nepal, 2019.

Wilson L, Fry S, Rademacher K, Nanda G, Callahan R, Rosenbaum J. Addressing a blind spot: The importance of menstrual health for sexual and reproductive health and rights. *International Conference on Family Planning*, Kigali, Rwanda, 2018.

Wilson L. Complexity-aware approaches for monitoring and evaluation: A case study in contraceptive development. *International Conference on Family Planning*, Kigali, Rwanda, 2018.

Wilson L, Wilcher R. Monitoring research utilization: FHI 360's framework and approach. *Evaluation 2017*. Washington, DC, 2017.

Wilson L, Vahdat H. Expanding the impact of contraceptive development: Partnerships, knowledge sharing, and an innovative monitoring & evaluation (M&E) approach. *International Conference on Family Planning*, Nusa Dua, Indonesia, 2016.

Olawo A, Wilson L, et al. Monitoring the scale-up of family planning integration into HIV comprehensive care centres in Kenya. *International Conference on Family Planning*, Addis Ababa, Ethiopia, 2013.

Abisi J, Wilson L, et al. Rapid assessment on the provision of reproductive health services including female sterilization by reproductive health clinical officers in Kenya. *International Conference on Family Planning*, Addis Ababa, Ethiopia, 2013.

Wilson L, et al. Monitoring the scale-up of best practices for reproductive health in Kenya: a pilot experience. *International Conference on Family Planning*, Dakar, Senegal, 2011.

Wilson L, et al. How well do national family planning guidelines from Africa adhere to international guidance? *International Conference on Family Planning*, Kampala, Uganda, 2009.

Wilson L, et al. Obstetric fistula support program. *Global Health Mini-University*, Baltimore, MD, 2006.