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STRATEGIC PLAN 2019-2021

The Foundation for a Smoke-Free World

More than 7 million people die each year from both smoking and the use of other tobacco products. That makes tobacco products the leading cause of preventable deaths worldwide. This century, a billion people will die prematurely from tobacco, if the status quo is maintained.

We have a real opportunity and obligation to do more to reduce the long-term risks of tobacco use and support people who smoke on the road to cessation. Indeed, the requirements for transformation of the tobacco ecosystem are already in place: disruptive technologies, consumer demand, investor interest, and a few government leaders' voices.

Disruptive technologies are available to end combustion and substantially reduce the risks associated with combustible cigarettes by decoupling nicotine from the lethal smoke. This trend Coupled with digital developments allowing users to monitor exposure and habits, innovative consumer products empower cessation and harm reduction. Most smokers, in nearly all countries, want to quit or reduce their risks, and are demanding policies and research to be developed and implemented, and their needs to be considered. Investors and the tobacco industry are reacting after seeing mature cigarette markets shrink by one-quarter in just 2 years. The list goes on.

However, misconceptions abound: smokers incorrectly view nicotine as a cancer-causing substance, our survey found e-cigarettes ranked as equally or more harmful than combustible cigarettes, etc. These misconceptions are emboldening some governments to ban harm-reduction products, and slowing down innovation.

Now is the time to address the needs of smokers. In this 3-year Strategic Plan, we highlight how we will step up the transformation of the entire ecosystem, accelerate technological disruption, bring light upon the health-related misconceptions, help vulnerable smallholder farmers transition away from tobacco, and incentivize tobacco companies to evolve faster, more decisively and voluntarily.

Join us in this unprecedented effort towards a world free from combustible tobacco – a smoke-free world.

Dr. Derek Yach



Our board-led strategic planning process is informed by data, research, and input from stakeholders and experts

FSFW Launch September 2017

Board-Led Strategic Planning Process May – Nov 2018

2017

2018

2019

Stakeholder discussions

FCTC reviews: where can FSFW contribute?

Global State of Smoking survey

Health, Science, & Technology Scoping

- Research gaps and needs
- Smoker vs. researcher geographic mismatch

Agriculture Scoping

Country-level studies of economic dependence on tobacco farming, and of tobacco small-holder farming structure

Industry Scoping

Studies of how industries transform from “dirty” to “clean”

Ongoing scoping work

Board-led strategic planning process

- 3-year strategic plan informed by 30- and 12-year aspirations
- Deep Board member engagement in areas of expertise
- Formal interim reviews with entire Board

Our strategic framework

is informed by a number of factors:





Our Foundation's Purpose is

To improve global health by ending smoking in this generation.

“ENDING SMOKING”

means not only eliminating the use of cigarettes and other forms of combustible tobacco, but also ensuring that vulnerable populations affected by this transformation, especially smallholding tobacco farmers, are also supported to find sustainable alternative activities*

“IN THIS GENERATION”

means that by 2050, while recognizing that the pace of progress will vary by country, and that a small number of people may still actively choose to smoke

**Recognizing that in some countries, and particularly in India, a significant amount of harm is caused by oral use of unrefined smokeless tobacco preparations. Helping users of these products to quit or reduce their risks by switching to less harmful substitutes is also in scope for the Foundation's activities.*



Smokers and tobacco farmers are our main beneficiaries. The ecosystem around them is complex, with many actors

Social Influencers Cluster

Family

Friends

Colleagues

Government Cluster

Politicians

Policy-makers

Regulators

Innovators Cluster

ENDS makers

Pharma

Technology companies

Healthcare Cluster

Doctors, nurses & other
healthcare professionals

Payors

Funders Cluster

Philanthropies

Impact investors

Multilaterals

Venture capital / private equity

Civil Society Cluster

User groups

Advocacy groups



Tobacco Supply Chain

Cigarette Makers

Institutional Investors

Researchers

**This ecosystem can
be characterized
by three overlapping
spheres of activity**



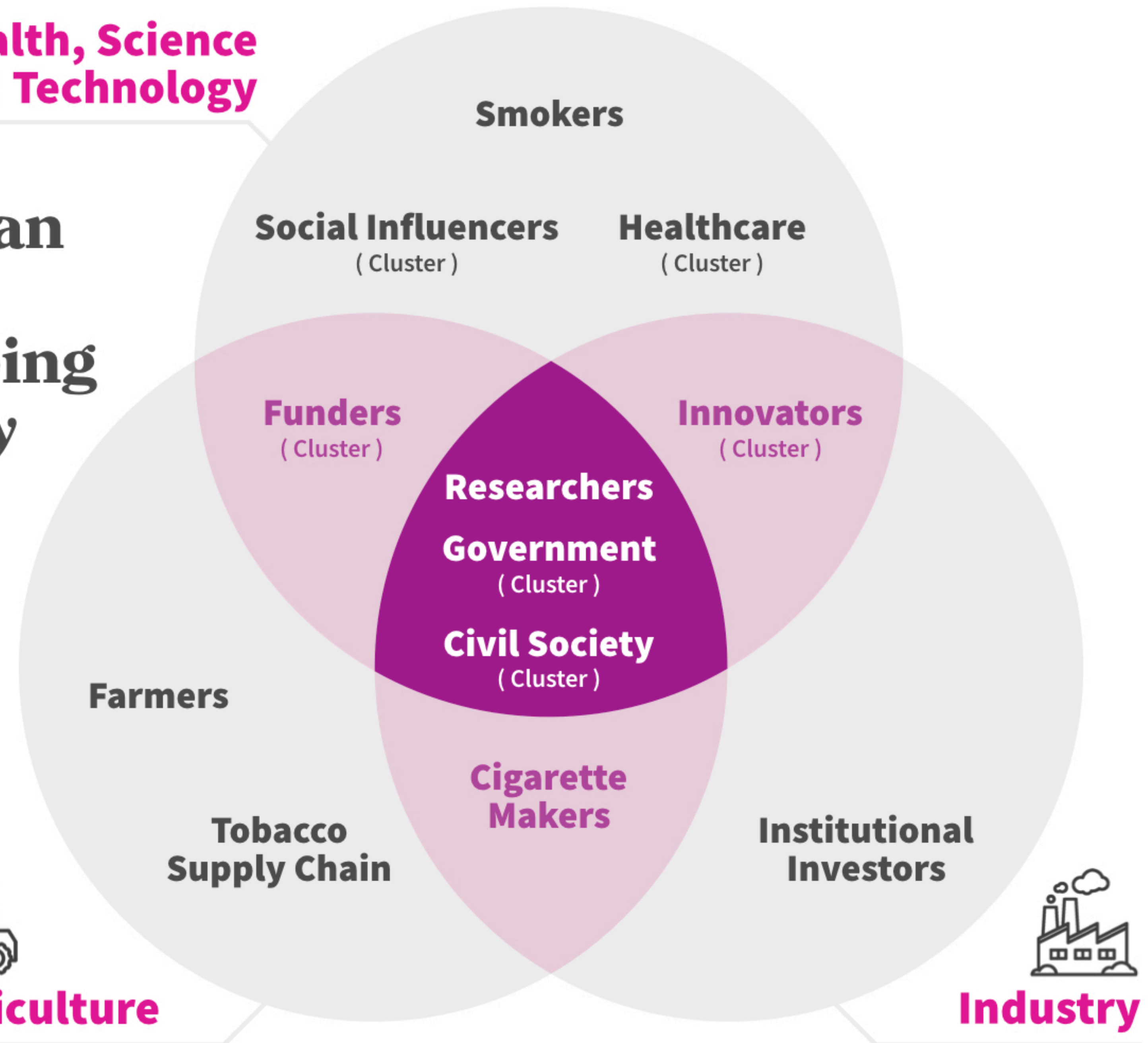
**Health, Science
and Technology**



Agriculture

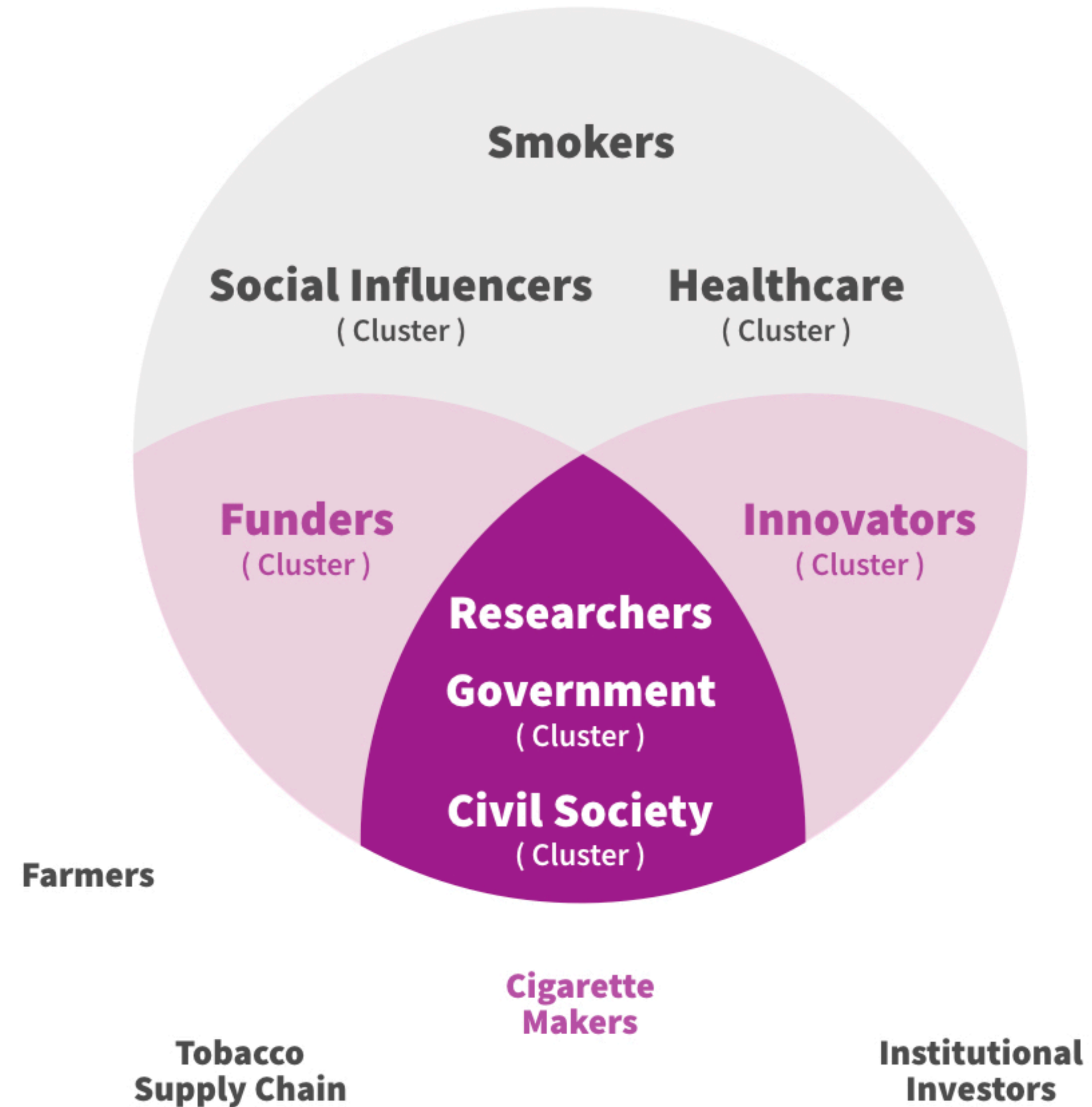


Industry



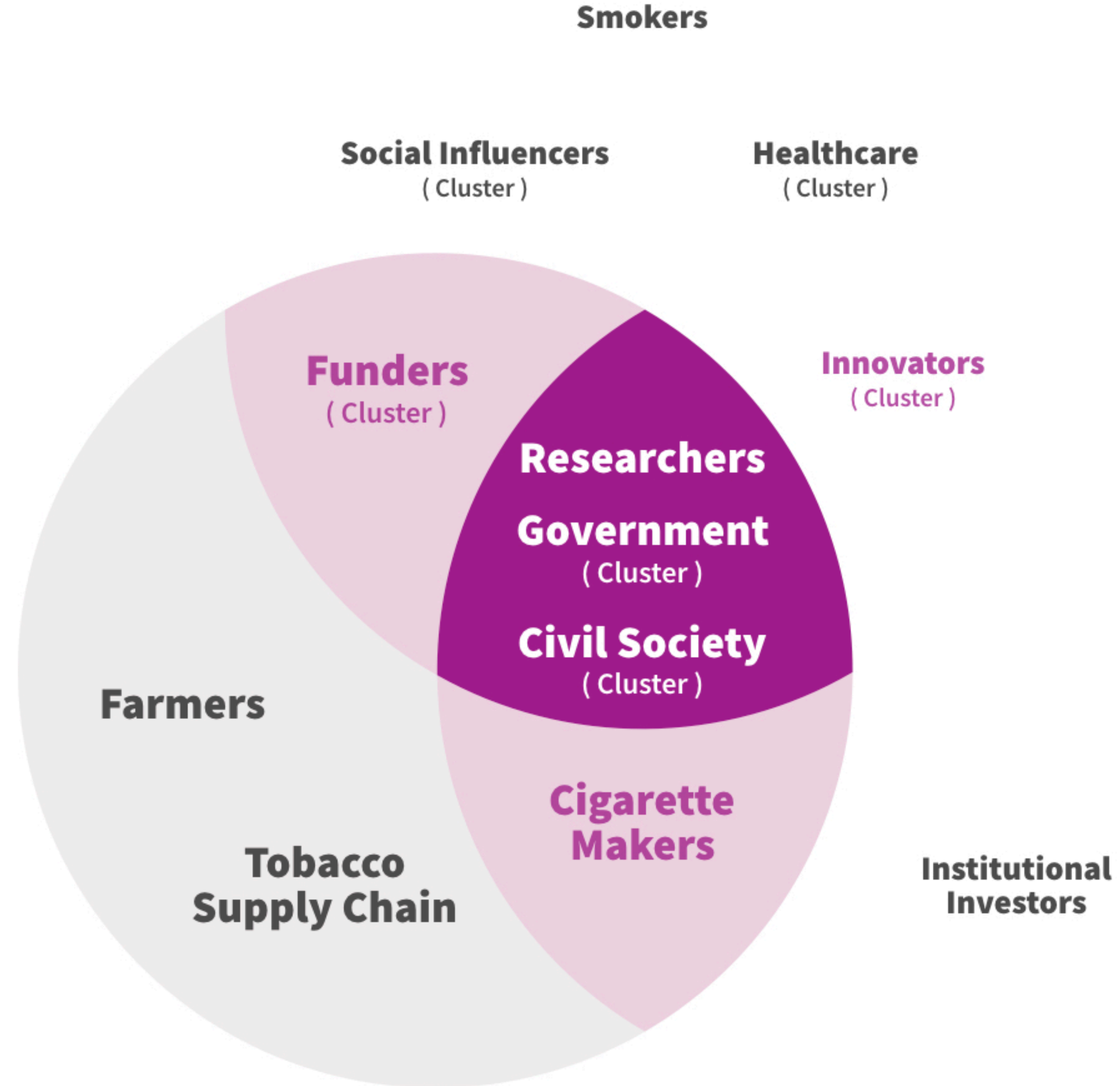
Health, Science and Technology

- Complement existing tobacco control efforts with a consumer-focused strategy to help smokers quit or switch to less harmful products
- Take advantage of recent technological disruptions leading to new consumer products
 - Digital tools, consumer-oriented sensors and apps that help people measure and change their behaviours
 - Separation of nicotine from tobacco and smoke
- Take advantage of advances in science and technology to drive new and better research



Agriculture

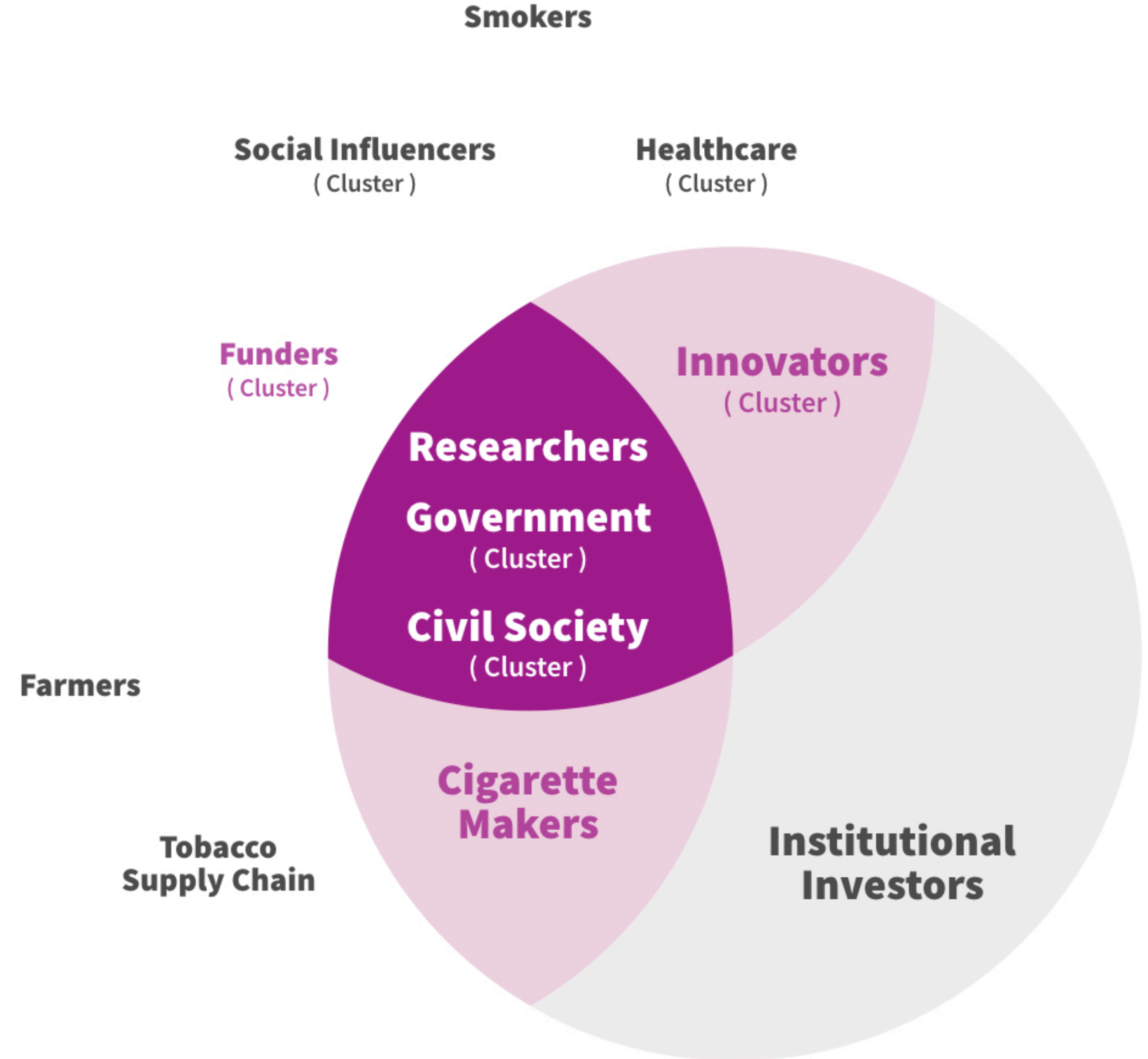
- Build new resilient agricultural economies to provide alternative livelihoods to smallholder farmers
- Diversify tobacco-dominated economies through science, technology, and innovation
- Incentivize supply through demand channels
- Change policy environment to create an enabling environment for all value chain actors





Industry

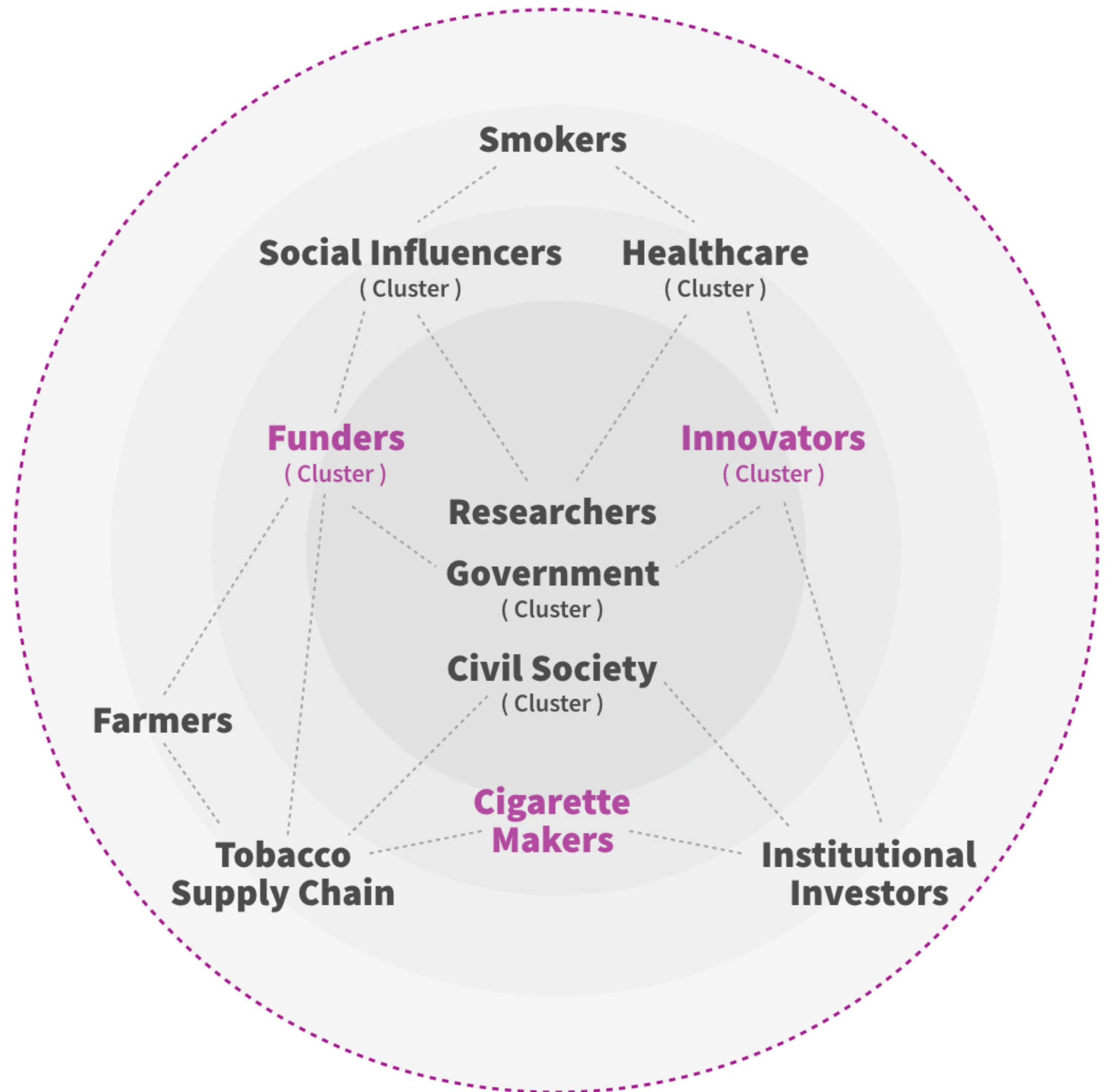
- Provide investors with a platform, metrics and objectives to positively engage a dialogue and influence the industry transformation
- Monitor corporate transformation through indexing and metrics
- Enforce accountability and encourage nicotine ecosystem transformation with ratings and rankings
- Create counter-marketing strategies





Entire Ecosystem

- Map the connections and causal links between elements of the ecosystem, and identify the most powerful for driving change
- Tailor country strategies based on smoking epidemiology, tobacco agriculture, and research and innovation capacity
- Drive ecosystem-wide initiatives, in particular gender-specific work





Most of the focus today is on a subset of the Framework Convention for Tobacco Control, and there are many gaps to cover

Framework Convention for Tobacco Control Selected articles		Global focus level	Where support is needed beyond MPOWER	
Part I + II Introduction & Principles	Preamble		Health, Science and Technology	
	1 – Terms		Health, Science and Technology	
	4 – Guiding Principles		Health, Science, Tech	Gender
Part III Demand Reduction	6 – Price measures	MPOWER		
	7 – Non-Price measures	MPOWER		
	8 – Protection from smoke	MPOWER		
	9 – Content regulation		Health, Science, Tech	Industry
	10 – Disclosure regulation	MPOWER	Industry	
	11 – Packaging regulation	MPOWER		
	12 – Public awareness	MPOWER	Health, Science, Tech	Industry
	13 – Advertising Restrictions	MPOWER		
	14 – Cessation support	MPOWER	Health, Science and Technology	
Part IV + V Supply Reduction & Protect Environment	15 – Illicit trade	MPOWER		
	16 – Sales to and by minors		Industry	
	17 – Support alternative activities		Agriculture	
	18 – Protection of environment			
Part VII + VIII Science and Technology & Finances	20 – Research and collaboration		Health, Science and Technology	
	21 – Report, share information		Health, Science, Tech	Industry
	22 – Scientific, technical, legal coop.		Health, Science and Technology	

LEGEND



MAJOR FOCUS



PARTIAL FOCUS



GAPS: AREAS WITH SUPPORT NEEDED BEYOND MPOWER

NOTE Current Global focus covered by MPOWER and supported by WHO, Bloomberg Philanthropies, Campaign for Tobacco-Free Kids and others



I
Our work is aligned with the Sustainable Development Goals and the Framework Convention for Tobacco control

II
We will focus our efforts in areas currently receiving less attention, on vulnerable populations, and where we add most value

III
We will put smokers and farmers at the heart of our work

IV
We will attract and deploy the most advanced techniques from a range of scientific disciplines and technologies

V
We aim for impact and efficient use of our limited resources. We will choose to do work ourselves, partner, or lend our support to others

VI
All our work, both external and internal, will be informed by gender-specific perspectives

We have determined **our guiding principles and **how we will differentiate ourselves** from other philanthropies**

1
Freedom to Partner
We work with any entity or constituency with relevant expertise or experience

2
Freedom to Focus
We focus our resources on countries and populations with the greatest need

3
Long-Term Commitment
We preferentially fund research centers and global networks to lead at-scale programs

4
Commitment to Capacity Strengthening
We require our grantees to strengthen research capacity and implementation capacity in the countries where most smokers live

Our strategic framework has three main areas of work, with clear long-term (30-year) goals for each

30 YEAR GOAL FOR

Entire Ecosystem

Cigarettes a marginal product

30 YEAR GOAL FOR

Agriculture

Farming livelihoods improved, transitioned away from tobacco; new value chains fully developed.

30 YEAR GOAL FOR

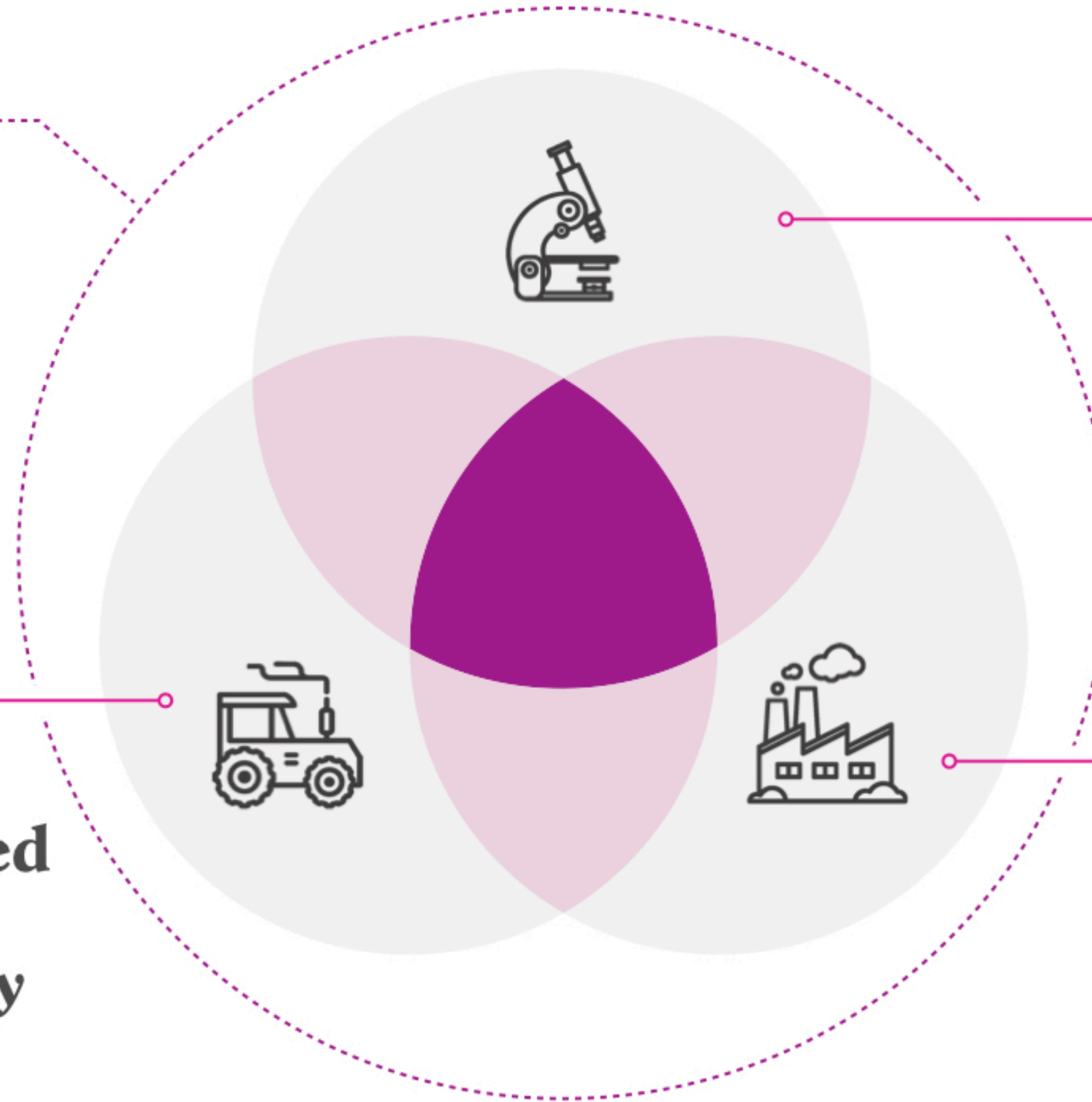
Health, Science and Technology

Smoking prevalence nearing 0%

30 YEAR GOAL FOR

Industry

Global cigarette revenue at a fraction of 2018 revenue



THE ENABLERS

Operations

(Grant Making / Talent)

Finance

(Funding / Fund mgmt))

Governance

(incl. risk management)

**Communications
and Marketing**

Our 3-year objectives

Health, Science and Technology

- Multi-year research programs underway, with output published and being used to inform policy and regulations
- Research centres established in priority countries, strengthening local research capability and attracting new talent
- Investment vehicles operational and funds deployed for cessation innovation and improving access to cessation and reduced-risk products
- First issues of country-level tobacco & nicotine atlases, used by policy-makers, researchers, and other stakeholders

Agricultural Transformation Initiative

- Viable models ready to be scaled, based on pilots and new investment mechanisms
- Centre for Agricultural Transformation created with active researchers
- Grants awarded, with new tobacco-specialised and local scientists joining
- Some policy reforms in action, with legislation drafted
- First improved nutritional outcomes, improving national food security indicators

Influencing Industry

- First issues of the Smoke Free Index © live, with top 15-25 global companies surveyed
- Engagements with Institutional Investors, first drafts of engagement strategies and oversight measurement objectives
- Reviews of indexing outputs with investors/policy makers and industry
- First structured investors engagements with tobacco industry, communicating through right platforms
- Initial counter-marketing campaigns underway based on Index data

Ecosystem-Wide Initiatives

Foresight map completed with variables, causal links and scenario modelling

State of the art reports on national smoking markets published, mapping current players and options for innovative and more rapid change

Early stage of the Foundation's activities coordinated in key countries

Key global partnerships in place, with segmented and prioritized communication messages



Health, Science and Technology Our Workstreams

	Research and Capacity Building	Innovation for Cessation and Harm Reduction	Data and Analytics
Strategic objective	Answer stakeholders' main questions around perceptions, products and policies	Develop and improve access to highly effective smoking cessation tools	Create country atlases covering all aspects of tobacco and nicotine use
Activities	<ul style="list-style-type: none">• Fund major, multi-year grants to research institutions• Apply a broad range of techniques, varying approaches• Strengthen local capacity by establishing research centers where most smokers live• Draw research talent from outside traditional tobacco control fields	<ul style="list-style-type: none">• Deploy innovation investment vehicles to support development effective cessation products/ services• Design solutions to improve access affordable cessation and reduced-risks products to low Income populations	<ul style="list-style-type: none">• Cover data gaps, e.g., in cessation rates and in public and professional perceptions of different nicotine products• Bring together timely data on epidemiology, legal and regulatory environment, product availability, and public and professional perceptions• Produce annual reports for key countries



Agricultural Transformation Initiative Our Workstreams

	Economic Diversification	Innovative Agricultural R&D	Policy Development
Strategic objective	Support globally competitive market supply and foster bridge to market demand, including diversifying away from farming	Foster long term change by building local R&D capacity	Work with policymakers to develop a national agricultural policy execution strategy
Activities	<ul style="list-style-type: none"> • Identify the main barriers facing smallholder tobacco farmers • Identify alternative value chains with ready or increasing demand • Assess industries adjacent to agriculture that would enable a sustainable transition • Assess innovative business models enabling diversified livelihoods 	<ul style="list-style-type: none"> • Identify science and technologies able to address major barriers to innovation • Conduct research and innovative agricultural pilots • Build local capacity in R&D through a Centre for Agricultural transformation • Improve food security to enable farmers to shift away from tobacco 	<ul style="list-style-type: none"> • Establishing mechanisms and capacity for policy reform • Map policy point of departure • Deliver foreign direct investments in a safe, supportive environment • Provide evidence-based policy guidance for farming and economic models



Influencing Industry Our Workstreams

Strategic
objective

Industry/Company Indices

Transform the entire global tobacco industry and nicotine ecosystem by providing structured data and metrics evaluating stakeholder behaviours and progress through the Smoke-Free Index©

- **Provide investors with metrics and oversight objectives** to engage industry players
- **Create a direct relationship** between a company's transformation and shareholder value
- **Provide quantifiable evidence** of how companies are addressing industry transformation through clear and transparent metrics
- **Publish annually a Smoke-Free Index© report**, with our findings, evaluations and assessments

Advocacy for Industry Transformation

Attain a high level of engagement between institutional investors and tobacco industry, accelerating the transformation and using the Smoke-Free Index© as facilitation tool

- **Engage Institutional Investors** and create engagement strategies and oversight measurement objectives
- **Review indexing outputs** with investors, policy makers and industry
- **Facilitate investors engagement** with tobacco industry, communicating through right platforms
- **Maintain heatmap of most impacted populations**, identifying and tracking the various types of industry messages to build counter measures for

Ecosystem-Wide Initiatives Our Workstreams

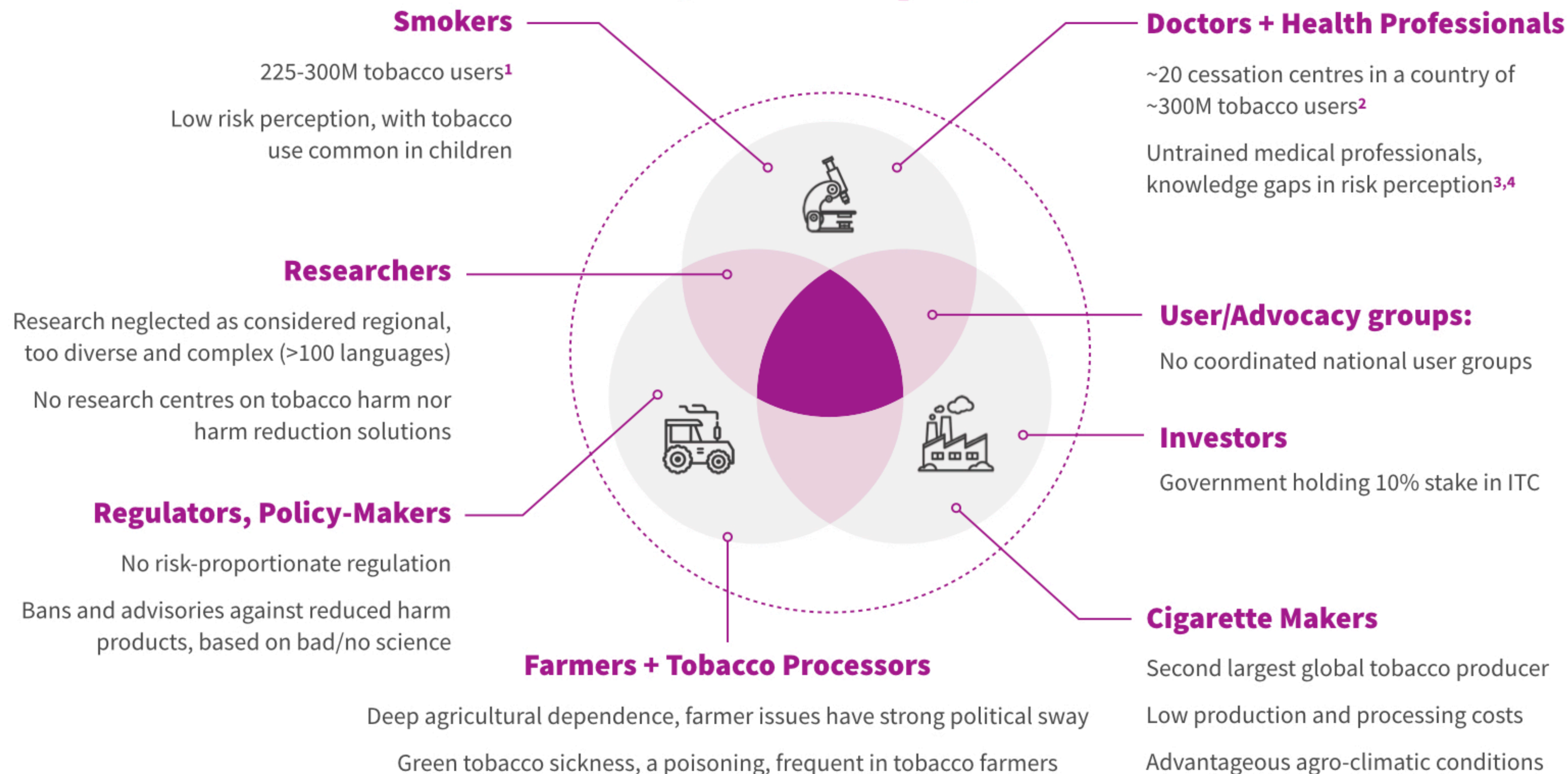
	Smoking Foresight Map	Country Strategies	Strategic Partnerships	Gender Strategies
Strategic objective	Provide a holistic view of the players, factors, actions and outcomes impacting smokers	Integrate approaches in key countries across our three main areas of work: HST, ATI, and Industry	Broaden and strengthen the Foundation's impact through partnerships	Support gender-specific research and solutions in all workstreams of the foundation
Activities	<ul style="list-style-type: none"> • Provide a unique and novel representation of smoking with the potential to transform society's understanding of the problem • Enable targeted and high-impact interventions • Measure and analyze the influence of drivers • Reshape understanding of roles via scenario modeling 	<ul style="list-style-type: none"> • Develop country-specific foresight maps • Identify and execute on synergies across initiatives • Coordinate and sequence activities • Engage stakeholders and gain consensus around best ways forward 	<ul style="list-style-type: none"> • Fund best-in-class entities delivering on elements of our intended impact • Team up with partners where our combined capabilities unlock better outcomes • Collaborate and offer our backing to entities sharing our vision 	<ul style="list-style-type: none"> • Understand gender issues by area and by country • Finds partners to devise appropriate solutions • Foster gender-specific innovation research and consumer products solutions



Ecosystem-Wide Initiatives:

Country-specific strategies will be informed by each country's situation

[India example]



¹ GATS-2 India data' and 'GATS-2 India FactSheet

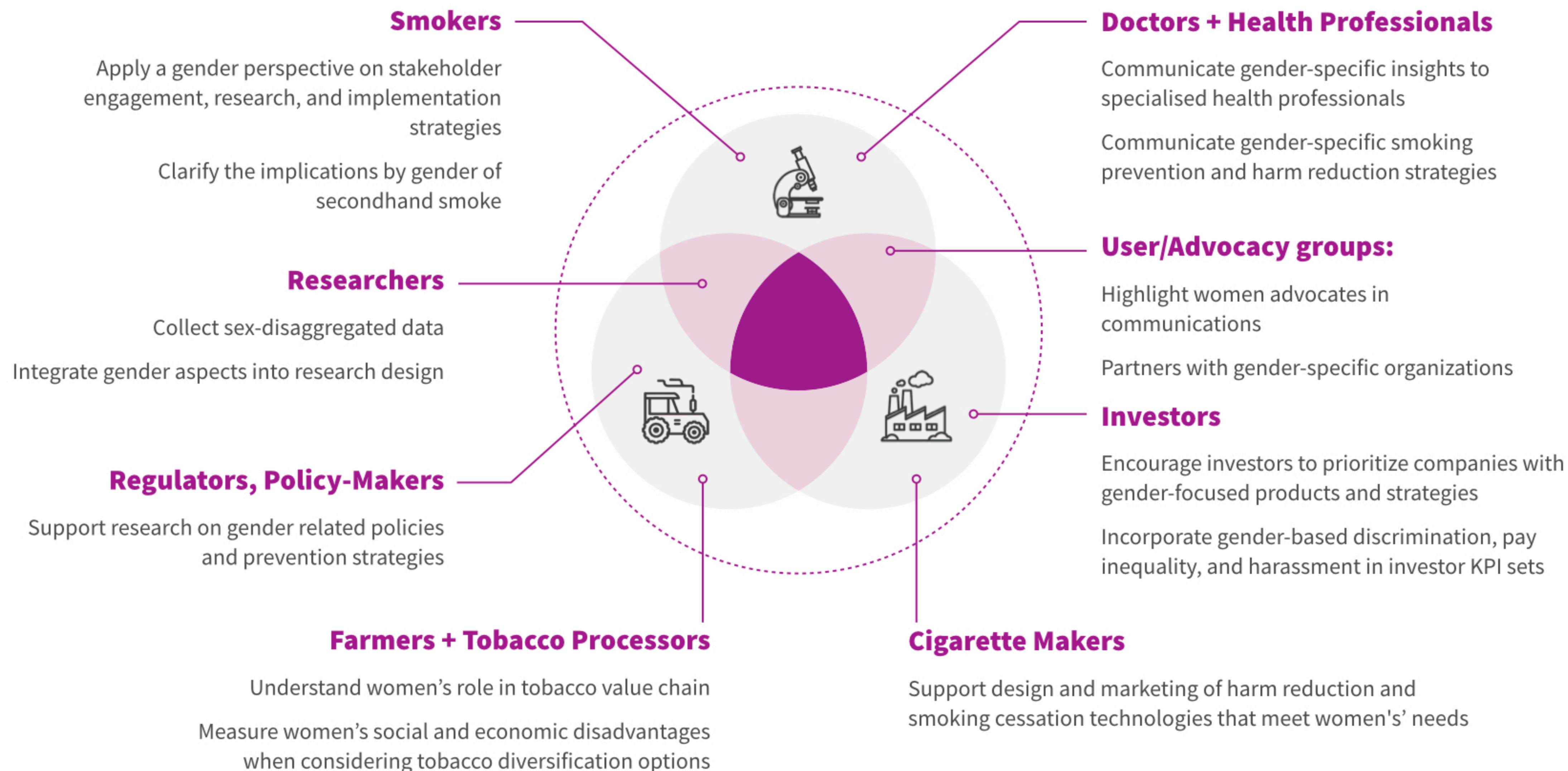
² Indian J Med Res 139, April 2014, pp 484-486

³ PLOS 1 reprint of 2014 and Oral Health Case Report reprint of 2016

⁴ Interpretation based on PLOS-1 article of 2017 data; disease profile in India and its different regions have changed over years

Ecosystem-Wide Initiatives:

We will work to address gender issues across the entire ecosystem



We are developing world-class enablers to support our strategic areas of work

Operations

We will build a best-in-class Grant Management capability

We will attract, develop and retain the Best Talent in the philanthropy, corporate, government and academic domains

Governance

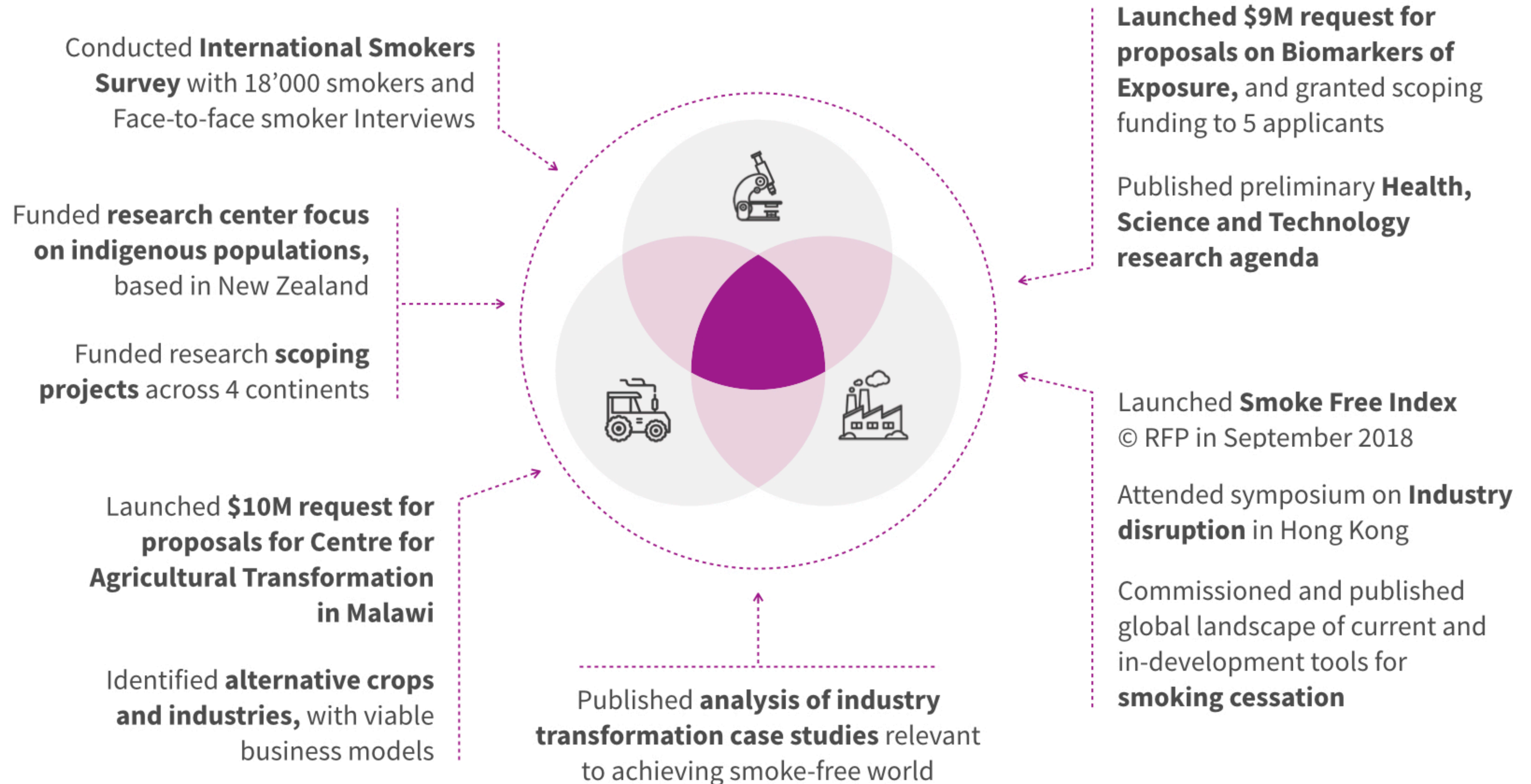
We have a strong Board of Directors

We are committed to transparency and open science

Communications

We will develop a leading Stakeholder Engagement tool

Our activities to date across the ecosystem



Our Board of Directors



ZOE FELDMAN

Entrepreneurship and
innovation financing

USA



DYBORN CHIBONGA

Agricultural transformation,
country expertise: African cluster

Malawi, Mozambique



CORINNA LATHAN

Biomed R&D, consumer tech.
products

USA



PAUL GARDNER

Global communication and
marketing

Australia



NORIKO TOJO

Biomed R&D and consumer
insights

Japan



MARTIN SKANCKE

Global strategy and investments

Norway



PAMELA PARIZEK

Risk management and
governance

USA



DARSHITA GILLES

Country expertise: India,
emerging technologies

India, UK

How to get involved & upcoming events

GET IN TOUCH TO:

- ✓ **Learn about our Research Agenda**
- ✓ **Partner on Strategic Initiatives**
- ✓ **Apply for Research Funding**
- ✓ **Tell us what you think we should be funding**
- ✓ **Discuss External Funding**
- ✓ **Participate in Foresight Process**

UPCOMING EVENTS



The foundation is fully independent from its funding sources

As of October 2018, our core funding is provided by Phillip Morris International

We developed a set of measures to guarantee independence from our funding sources

- ✓ Independent Board and leadership
- ✓ PMI pledge agreement excludes it from any type of influence
- ✓ No restrictions on activities, including ones critical of tobacco industry
- ✓ In line with criteria on accepting tobacco industry funding
- ✓ Peer-reviewed, Open Research
- ✓ US IRS Independent foundation status

REFER TO

Pledge agreement
Board roster

Pledge
agreement

Pledge agreement
Investment policy

Cohen, Zeller, et al., 2009
Pledge agreement

Open research
Grant policies and procedures

Certificate of Incorporation
Foundation bylaws

SOURCES

https://www.smokefreeworld.org/sites/default/files/uploads/certificate_of_incorporation.pdf

https://www.smokefreeworld.org/sites/default/files/uploads/foundation_for_a_smoke-free_world_inc_first_amended_and_restated_bylaws.pdf

https://www.smokefreeworld.org/sites/default/files/uploads/careers/fsfw_cohen_criteria_061118_v1.2.pdf

https://www.smokefreeworld.org/sites/default/files/uploads/foundation_for_a_smoke-free_world_pledge_agreement.pdf

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