A DEEPER LOOK
THE LENS THROUGH WHICH WE SEE THE WORLD INFLUENCES OUR DEVELOPMENT DECISIONS
A bird’s-eye view provides the big picture
Zooming in brings critical details into focus
WE NEED BOTH VIEWS

MESSAGE FROM THE
CHIEF EXECUTIVE OFFICER

The lens through which we see the world influences our development decisions. If we zoom in, we get a close look at details, too close perhaps to understand context. Taking a bird’s-eye view gives us the big picture, but important details and nuances might be missed.

To get a complete picture and the deeper understanding that informs effective action, we need both views.

In this year’s annual report, we provide a glimpse into a few of the ways we are catalyzing change in communities around the world — from strengthening health systems, to connecting people to jobs, to expanding education opportunities for girls.

We also take A Deeper Look at how we are addressing some of the world’s most intractable development challenges: youth unemployment, gender inequality, child malnutrition, the spread of infectious disease and poverty.

In an age of continuous change, there is no such thing as business as usual. Breakthroughs require smarter application of technologies, the gathering of new evidence to design and deliver services and support, and the creative integration of treatments and solutions to increase the impact and sustainability of our work.

In other words, they require not just doing new things, but applying knowledge, evidence, skills and technology in better ways.

This is part of FHI 360’s broader commitment to taking A Deeper Look at development challenges, assumptions and ways of doing business.

It is a commitment that challenges us to go further, think harder and explore more broadly. To examine the language we use and the underlying assumptions that influence our actions. To raise ourselves to a higher standard and reach out to and empower partners willing to do the same. To consider alternative approaches in search of better outcomes — and to sometimes stay with tried and true ways of doing things that have proven effective.

Our generous funders make this work possible. Our committed staff strive for excellence in all that they do. Our partners in country share the best of their resources and know-how. And most importantly, tens of millions of mothers, fathers, aunts, uncles, young people and children in the United States and around the world allow us into their lives to help face daily burdens many of us would consider insurmountable.

We owe it to all of them not just to do development differently but to take that deeper look so that we can achieve meaningful impact.

With regards,

PATRICK C. FINE
FHI 360 CHIEF EXECUTIVE OFFICER
Governance and accountability improved

In Senegal, FHI 360’s work has helped to increase the capacity of 12 municipalities and communes to deliver services and improve local revenue collection. Our partner communities identified a priority sector, such as health, education, water sanitation or conflict management, and then jointly with stakeholders, evaluated governance performance as a first step toward preparing service provision improvement plans. Using the Good Governance Barometer, an evaluation tool built on the five governance criteria of accountability, effectiveness, rule of law, participation and equity, participants evaluated service quality before and after implementation. The results indicate that governance improved by as much as 34 percent, and local revenues almost tripled in some locations, in 2014.

Communities engaged to improve learning

Communities in Kosovo are coming together to transform traditional, under-resourced classrooms into contemporary, learner-centered spaces designed to promote 21st-century skills and competencies. Through the Classroom Makeover initiative, parents and communities are provided low-cost supplies with a user-friendly guide for renovating classrooms. In turn, community members have contributed labor and building materials that cover more than 70 percent of the cost of the renovations. Classroom makeovers complement and reinforce other education reform efforts, which together have reached more than 20,000 educators and an estimated 300,000 students in the program’s first four years. The result is improved student engagement, an increased commitment by teachers and greater parental involvement, all of which are key to students’ success.

Igniting a discussion on women-centered development

As the international community prepares for a new set of global development goals to launch in 2015, we established a partnership of more than 100 organizations engaged in a year-long conversation on women-centered development. We leveraged our innovative Crowd360 digital platform to curate perspectives and translated thousands of voices into a unified message that supported placing women and girls at the center of the development agenda. This platform ignited a more informed discussion on what policy changes are needed to fill unmet needs.

Project: Crowd360
Funder: Johnson & Johnson

Project: Peace and Governance Program in Senegal
Funder: USAID

Funder: USAID
Once illness enters a home, a family already struggling to make ends meet can quickly fall into a vicious downward spiral. As needs for lifesaving treatment and transport to clinics increase, resources evaporate. Healthy family members may stop working to care for sick relatives. Meals become smaller or less nutritious. With little warning, economically secure households can be pushed into poverty and poor households into destitution.

LIFT II’s livelihood framework integrates economic strengthening into the continuum of care for vulnerable families, particularly people living with HIV. The project focuses on using household poverty and hunger data to create referral systems that link households to a wide array of community services appropriate for meeting their financial and nutritional needs. The services offered, such as food support, guidance on savings or assistance with entrepreneurship, make it possible to touch upon all 360 degrees of participants’ needs rather than nutrition or health alone. The result is a more holistic approach to helping those who are most in need.

Using vulnerability measurement tools, community mapping, evaluation of services and other resources, households are identified on a continuum of three broad categories of economic strengthening, livelihood and food security services: provision activities (for destitute households, providing temporary support to help them recover assets, put food on the table and meet basic needs), protection activities (for vulnerable households struggling to make ends meet, helping them strengthen household money management and retain key assets) and promotion activities (for households that are ready to assume risk and invest resources for future gains). LIFT II links households to services that meet their specific needs, setting them on a pathway that increases income, improves household resiliency and reduces vulnerability.

The services offered make it possible to touch upon all 360 degrees of participants’ needs rather than nutrition or health alone.

8,600+ people reached
The global estimate for the number of unemployed youth starts at 75 million, and that figure is multiplied by three when the underemployed are included. A “skills mismatch” is a commonly cited reason for youth unemployment and a result of education systems that fail to produce graduates with the skills demanded by employers. It is time to reframe the problem if we hope to reduce youth unemployment.

Through our Workforce Connections project, we are thinking beyond supply-side, education-centered solutions to focus on economic analysis and business strategy tools, which until now have been dramatically underused. Using a labor market assessment framework, we look at five policy dimensions constraining youth employment — macroeconomics; trade and investment; labor and social protection; education; and structural factors — that countries must address if they wish to undertake reforms to stimulate youth employment. We use global trade data to identify which sectors are likely to create jobs and qualitative information to understand whether the informal sector grows cyclically or counter-cyclically with these sectors. This allows us to map high-growth sectors and highlight youth entry points and relevant skills.

To develop the capacity for these sophisticated analyses, our trainings offer tools to engage multiple stakeholders, and we provide technical assistance to project designers on how to make the business case to employers for investment in skills.

The Workforce Connections project contributes to a larger FHI 360 effort to increase global employment, which includes matching people to jobs through projects like the Iraq Opportunities Project (USAID-Foras).
Youth learn skills to succeed in life

In Mozambique, we have been proud to see our local partners strengthen basic education, information technology, financial literacy, work readiness and life skills among orphaned and vulnerable youth ages 15–17. One year after completing the program, 90 percent of the program’s graduates were still in school and 65 percent were working.

PROJECT  Four Pillars PLUS in Kenya
FUNDER  GE Foundation

PROJECT  Programa para o Futuro, Capable Partners Mozambique
FUNDER  USAID/PEPFAR
GOING TO SCALE WITH GOOD NUTRITION

INFANT FEEDING PRACTICES IMPROVED

Good nutrition is essential during the first two years of life to ensure growth and healthy brain development. Data from an independent evaluation of Alive & Thrive revealed that over four years, exclusive breastfeeding for six months rose from 19 percent to 58 percent in Vietnam and from 48 percent to 86 percent in Bangladesh in program areas. Additionally, the percentage of children 6–23 months of age in Bangladesh who consumed a good-quality diet increased from 16 percent to 49 percent.

PROJECT ___________
Alive & Thrive

FUNDER ___________
Bill & Melinda Gates Foundation

Scaling up an infant and young child nutrition package that promotes exclusive breastfeeding for the first six months of life and optimal complementary feeding, in countries where most of the malnourished children reside, could save the lives of hundreds of thousands of infants every year.

In Bangladesh, Ethiopia and Vietnam, Alive & Thrive has demonstrated that scaling up effective infant and young child feeding programs quickly is possible. In just five years, the program rapidly shaped demand for, and overcame barriers to, better feeding practices among children under two years of age using an innovative combination of four proven interventions: advocacy to ignite change among policymakers; interpersonal communication and community mobilization to support mothers, families and communities; mass communication to reach more people and different audiences through creative and engaging messages; and the strategic use of data to make programmatic adjustments and maximize impact.

Alive & Thrive applies all four components in each country and adapts them to fit individual country needs and contexts. In Vietnam, for example, advocacy efforts led to national policies to extend paid maternity leave to six months for all salaried female employees and to expand restrictions on the marketing of breastmilk substitutes for children up to 24 months of age. With local partners, we established more than 1,100 social franchises in government health facilities and created 700 support groups for infant and young child feeding practices in remote areas, where access to health facilities is limited. From January 2012 to March 2014, the program’s interpersonal communication component (counseling at health facilities and support groups) reached about 460,000 mothers of children under two years of age. An estimated 2 million women saw the award-winning media campaign’s popular “Talking Babies” TV spots. Vietnam’s National Institute of Nutrition now routinely collects indicators on young child feeding practices in its annual National Nutrition Surveillance.

In each country, locally tailored campaigns, messages and interventions shift social norms and support women to breastfeed in a way that appeals to local beliefs and circumstances. The result: higher rates of exclusive breastfeeding and improved complementary feeding practices in all three countries and a new generation of children with a better chance of reaching their full potential for growth and development.
For students with disabilities, high-tech tools can make learning easier and can give children and youth the power to participate in all aspects of their lives, whether at school, at home, in the community or in the workplace.

Mobile devices, such as iPads and Androids, and apps, such as voice recognition, offer a potent set of new assistive instructional tools, but only if those who live and work with children with disabilities have the right information and training to choose, access and use these devices appropriately.

The Center on Technology and Disability is a comprehensive web-based institute with leading-edge, evidence-based resources, training and technical assistance on assistive and instructional technology. The website features an interactive café with expert-led topical and audience-specific discussion forums; a robust library of research, training and informational resources; and a learning center with in-depth, e-learning modules on assistive and educational technologies, where teachers and providers can receive continuing education credits. Faculty teach both short webinars and in-depth courses, hold “office hours” to field individual questions and provide universal technical assistance to state and local education agencies.

By connecting students with disabilities and their families with educators, researchers, service providers and product developers, the center promotes innovation and helps to shorten the distance between research and practice in the assistive and instructional technology field. More importantly, the center enriches the lives of children and youth with disabilities by making learning more accessible and fun.
Expanding access to contraceptives

We continued our work to expand access to affordable, long-acting contraceptive methods by launching a new partnership in 2014 with Medicines360 and Marie Stopes International to support the initial introduction in Kenya of Medicines360’s levonorgestrel-releasing intrauterine system (LNG-IUS), which was recently approved by the U.S. Food and Drug Administration. A preliminary market assessment coordinated by FHI 360 found that the LNG-IUS product currently marketed in Kenya is prohibitively expensive for most women there. Medicines360’s product will be affordably priced to help increase access and choice. FHI 360 will provide technical assistance for a strategy that looks at factors — registration, training, demand creation and others — needed for a successful introduction of the product in Kenya.

Improved sanitation keeps girls in school

Girls often miss school when they are menstruating because they lack access to clean water, latrines and hygienic sanitary products. In eastern Zambia, SPLASH has built 165 toilets with shower stalls for girls’ menstrual hygiene management. More than 13,000 adolescent girls have benefited from these improvements. The program also made reusable, washable menstrual pads for girls.

PROJECT: Schools Promoting Learning Achievement through Sanitation and Hygiene (SPLASH)
FUNDER: USAID

Increasing postsecondary success in struggling schools

In U.S. high schools participating in our Postsecondary Success Collaborative, college enrollment increased by 30 percent and college persistence (defined as returning to any institution for a second year) increased by 26 percent compared with the 5 percent and 7 percent respective increases in the school districts overall. The final results, from an independent evaluator’s 2014 report, showed that the impact was particularly pronounced for students of color attending the struggling schools. The project’s asset mapping process guided partners through a research-based inventory of college readiness resources and programs in their communities. This helped partners to bridge gaps, leverage best practices, redirect and garner resources, and create tools that supported college admission and success.

PROJECT: Postsecondary Success Collaborative
FUNDER: Citi Foundation

SOURCE: USAID

PROJECT: Introduction of a new LNG-IUS in Kenya through a Public–Private Partnership
FUNDER: Reproductive Health Supplies Coalition

13,000+ ADOLESCENT GIRLS HAVE BENEFITED
DEVELOPING CUTTING-EDGE TECHNOLOGY TO DEFEAT TUBERCULOSIS

NEW APP COMBATS MDR-TB

Community health workers on the front lines of Myanmar’s battle against multidrug-resistant tuberculosis (MDR-TB) now use smartphones that run DOTsync, our innovative data collection and patient-tracking application. The app is the first to be used to enhance treatment follow-up and MDR-TB control in the country.

Nine million people contracted tuberculosis (TB) in 2013, and 1.5 million died from the disease, according to the World Health Organization. While standard TB can be cured when patients strictly follow a drug regimen lasting six months, inconsistent or partial treatment can lead to multidrug-resistant tuberculosis (MDR-TB), which is much harder to treat.

Ensuring compliance with MDR-TB regimens previously required lengthy hospitalizations, which can cause hardship to patients and is costly for overburdened health systems. The alternative to treatment in a medical facility is outpatient care using directly observed therapy (DOT).

The Control and Prevention-Tuberculosis (CAP-TB) project developed cutting-edge technology, a powerful data collection and patient-tracking app called DOTsync, which empowers community health workers to use smartphones to support MDR-TB patients in their homes. In Myanmar, community workers use DOTsync to log anti-TB drug administration through DOT, refer patients for drug side effects, track monthly nutritional support and follow up with family members who may be exposed to MDR-TB.

In China, the CAP-TB project launched 57 Zone, a mobile app offering support to TB patients through QQ, China’s popular instant messaging service that has nearly 830 million users. Through the app, patients with TB and MDR-TB can discuss common experiences with other patients and ask professionals questions to help comply with treatment. Due to the app’s success so far, the Chinese government plans to expand the use of 57 Zone for TB control throughout the country.
FHI 360's scientific research continues to be at the forefront of efforts to evaluate a variety of safe, effective HIV prevention methods, so that women can choose methods that best suit their lifestyles and preferences.

Women and girls, particularly those living in sub-Saharan Africa, are among those most at risk of contracting HIV. Gender norms and cultural practices can prevent them from refusing risky sex or asking their partners to use condoms. Women urgently need HIV prevention tools to safeguard their health. Products that deliver antiretroviral (ARV) drugs offer one possibility of putting the power of HIV prevention into women’s hands.

For more than a decade, FHI 360 has been a leader in clinical research in and the promotion of woman-controlled HIV prevention methods. FHI 360’s landmark FEM-PrEP trial assessed whether a daily dose of the antiretroviral combination pill Truvada® was safe and effective at preventing HIV infection among women at high risk of HIV exposure. Despite targeted counseling and support, adherence to the drug regimen was too low for the researchers to determine whether Truvada was effective. The FEM-PrEP trial highlighted the need to know more about adherence within a placebo-controlled clinical trial.

FEM-PrEP researchers were the first to investigate the reasons for poor adherence to ARV-based regimens in recent trials. Their follow-up study found that many of the women became concerned about taking the study pill because of discouragement from partners, peers and the community and fear of side effects. The size of the pill and the need for daily use were also cited as barriers to adherence. These results are helping to guide the design of future trials and the introduction of proven ARV-based prevention methods.

Using the lessons of FEM-PrEP, FHI 360 is collaborating on some of the first HIV prevention trials of injectable ARVs and vaginal rings containing ARVs and is spearheading research to improve adherence support and measurement.
**Financial Summary** *(unaudited) Twelve months to September 30, 2014*

**Revenue**

<table>
<thead>
<tr>
<th>Source</th>
<th>US Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>US Government</td>
<td>572,104,716</td>
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<tr>
<td>Other Governments</td>
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<tr>
<td>Foundations/Individuals</td>
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<td>Corporations</td>
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<td>Multilateral Agencies</td>
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<tr>
<td>Other</td>
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<tr>
<td>Estimated Adjustments*</td>
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</table>

**Total**

652,566,364

**Revenue by Source**

- 75.0% USAID
- 7.0% Foundations
- 5.7% NIH/DHHS
- 3.1% US State Department
- 2.3% CDC
- 2.2% Non-US Government
- 2.1% Corporations
- 1.2% Other
- 1.0% Other US Government
- 0.4% Multilaterals

**Expenses**

<table>
<thead>
<tr>
<th>Category</th>
<th>US Dollars</th>
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</thead>
<tbody>
<tr>
<td>Operational Expenses and Programs</td>
<td>530,257,983</td>
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<tr>
<td>General and Administrative</td>
<td>106,088,466</td>
</tr>
<tr>
<td>Business Development</td>
<td>12,194,139</td>
</tr>
</tbody>
</table>

**Total**

648,540,588

**Allocation of Expenses**

- 81.8% Operational Expenses and Programs
- 16.3% General and Administrative
- 1.9% Business Development

**Work by Area**

- 43.7% Other Health (tuberculosis, malaria, neglected tropical diseases, laboratory science, health communication, etc.; may also include HIV/AIDS)
- 19.8% HIV/AIDS Programs
- 12.0% Social, Environmental and Economic Development
- 11.9% Education
- 4.8% HIV/AIDS Research
- 3.9% Nutrition
- 3.3% Reproductive Health
- 0.3% Gender
- 0.3% Other

**Work by Region**

- 31.0% Global
- 27.3% West/Central Africa and Middle East/North Africa
- 19.8% East/Southern Africa
- 8.6% Asia Pacific
- 6.6% United States
- 4.9% Europe/Central Asia
- 1.8% Latin America/ the Caribbean

*Crosscutting areas such as technology, gender and youth, among others, are integrated into many of our programs.*

*Reflects estimated balance sheet adjustments resulting from acquisition of AED.*
FHI 360 AT A GLANCE

FHI 360 is a nonprofit human development organization dedicated to improving lives in lasting ways by advancing integrated, locally driven solutions. Our work is grounded in research and evidence, strengthened by partnerships and focused on building the capacity of individuals, communities and nations.

REGIONS

We serve more than 70 countries, including the U.S.

In addition, representatives from 137 countries participated in our international exchange program activities in 2014.

EXPERTISE

- Health
- Education
- Nutrition
- Environment
- Economic Development
- Civil Society
- Gender

COUNTRY-LED

93% of our personnel in countries or regional offices are from the country or region in which they work.

INTEGRATED APPROACH

Our 360-degree perspective enables us to work across a broad set of disciplines to deepen our understanding of complex issues and develop customized responses that address multiple aspects of people’s lives.
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<tr>
<th>Private sector</th>
<th>Nonprofit organizations</th>
<th>Multilateral organizations</th>
<th>Host country governments and bilateral agencies</th>
</tr>
</thead>
</table>
| Applied Engineering Management Corporation | Center for the Study of Social Policy  
Marie Stopes International  
Patient-Centered Outcomes Research Institute  
United Way of Southeastern Michigan | The Global Fund to Fight AIDS, Tuberculosis and Malaria  
UNDP  
UNESCO  
UNFPA  
UNHCR  
UNICEF  
UNOPS  
World Bank  
World Health Organization | Australian Agency for International Development  
Department of Foreign Affairs, Trade and Development Canada  
Irish Aid  
KfW Development Bank  
National Agency for the Control of AIDS, Government of Nigeria  
National Cancer Centre, Singapore  
U.K. Department for International Development |
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| Hess Corporation                  |                                                                                         |                                                                                           |                                                 |
| Janssen Asia Pacific, a division of Johnson & Johnson Pte. Ltd. |                                                                                         |                                                                                           |                                                 |
| Johnson & Johnson                 |                                                                                         |                                                                                           |                                                 |
| Noble Energy, Inc.                |                                                                                         |                                                                                           |                                                 |
| Procter & Gamble (P&G) Children's Safe Drinking Water Program |                                                                                         |                                                                                           |                                                 |
| Qualcomm® Wireless Reach™         |                                                                                         |                                                                                           |                                                 |
| Unilever                          |                                                                                         |                                                                                           |                                                 |
| Vodafone Group Services Ltd       |                                                                                         |                                                                                           |                                                 |
| Foundations                       |                                                                                         |                                                                                           |                                                 |
| Alcoa Foundation                  |                                                                                         |                                                                                           |                                                 |
| The Atlantic Philanthropies       |                                                                                         |                                                                                           |                                                 |
| The Barry Charitable Foundation   |                                                                                         |                                                                                           |                                                 |
| Bill & Melinda Gates Foundation   |                                                                                         |                                                                                           |                                                 |
| Bush Foundation                   |                                                                                         |                                                                                           |                                                 |
| The David and Lucile Packard Foundation |                                                                                         |                                                                                           |                                                 |
| Educate A Child                   |                                                                                         |                                                                                           |                                                 |
| FHI Foundation                    |                                                                                         |                                                                                           |                                                 |
| Ford Foundation                   |                                                                                         |                                                                                           |                                                 |
| GE Foundation                     |                                                                                         |                                                                                           |                                                 |
| Kenora Family Foundation          |                                                                                         |                                                                                           |                                                 |
| Oak Foundation                    |                                                                                         |                                                                                           |                                                 |
| The Philadelphia Foundation       |                                                                                         |                                                                                           |                                                 |
| Robert Wood Johnson Foundation    |                                                                                         |                                                                                           |                                                 |
| Stroomme Foundation               |                                                                                         |                                                                                           |                                                 |
| The United Nations Foundation      |                                                                                         |                                                                                           |                                                 |
| W.K. Kellogg Foundation           |                                                                                         |                                                                                           |                                                 |
| Washington Dental Service Foundation |                                                                                         |                                                                                           |                                                 |
| WGBH Educational Foundation       |                                                                                         |                                                                                           |                                                 |

We also thank the individuals who make contributions to FHI 360. These gifts enable us to reach further to deliver new — and more powerful solutions — in human development.

Originating funders for calendar year 2014
We have made every attempt to ensure the accuracy of this list and ask that you please email us at funderslist@fhi360.org if you find an error or omission.
VISION

FHI 360 envisions a world in which all individuals and communities have the opportunity to reach their highest potential.

MISSION

To improve lives in lasting ways by advancing integrated, locally driven solutions for human development.

Visit [http://2014annualreport.fhi360.org](http://2014annualreport.fhi360.org) for the online version of this year’s annual report.

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