WE ARE THE CHANGEMAKERS OF TODAY.
We unite around building a better world for women and girls.

We are driving a movement that is reimagining global healthcare.

We know changing the status quo demands a curious mind, an informed heart, and a generous spirit.

MaverickNext is powered by Population Services International (PSI) a global health non-profit that makes it easier for people in the developing world to live healthier lives and plan the families they desire.
Dear MaverickNext Fellows and friends,

It has been an honor to be a part of the Maverick Collective family as the initiative’s co-chair for its first five years and to watch so many Maverick Collective members emerge from their experience as experts and advocates. I couldn’t be more thrilled to support the founding of MaverickNext and watch it develop. Thank you to everyone who made this program possible.

MaverickNext is a very special community of women who are using their full net worth – their energy, talents, and treasure – to make the world better, safer, and healthier by investing in women and girls. You have embarked on a life-changing journey that will help you become a more effective agent of change for women and girls around the world. Your curiosity, eagerness to learn, unique perspective, and passion are invaluable assets to PSI, the Bill & Melinda Gates Foundation, and to the wider women’s health movement.

I passionately believe that solving the world’s biggest problems and redefining what it means to be a philanthropist calls for smart, bold, and committed young leaders like those in MaverickNext.

In a short time, you have already accomplished so much. And it is just the beginning.

I look forward to seeing everything the women of MaverickNext accomplish in the years to come.

Best wishes,
Melinda Gates
INDEPENDENT. UNCONVENTIONAL. ORIGINAL. MAVERICK.

We are the changemakers of today. We unite around building a better world for girls and women. Then, together, we immerse ourselves in the ecosystem that is driving health solutions.

We examine social change.

We dig into the thought-provoking challenges of philanthropy.

We work and learn side-by-side with world-class experts across a range of fields.

We invest in catalytic innovations that achieve results. Impact matters more than our name on a plaque.

We put ourselves out there – advocating across every sphere of influence.

We know challenging the status quo demands an engaged mind, an informed heart, and a generous spirit.

MaverickNext is a movement that begins with a two-year fellowship and spurs a lifetime of community, curiosity, and change.
Maverick Next is an embodiment of authentic partnership and co-creation. Because of this deep, trusting relationship, PSI and the Fellows can design, test, fail, and succeed. Together we are reinventing philanthropy in the process.

Rena Greifinger
Managing Director, Maverick Next

A community of bold women who want to learn, shape, and invest in results-driven solutions. Together, they amplify their impact and drive a movement that reimagines healthcare for women and girls across the globe. Maverick Next is designed for young women with full and ever-changing lives. Some work full-time across various industries, and others are fully embedded in philanthropy. Some have worked or given internationally before, others have not. Some are starting families of their own. Some are still exploring life’s possibilities. Maverick Next is built to complement these lives and lift women up, wherever they are in their journey.

Maverick Next Fellows are eager to share real world experiences, participate through hands-on engagement, collaborate with PSI, and engage with PSI’s global network of leaders and experts.

Maverick Next brings together small cohorts of Fellows to co-invest in PSI’s catalytic programs which are driving real results for women and girls. Through the projects they fund and the expertise of PSI and its partners, including the Bill & Melinda Gates Foundation and the Marshall Institute at the London School of Economics, Fellows work together to become informed advocates, bold leaders, and strategic investors in social impact.

WHAT IS MAVERICK NEXT?

WHO IS MAVERICK NEXT?

WHY MAVERICK NEXT?

While there has been stunning progress in the fight to end global poverty, we are far from achieving most of the United Nations’ Sustainable Development Goals (SDG) by 2030. Reductions in development aid and philanthropic inertia persist in the face of innovation. Too often, yesterday’s outdated solutions are being funded and used to achieve tomorrow’s results. Reaching big goals – especially ending poverty, achieving gender equality, and reaching for universal healthcare – requires a deeper philanthropic partnership with new and diverse leaders. PSI started Maverick Next as a long-term investment in those people.

THE FELLOWSHIP IN BRIEF

We co-design the fellowship experience with the Fellows so that it complements each individual’s life stage and learning objectives. The journey typically includes:

1. Three in-person learning and leadership workshops that deepen knowledge, build self and team awareness, strengthen community, and foster connections that lead to jointly created impact
2. Two in-country field visits to work alongside the project team
3. Three-day seminar at the Marshall Institute at the London School of Economics on investing in social impact
4. Virtual learning opportunities on topics like global development and health, leadership, and strategic philanthropy
5. Participation and speaking opportunities at global conferences, high-level meetings, and expert roundtables
MAVERICKNEXT BOLSTERS PSI’S SMART START IN ETHIOPIA

MaverickNext is powered by PSI – a global health non-profit operating in over 50 countries with 50 years of experience tackling health challenges around the world.

PSI is a global leader in strengthening market systems and designing with empathy, so that girls and women can choose if, when, and how many children to have.

MaverickNext Fellows help drive catalytic solutions by investing in a “burst of innovation” embedded within a larger PSI program, with the aim of strengthening and exponentially growing impact.

In Ethiopia, nearly half of the country’s girls are married by age 18 and the pressure to conceive immediately is strong. Four in five girls in Ethiopia will have a baby by age 20.

The founding MaverickNext Fellows are working in Ethiopia with PSI’s Smart Start program – a groundbreaking program co-created with Ethiopian youth for Ethiopian youth – to counter deep-rooted cultural forces and help married adolescent couples delay pregnancy and find pathways out of poverty.

Their investment is funding two critical additions to the Smart Start program – strengthening the ways in which Smart Start engages husbands, as well as linking young couples to livelihoods opportunities. These new aspects of the program are paramount to helping PSI Ethiopia accelerate toward its goal of reaching 500,000 married girls by the end of 2024.

SMART START WINS ACCELERATOR ACCOLADE

In 2019, the Bill & Melinda Gates Foundation named Smart Start as one of three Global Accelerators. This distinction recognizes the program as an extraordinary initiative that is propelling progress in global health toward the SDGs.

OUR GREATEST HOPE IS THAT SMART START REACHES EVERY YOUNG WOMAN IN ETHIOPIA.

Seyoum Atlie
Deputy Program Director, PSI Ethiopia
In the 19 months since Smart Start’s implementation:

- 25,000 girls, 15 to 19, have voluntarily adopted modern contraception.
- 4 in 5 girls who interact with Smart Start take up a contraceptive method.
- PSI is expanding Smart Start nationally in partnership with the Federal Ministry of Health, the Children’s Investment Fund Foundation (CIFF), and the founding MaverickNext Fellows.

Husbands want to improve their family’s life by earning money and delaying having children. But they must believe they can succeed financially and see a path forward to be motivated to use family planning.

Since women – not men – are typically approached with family planning information and education, the burden of convincing men of its value falls on the wife.

Decisions about contraception usually happen at home with the husband as the decision maker.

Husbands know very little about family planning, so are susceptible to myths about side effects.

Men say they are eager to learn more about family planning, but most programs are at odds with men’s work schedule and comfort level.

**SMART START IN ACTION**

Tarik and her husband Yonas save 100 birr a day – about $3.50 USD – and she has big plans. “In five years, I want us to have a car. And I want to live in Adama so my baby can go to a good school.”

These concrete goals aren’t fanciful. Though the young couple dropped out of school when they were both 15, they have slowly built their wealth thanks to PSI’s Smart Start.

After Tarik married, she got pregnant right away, as is custom. When she visited the village health post to get her baby vaccinated, she met with a PSI-trained health worker.

She helped me think through ways to earn and save money. Ways to make the most of resources. And she also advised me on family planning options.

The health worker helped Tarik think through the Smart Start goal card, which she then shared with her husband.

“We read the booklet together.”

The first step: Preventing an unplanned pregnancy, which could derail their financial goals. After checking with Yonas, Tarik asked the health worker for an implant, which lasts three years.

Recently, the couple saved enough money to buy a motorcycle, which Yonas uses to taxi people to and from their rural village to town. This provides steadier income than farming. From his motorcycle earnings, they were able to buy two oxen and a cow, which is helping increase the family’s financial capacity even more. With their newfound financial security, the couple gets to relish the joys of raising their child. They are not just surviving, they are thriving!

**IMPACT AND SCALE**

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  - 4 in 5 girls who interact with Smart Start take up a contraceptive method.
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**GUIDING FUTURE EFFORTS**

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- Decisions about contraception usually happen at home with the husband as the decision maker.
- Husbands know very little about family planning, so are susceptible to myths about side effects.
- Men say they are eager to learn more about family planning, but most programs are at odds with men’s work schedule and comfort level.

**SMART START PROGRAM WILL SUPPORT OVER 500,000 MARRIED GIRLS BY END OF 2024**

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MAJOR MILESTONES

THE SPRINT
Multi-day team building retreat to co-create Fellowship framework
Lexington, Kentucky

CULTURAL DEEP DIVE
Multi-day knowledge and skill building workshop
Orlando, Florida

ETHIOPIA
Week-long advocacy training and program research
Adama, Ethiopia

WOMEN DELIVER CONFERENCE
Fellows attend and speak at global gathering on gender equality
Vancouver, Canada

GOALKEEPERS EVENT DURING THE UN GENERAL ASSEMBLY
MaverickNext delegation recognized as part of 2019 Global Accelerator
New York, New York

INTERNATIONAL DEVELOPMENT DEEP DIVE
Multi-day knowledge and skill-building workshop
Washington, DC

LONDON SCHOOL OF ECONOMICS & SKOLL WORLD FORUM
Multi-day course in social impact and investing followed by global conference
London and Oxford, United Kingdom

ETHIOPIA
Week-long advocacy initiative and project assessment
Adama, Ethiopia

MaverickNext is a community for life – with opportunities to engage in meaningful ways well beyond the initial two-year commitment.
INFORMED ADVOCATES

It takes both heart and skill to advocate effectively.

Fellows start by gaining a deep understanding of the lives, needs, and aspirations of the women and girls they help serve. Then, they gain experience with programmatic best practices and the realities of working in complex settings.

MaverickNext believes advocacy is just as important when done with big audiences as it is with audiences of one. It happens at conferences and in board rooms, as well as at cocktail parties and on social media.

WE LEARNED

Over the last year, Fellows:

• Conducted in-depth interviews with married girls, their husbands, healthcare workers, and community elders in Ethiopia.
• Engaged in a rapid design session to turn interview insights into action.
• Crafted impactful narratives to share with key influencers and decision-makers.
• Researched and presented on Ethiopian politics and history, gender norms, best practices in adolescent sexual and reproductive health, and child marriage.
• Attended in-person and virtual workshops with subject-matter experts at PSI, the United States Agency for International Development (USAID), the World Bank, and other partners.

WE ACTED

I’ve learned so much about advocacy, global health, and the philanthropic sector and I’m just scratching the surface.

— Alex Idol

• During her visit to Ethiopia, Paige Bellissimo connected with Kia, a young married woman. She wrote an influential blog post about Kia’s experiences and hopes.
• At the Milken Institute’s Global Conference, Gabriela Citrone spoke to a panel about “roll-up-your-sleeves” philanthropy and building deep empathy with communities through human-centered design.
• Alexandra Idol wrote an empathy-forward article in Impact Magazine about her connection with Abena, a 15-year-old married Ethiopian girl.
• Callie Elmore gave a talk about her experiences in Ethiopia at the Family Office Exchange Rising Gen conference.
• Marisa Bass and Alexandra Idol hosted salon dinner conversations exploring the ways women are redefining power.
• Members of MaverickNext participated as advocates at Women Deliver – the world’s largest global conference on gender equality.
Leadership activities are embedded in everything at Maverick Next. We support Fellows as they:

• Connect to their purpose and authentic selves.
• Take part in strategic decision-making within their family businesses and foundations.
• Engage in challenging conversations about power, privilege, and philanthropy.
• Lift each other up and make mutual investments in each Fellow’s success.

**WE LEARNED**

Maverick Next fosters the Fellows’ leadership skills by examining positions of power and privilege; exploring leadership styles and team dynamics; encouraging curiosity, humility, diplomacy, and empathy; and supporting strategic discussions and decision-making.

**WE ACTED**

• Gabriela Citrone discussed leading with empathy and power sharing on the NEXUS Global Summit stage.
• Members of Maverick Next participated in a high-level meeting on multi-stakeholder funding partnerships with major foundations, government partners, and corporations.
• Alexandra Idol gave a groundbreaking talk at Women Deliver that challenged philanthropists to break down the power inequities between “those that fund the work, those that do the work, and those that benefit from the work.”

**BOLD LEADERS**

Leading in a complex world requires commitment and courage.

“ I’ve never been in a group of six women who are so intelligent, so different, and so supportive.”

— Paige Bellissimo

“ If your actions create a legacy that inspires others to dream more, learn more, do more and become more, then, you are an excellent leader.”

— Dolly Parton
Fellows gain perspective on strategic investing by learning from a diverse set of actors. These included:

- Meetings with experts across the private, public, and philanthropic sectors to deepen their understanding of social impact finance.
- Workshops on human-centered program design and impact evaluation, so that they can make informed decisions about where to invest for social impact return.
- Meetings with key stakeholders at USAID and the World Bank’s Global Financing Facility (GFF) to learn about the larger ecosystem of international development and global family planning, as well as to advocate for deeper investments in adolescent girls in Ethiopia.
- As part of the program, all Fellows visit the Marshall Institute for Philanthropy and Social Entrepreneurship at the London School of Economics (LSE) for a three-day intensive workshop on strategic philanthropy, impact investing, social enterprise, and innovative financing.

While the Fellowship begins as a philanthropic investment in PSI, the aim is to shape a generation of women that are aligning their values along the ways they collectively consume, invest, and give.

**WE LEARNED**

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**WE ACTED**

- Through MaverickNext and collaborating with this amazing group of women on our project in Ethiopia, I’m growing and learning so much about how to create long-lasting, meaningful impact.
  - Gabriela Citrone
- Marisa Bass gave a talk at the Morgan Stanley Exchange West on how co-investment models like MaverickNext can have a greater impact for women and girls.
- After the intensive at LSE, Fellows head to the Skoll World Forum in Oxford, UK, a gathering that brings together social entrepreneurs, thought leaders, and strategic partners.
MAVERICKNEXT BEGINS

All great things begin somewhere. In 2017, with a generous investment from the Bill & Melinda Gates Foundation, PSI started MaverickNext.

We had the privilege of spending an entire year on the design of MaverickNext, ensuring that it would be game-changing from the beginning. We traveled the country, meeting with and collecting insights from a range of stakeholders – seasoned women philanthropists, young women just starting to consider their philanthropic journey, wealth and philanthropic advisors, family foundations, academics, researchers, and pioneers in non-profit management.

With our six founding Fellows, we co-created a program that is the first of its kind; a program with three-fold impact:

1. Revolutionize global health for women and girls
2. Strengthen how young women emerge as leaders in their families and fields
3. Reinvent “business as usual” philanthropy

We listened intently as young women told us what they were looking for:

- Peer-based giving and learning opportunities
- Hands-on educational experiences
- Adventures to new places
- Authentic partnerships with organizations focused on systems change at scale
- Strategy guidance in their giving and investing

YEAR ONE MILESTONES
The Sprint
October 2018 | Lexington, Kentucky
We called our launch “The Sprint” because we took off running. We shared about ourselves, our families, and our inspirations. We co-created group values, norms, goals, and expectations of ourselves, one another, and the program. We also developed the processes and tools necessary for effective collaboration.

Cultural Deep Dive
January 2019 | Orlando, Florida
We regrouped two months later in Orlando, Florida for a two-day intensive training to prepare for the upcoming trip to Ethiopia.

Each of the Fellows were assigned one of three topics to research and present: the Ethiopian cultural and political environment; child marriage in Ethiopia; or best practices in adolescent sexual and reproductive health.

Through cooperative study, they explored questions like:
- How is impact measured?
- What has been shown to work in the field?
- What are the socio-cultural and political drivers of the challenges Ethiopian girls face?

Ethiopia
February 2019 | Adama, Ethiopia
On to Ethiopia! The goals of the weeklong trip were to:
- Connect one-on-one with the young women the project serves
- Gain insights on how best to engage husbands in the program and conduct a rapid prototyping session with the PSI Ethiopia team
- Interview health extension workers, family members, and community elders to understand the broader ecosystem
- Learn and work alongside global health experts in the field
- Train with communications experts to sharpen interview skills and grasp how storytelling engages empathy and supports advocacy

“IT IS REALLY REWARDING TO WORK WITH MAVERICK NEXT TO FUND A PROJECT LIKE SMART START WHICH IS Creating MEASURABLE RESULTS.”

Haley Schaufeld
After their trip to Ethiopia, the Fellows were primed to participate as advocates at Women Deliver – the world’s largest conference on gender equality.

Held every three years, Women Deliver brings people together from across a multitude of sectors, issues, and cultures in order to advance global progress for women and girls.

Throughout the conference, Fellows connected with thought leaders and engaged influencers around their global health project.

Building on their success at Women Deliver, the Fellows attended the Goalkeepers event led by the Bill & Melinda Gates Foundation. The gathering brought together a new generation of leaders to accelerate progress toward the Sustainable Development Goals.

The Bill & Melinda Gates Foundation named Smart Start as one of its three 2019 Global Accelerators at the event. This distinction recognizes the program as an extraordinary initiative that is propelling progress in global health.

At the Goalkeepers event, Ethiopia’s president, Sahle-Work Zewde, shared:

“...The ground-breaking programs being designed and implemented in my country will help ensure that the lives of all of our citizens continue to improve, in particular the lives and futures of our adolescents, women and girls.”
WHAT’S NEXT: 2020 & BEYOND

March 2020 | London, United Kingdom

In early 2020, all Fellows will head to the Marshall Institute for Philanthropy and Social Entrepreneurship at the London School of Economics for a three-day intensive on strategic philanthropy, impact investing, social enterprise, and innovative financing. They will round out their week in the UK at the Skoll World Forum where the world’s most influential social entrepreneurs, thought leaders, and strategic partners gather to exchange ideas and activate solutions to global challenges.

October 2019 | Washington D.C.

The Fellows continued their in-depth learning through a multi-day Global Financing workshop during which they met with key stakeholders at the World Bank and USAID who are driving development finance to better understand the role philanthropy plays in the larger economic ecosystem. They also spent an afternoon at PSI headquarters with senior leadership and the Global Marketing and Evidence teams, learning about effective program design, and how impact is measured.

INTERNATIONAL DEVELOPMENT
DEEP DIVE

ONCE A FELLOW, ALWAYS A FELLOW.

This is just the beginning. Together with PSI, MaverickNext fellows will continue on this journey as partners in learning, investing, and driving social impact for women and girls. This is a community for life.

THE GOAL: BUILD A FOUNDATION FOR EFFECTIVE, IMPACTFUL STEWARDSHIP, AND LEADERSHIP FOR LIFE.

LONDON SCHOOL OF ECONOMICS & SKOLL WORLD FORUM

ETHIOPIA

Q4 2020 | Addis Ababa, Ethiopia

Fellows will reunite with PSI Ethiopia staff to visit and review the Smart Start program as it scales up to be introduced nationwide. They will reconnect with the young women the project serves; experience the additional structure around male engagement and the economic empowerment they are helping to fund; and advocate on behalf of the program with key members of the Ethiopian government, as well as other funding partners.

THIS IS AN EXPERIENCE THAT BINDS PEOPLE.

Marissa Bass
Women – no matter where they live – want healthy lives for themselves and their families.

PSI reimagines healthcare for the women it serves. They are not beneficiaries. They are consumers who want and deserve choice.

Through innovative programs like MaverickNext, we will achieve next level impact for global health consumers as we work with them and learn from them to develop programs and services that really make a difference for their health and prosperity.