

Impact Report

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2020 CEO Letter

Dear friends and colleagues,

In a year that will forever be remembered for the human development crises wrought by the COVID-19 pandemic and the rising awareness of how systemic inequality harms everyone, delivering positive impact has never been more important. I am proud to share with you a few examples of how FHI 360's dedicated staff and global reach made a difference when it mattered most.

With disruption already a buzzword, the pandemic brought tectonic changes to our work and daily lives. Driven by our commitment to equity, scientific excellence and improving lives, FHI 360 adapted in ways that will shape our work for years to come. I am particularly proud of how our teams contributed to understanding and responding to COVID-19; ensured that youth around the world continue to learn despite pandemic-imposed school closings; contributed to improving access to family planning through new products; protected fragile livelihoods by helping small businesses pivot to e-commerce; stood side by side with civil society organizations working for accountable governance; protected access to lifesaving HIV testing, care and treatment; and so much more.

This year, FHI 360 celebrates 50 years of service to the international community. What began as the International Fertility Research Program (IFRP) has evolved into a diversified social enterprise and family of companies dedicated to advancing human development in the United States and around the world. With more than 4,000 dedicated changemakers, operations in more than 60 countries and a deep well of expertise, FHI 360 is creating and sharing knowledge, practices and innovative products in everything from infant nutrition to crisis response and peacebuilding.

We will be guided by our commitment to add value to our partners and funders through agile, locally driven and evidence-informed programs that tackle humanity's ever-evolving challenges.

At FHI 360, we are powered by science and designed for the future. Learn how in our 2020 impact report.

Warm regards,



PATRICK C. FINE

CHIEF EXECUTIVE OFFICER, FHI 360

Showing up for communities

PROJECT

Local Partner Development Project

FUNDER

U.S. Agency for
International Development

Responding to school closures and COVID-19 lockdown measures, FHI 360's Local Partner Development Project in Jamaica collaborated with the Peace Management Initiative Ltd. to deliver psychosocial support services to youth ages 13 to 18. Our project staff offered tailored, one-on-one assistance to young people on such topics as anger management, dealing with family conflict and handling the stress of losing a school support system. The project now focuses on building local partner capacity to deliver social welfare support, including access to food and sanitization products to female-headed households, domestic violence survivors, at-risk youth and youth in juvenile correctional facilities.

U.S. EDUCATION

Supporting U.S. education programs

FHI 360 addresses many facets of the U.S. education system, from college and career readiness to educating court-involved youth, all with a consistent focus on equity. In 2020, we worked to mitigate the impact of the COVID-19 pandemic on students, families and educators.

PROJECT

Supporting Instructional Leadership
for Remote Learning

FUNDER

Bill & Melinda Gates Foundation

FHI 360's publication, Connected & Engaged, is a user-friendly instructional leadership guide to support remote and hybrid teaching and learning in grades 6–12. The website presents high-leverage strategies and practices. Informed by research and hundreds of educators, it is organized into five categories: systems and structures, teaching and learning, family engagement, social-emotional learning and professional learning.

RESULTS

User-friendly instructional
leadership guide supports
remote and hybrid learning



Supporting U.S. education programs

PROJECT

Head Start Region XII Training
and Technical Assistance (TTA) Network
(Migrant and Seasonal Head Start)

FUNDER

U.S. Department of
Health and Human Services,
Office of Head Start

RESULTS

Training and technical
assistance meet the needs
of migrant communities



FHI 360 provides training and technical assistance to 27 Head Start grantees in 37 states that meet the needs of 23,485 children and their families in migrant and seasonal farmworker communities. Early in the pandemic, the federal government designated farmworkers as essential critical workers. It was crucial for those Head Start programs that provide comprehensive services to farmworkers' children to stay open. Staff helped programs transition to a virtual service delivery model and developed training events to support remote learning.

ECONOMIC DEVELOPMENT

Boosting livelihoods through e-commerce

PROJECT

Collaborative Action for Handicraft Exports

FUNDER

U.S. Department of State,
Bureau of Near Eastern Affairs,
U.S. Embassy, Tunis

FHI 360's Collaborative Action for Handicraft Exports (ACEA) project supports Tunisian artisans in the medicinal and aromatic plants sector to upgrade and export their products. The artisans — mostly rural women who serve as guardians of traditional medicinal knowledge within their communities — help sustain the local economy. They are often relegated to a marginal position in the value chain and lack equitable access to public lands and natural resources.

In early 2020, ACEA helped artisans prepare for Tunisia's largest national handicraft fair. When it was canceled due to the COVID-19 pandemic, the team pivoted to help the artisans enter the e-commerce market. Partnering with some of Tunisia's leading e-commerce platforms, the artisans increased sales in the domestic market and attracted international buyers. ACEA has also supported artisans to achieve international organic certification, which should lead to additional markets.

RESEARCH

Taking a lead on COVID-19 research

PROJECT

COVID-19 Prevention Network

FUNDER

U.S. National Institutes of Health

RESULTS

Collaborating on vaccine studies

The U.S. National Institute of Allergy and Infectious Diseases selected the Leadership and Operations Center for the HIV Prevention Trials Network (HPTN) at FHI 360 to manage a portion of the COVID-19 Prevention Network (CoVPN) agenda as a part of the U.S. Government's initiative to address the COVID-19 pandemic. The CoVPN Operations Center oversees the clinical trial evaluation of monoclonal antibodies for COVID-19 prevention and also collaborates on vaccine studies.

The CoVPN Operations Center partnered with Eli Lilly and the U.S. National Institutes of Health on a study of a monoclonal antibody to prevent COVID-19 infection in senior nursing facilities. We also worked with Regeneron Pharmaceuticals and the U.S. National Institutes of Health on a study of a two-monoclonal antibody cocktail for prevention in households with a positive index case. These studies provide the scientific evidence needed to support an application for an Emergency Use Authorization from the U.S. Food and Drug Administration for these products to be used for prophylaxis.

RESEARCH

Uncovering attitudes toward a COVID-19 vaccine

PROJECT

Audience Research: Communications Services and Support for NCIRD Recurring and Urgent and Emerging Issue

FUNDER

U.S. National Center for Immunization and Respiratory Diseases; U.S. Centers for Disease Control and Prevention

When the U.S. Centers for Disease Control and Prevention (CDC) wanted to better understand public perceptions, beliefs and attitudes toward prospective COVID-19 vaccines, FHI 360 conducted a remote focus group study. With participants who were low- and middle-income older adults (ages 60+), parents with children younger than age 18, young adults (ages 20 to 30) without children, practice- and hospital-based registered nurses and nonmedical essential workers, the study helped the CDC identify concerns and understand potential reactions to public discussions on initial vaccination scenarios. The CDC used the findings to inform COVID-19 vaccine communication planning.

GLOBAL EDUCATION

Protecting global education gains

In 2020, FHI 360 worked to mitigate COVID-19-related disruptions to students, educators and education systems around the world, including school closures, lack of technology infrastructure for remote learning and the need for increased sanitation measures.

The Ghana Education Service and the Ministry of Education partnered with the U.S. Government to launch a national radio program of reading lessons for students learning from home. The USAID Partnership for Education: Learning project, implemented by FHI 360, provides lessons in English and in Ghana's 11 official instructional languages to kindergarten through fourth grade students.

PROJECT

[USAID Partnership for Education: Learning](#)

FUNDER

U.S. Agency for International Development

Protecting global education gains

PROJECT

Djibouti Early Grade Reading Activity

FUNDER

U.S. Agency for International Development

The Djibouti Early Grade Reading Activity assisted the Ministry of Education with support and capacity building for telework by staff working on time-sensitive curriculum design. Also, so that students could start the next year's reading program on level, the project helped to produce and distribute a workbook that condensed lessons missed due to school closures the previous year.

Protecting global education gains

PROJECT

USAID Passerelles Senegal

FUNDER

U.S. Agency for International Development

The USAID Passerelles Senegal project provided hygiene kits to support schools in reopening. The project's informational campaign about COVID-19 prompted some communities to build tippy tap water dispensers — which are controlled by foot levers to reduce contamination during handwashing — outside of schools and other communal areas.

TECHNOLOGY

Connecting through technology

FHI 360 harnesses technology to increase access to information, improve practices and facilitate interaction among many stakeholders. Technology became even more essential in 2020.

PROJECT

HIV Services and System Strengthening

FUNDER

U.S. Agency for International Development,
U.S. President's Emergency Plan for AIDS Relief

The HIV Services and Systems Strengthening project created a free, confidential HIV and COVID-19 hotline that offers information, counseling and connection to medical care for people living with or at risk of HIV in the Dominican Republic. In addition to Spanish for Dominicans, the hotline staff provide services in Creole for Haitian people and people of Haitian descent. Peer navigators, psychologists and clinicians who are from the migrant community are part of the team operating the hotline.

RESULTS

Free, confidential HIV and
COVID-19 hotline



TECHNOLOGY

Connecting through technology

PROJECT

Interactive Evidence Mapping


FUNDER

U.K. Foreign, Commonwealth &
Development Office

Konung International, a subsidiary of FHI 360, built a tool that provides a user-friendly, customizable visual interface for evidence mapping in the Middle East and North Africa region. The app enables organizations to look at a country's interventions, such as education or peacebuilding, and outcomes, such as community participation or capacity, to see the volume of studies on that intersection and use the evidence base to inform future research and programming. The tool can track change over time and show the impact of short- and long-term interventions.

RESULTS

Using the evidence base to
inform future research and
programming



Accelerating COVID-19 testing capacity

PROJECT

Infectious Diseases Detection and Surveillance

FUNDER

U.S. Agency for International Development

The Infectious Diseases Detection and Surveillance project — for which FHI 360 leads diagnostic strengthening in a consortium led by ICF — designed and implemented a COVID-19 specimen referral and transport system in Mindanao, the Philippines, an area that was a hot spot of local transmission but had limited collection and testing capacity.

Between April and November 2020, project staff trained nearly 600 health care workers to collect specimens — increasing the number of facilities capable of collecting specimens from 29 to 133 — and arranged for transportation to the testing laboratory. As a result, the number of specimens collected and sent for testing increased from 15 to 179 specimens per day. The arrival time from health care facility to laboratory was drastically reduced, ensuring that specimens were tested quickly and results were returned for patient care and pandemic control. The program and model were transitioned to the government and scaled up elsewhere in the Philippines.

CRISIS RESPONSE

Continuing critical humanitarian aid

PROJECT

Scaling Up Integrated Humanitarian Assistance to Yemen (SUIHAY)


FUNDER

U.S. Agency for International Development, Bureau for Humanitarian Assistance

Nearly

60,000

people can now seek health care without traveling long distances.



When the COVID-19 pandemic prevented many international aid organizations from working to alleviate the humanitarian crisis in Yemen, FHI 360 found ways to continue on the ground. Project staff refurbished two health clinics that had been closed for a decade. The Al-Gharaffi and the Al-Ghadeed clinics received much-needed repairs to the water supply, power and sanitation systems. FHI 360 also supplied laboratory and medical equipment and medications, as well as training in community case management and infection prevention for Ministry of Health staff and community health volunteers. Residents near these two clinics, which includes nearly 60,000 internally displaced people, are now able to seek primary health care without traveling long and dangerous distances.

Meeting the needs of women and families

FHI 360 works to meet the needs of women and families by supporting access to maternal and child nutrition and family planning services, which remain essential during the COVID-19 pandemic.

PROJECT

1,000 Days

1,000 Days mobilizes families to advocate for nutrition issues, brings evidence to policymakers and leads international committees to invest in nutrition programs. Acquired by FHI Solutions, a subsidiary of FHI 360, 1,000 Days supported the launch of the Nutrition for Growth Year of Action — an effort to address the malnutrition crisis further exacerbated by the COVID-19 pandemic — through stakeholder engagement and social media content.

Meeting the needs of women and families

PROJECT

Research for Scalable Solutions

FUNDER

U.S. Agency for International Development

The Research for Scalable Solutions project conducts implementation science research to improve family planning programs in Africa and Asia. In 2020, FHI 360's staff co-founded a global task team focused on adapting family planning programs to pandemic-related challenges and is currently partnering with Viamo in Malawi, Nepal, Niger and Uganda on a longitudinal assessment of women's experiences with unintended pregnancies and family planning during the pandemic. The project also developed a widely shared survey to document the pandemic's effect on family planning access and use.

Transforming programs to preserve epidemic control

PROJECT

Meeting Targets and Maintaining Epidemic Control

FUNDER

U.S. Agency for International Development,
U.S. President's Emergency Plan for AIDS Relief

RESULTS

Provides quick pandemic response



The Meeting Targets and Maintaining Epidemic Control (EpiC) project — an FHI 360-led project that implements HIV programs in 35 countries — was the catalyst and platform for several COVID-19-related programmatic modifications, which were then adopted by FHI 360's other HIV programs, providing quick pandemic response. Staff developed a toolkit that helped programs continue to meet their targets safely and expanded differentiated service delivery models to bring HIV treatment, pre-exposure prophylaxis and testing out of health facilities and into communities. An expansion of Going Online activities allowed the team to shift to online interventions, supporting program participants through virtual case management. The team's multicountry Online Reservation and Case Management app enabled 10 new countries to transition HIV services online as lockdowns began.

2020

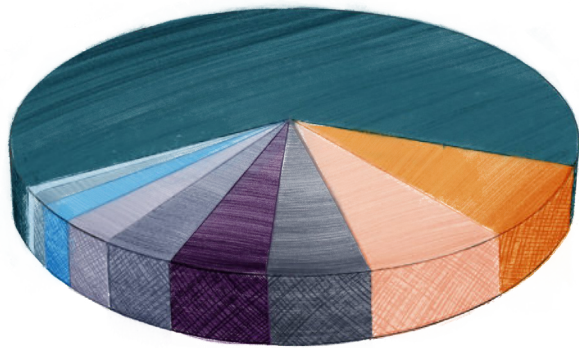
Financial Summary

(Unaudited preliminary amounts as of March 10, 2021)
Twelve months ending September 30, 2020

Revenue	US Dollars
US Government	\$585,121,250
Foundations/Individuals	\$50,305,801
Multilateral Agencies	\$24,225,633
Corporations	\$15,171,818
Other	\$8,940,378
Government (non-US)	\$6,708,025
Total	\$690,472,905

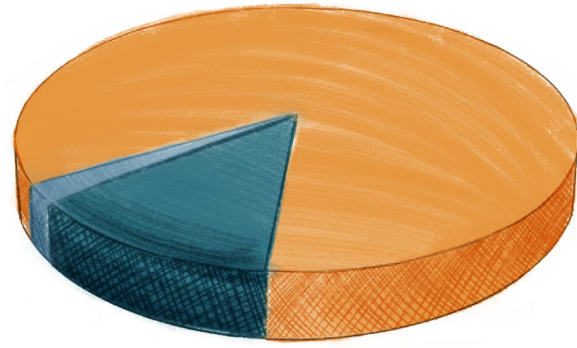
Expenses	US Dollars
Operational Expenses	\$572,791,192
General and Administrative	\$105,959,799
Business Development	\$15,297,053
Total	\$694,048,044

REVENUE BY SOURCE



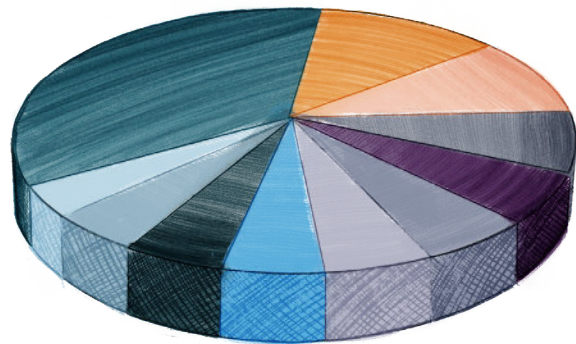
- 66.75% USAID
- 8.10% NIH/DHHS
- 7.29% Foundations
- 4.74% US State Department
- 3.51% Multilaterals
- 3.36% Other US Government
- 2.20% Corporations
- 1.79% CDC
- 1.29% Other
- 0.97% Government (non-US)

ALLOCATION OF EXPENSES



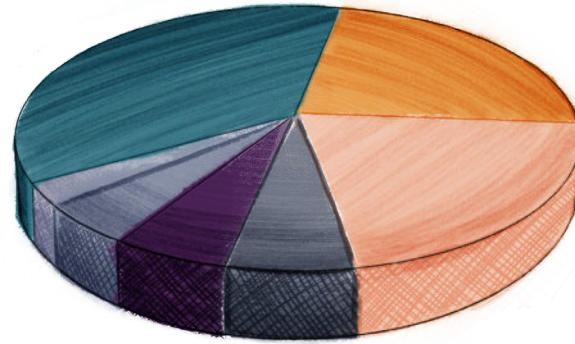
- 82.54% Operational Expenses
- 15.26% General and Administrative
- 2.20% Business Development

WORK BY AREA



- 36.69% HIV/AIDS, TB and Malaria Programs
- 11.12% Research
- 8.92% Other Health
- 8.43% Civil Society and Peacebuilding
- 6.96% Education
- 6.76% Nutrition and Food Security
- 5.39% Family Planning and Maternal Child Health
- 4.98% Other
- 4.39% International Exchanges
- 3.99% Social Marketing and Communications
- 2.37% Workforce, Learning and Economic Participation

WORK BY REGION



- 33.21% Global
- 23.61% East/Southern Africa
- 20.77% West/Central Africa and Middle East/North Africa
- 9.45% Asia/Pacific
- 4.81% United States
- 4.31% Europe/Central Asia
- 3.84% Latin America/Caribbean

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

2020

Funders

FHI 360's work would not be possible without the generous support of our funders and partners. We appreciate their crucial contribution and value their continued trust.

PRIVATE SECTOR

AWR Lloyd
Converse
GlaxoSmithKline plc
Insight Policy Research
International Initiative for Impact Evaluation, Inc. (3ie)
Johnson & Johnson
Mona Lisa N.V.
Qualcomm®Wireless Reach™
Reckitt Benckiser Healthcare (UK) Ltd. (RB)
Shell Nigeria Exploration and Production Company, Ltd.
Unilever
ViiV Healthcare UK (No.3) Ltd.
Whānau Tahī

FOUNDATIONS

Bill & Melinda Gates Foundation
CDC Foundation
Children's Investment Fund Foundation
The David and Lucile Packard Foundation
Eleanor Crook Foundation
FHI Foundation
GE Foundation
GHR Foundation
Gordon and Betty Moore Foundation
Henry E. Niles Foundation
The JPB Foundation
LEGO Foundation
Margaret A. Cargill Philanthropies
National Governors Association Center for Best Practices
Novartis Foundation
Philanthropy U, Inc.

The Pfizer Foundation, Inc.
Robert Wood Johnson Foundation
Tanoto Foundation
The Wallace Foundation
Wallace Genetic Foundation

NONPROFIT ORGANIZATIONS

BRAC
Clinton Health Access Initiative
Desire Line
DKT WomanCare (DKT International)
Dubai Cares
Girl Scouts of Greater New York
Infectious Disease Research Institute (IDRI)
InterAction
MCI
PSI
The END Fund

EDUCATIONAL INSTITUTIONS

Cornell Cooperative Extension of Oneida County
Johns Hopkins University
Liverpool School of Tropical Medicine
Nagasaki University
Shanghai Institute of Planned Parenthood Research (SIPPR)
Tufts University
University of Georgia
University of Massachusetts Donahue Institute

MULTILATERAL ORGANIZATIONS

The Global Fund to Fight AIDS, Tuberculosis and Malaria
UNFPA
UNHCR
UNICEF
World Health Organization
World Bank/IDA

U.S. FEDERAL AND LOCAL GOVERNMENT AGENCIES

Consumer Financial Protection Bureau
Millennium Challenge Corporation
New York City Department of Education
Open World Leadership Center
U.S. Agency for International Development
U.S. Department of Agriculture
U.S. Department of Defense
Department of the Navy
U.S. Department of Education
U.S. Department of Health and Human Services
Centers for Disease Control and Prevention
CDC/PEPFAR
Health Resources and Services Administration
National Institutes of Health
National Institute of Allergy and Infectious Diseases
National Institute of Mental Health
National Institute for Health Development
Substance Abuse and Mental Health Services Administration
U.S. Department of the Interior
U.S. Department of Labor
U.S. Department of State

PARTNER COUNTRY GOVERNMENTS AND BILATERAL AGENCIES

Department of Foreign Affairs and Trade (Australia)
Department of Health & Social Care (U.K.)
Foreign, Commonwealth & Development Office (U.K.)
Government of Madagascar
Government of the Netherlands, Ministry of Foreign Trade and Development Cooperation
International Development Research Centre (Canada)
Irish Aid, via the Embassy of Ireland in Vietnam
National Department of Health (Papua New Guinea)
Newark Trust for Education

Global Reach



FHI 360 works in more than 60 countries, including the United States.

Representatives of 190 countries participated in our international exchange and scholarship programs in 2020.

The boundaries and names on this page do not imply official endorsement or acceptance by FHI 360. Countries where FHI 360 is registered but does not have an office or activity are not listed.

MAIN OFFICES

U.S. Offices

Durham, NC (*Headquarters*)
Washington, DC

Asia Pacific Regional Office

Bangkok, Thailand

East and Southern Africa Regional Office

Pretoria, South Africa

WHERE WE WORK *(Country offices in parentheses)*

Afghanistan (<i>Kabul</i>)	Equatorial Guinea	Mali (<i>Bamako</i>)	Togo (<i>Lomé</i>)
Albania	Eswatini (<i>Mbabane</i>)	Mexico	Tunisia (<i>Tunis</i>)
Anguilla	Ethiopia (<i>Addis Ababa</i>)	Morocco	Uganda (<i>Kampala</i>)
Argentina	Gambia	Mozambique (<i>Maputo</i>)	Ukraine
Australia	Germany	Myanmar (<i>Yangon</i>)	United Arab Emirates
Bangladesh (<i>Dhaka</i>)	Ghana (<i>Accra</i>)	Namibia	United Kingdom (<i>London</i>)
Benin (<i>Cotonou</i>)	Greece	Nepal (<i>Kathmandu</i>)	United States (<i>Durham, NC;</i> <i>Washington, DC</i>)
Bhutan	Guatemala (<i>Guatemala City</i>)	Niger	Vietnam (<i>Hanoi</i>)
Botswana (<i>Gaborone</i>)	Guinea (<i>Conakry</i>)	Nigeria (<i>Abuja</i>)	Yemen (<i>Aden</i>)
Brazil	Haiti (<i>Port au Prince</i>)	Pakistan	Zambia (<i>Lusaka</i>)
Burkina Faso (<i>Ouagadougou</i>)	Honduras (<i>Tegucigalpa</i>)	Occupied Palestinian Territory	Zimbabwe (<i>Harare</i>)
Burundi (<i>Bujumbura</i>)	India (<i>New Delhi</i>)	Papua New Guinea (<i>Port Moresby</i>)	
Cambodia (<i>Phnom Penh</i>)	Indonesia (<i>Jakarta</i>)	Philippines (<i>Makati City</i>)	
Cameroon	Iraq	Rwanda	
Chad (<i>N'Djamena</i>)	Jamaica (<i>Kingston</i>)	Senegal (<i>Dakar</i>)	MAY 2021
China (<i>Beijing</i>)	Japan	Serbia	
Colombia	Jordan (<i>Amman</i>)	Sierra Leone	
Cote D'Ivoire (<i>Abidjan</i>)	Kazakhstan (<i>Almaty</i>)	Singapore	
Democratic Republic of the Congo (<i>Kinshasa</i>)	Kenya (<i>Nairobi</i>)	South Africa (<i>Pretoria</i>)	
Denmark	Kyrgyzstan (<i>Bishkek</i>)	South Korea	
Djibouti (<i>Djibouti City</i>)	Laos (<i>Vientiane</i>)	Spain	
Dominican Republic (<i>Santo Domingo</i>)	Lesotho (<i>Maseru</i>)	Sri Lanka (<i>Colombo</i>)	
Egypt	Liberia (<i>Monrovia</i>)	Tajikistan	
El Salvador (<i>San Salvador</i>)	Madagascar (<i>Antananarivo</i>)	Tanzania (<i>Dar Es Salaam</i>)	
	Malawi (<i>Lilongwe</i>)	Thailand (<i>Bangkok</i>)	



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 **DEGREES BLOG**
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