



Mbuto Machili for FHI 360

Opportunities Within Reach

2023 IMPACT REPORT



A message from the CEO

Dear friends and colleagues,

People around the world today are faced with challenges that seem insurmountable: threats to their health stemming from new infectious diseases; dramatic changes in climate that threaten their livelihoods and food supply; and, in far too many countries, devastating violence and breakdowns of societal peace. As the COVID-19 pandemic, the war in Ukraine and the growing severity of drought in the world illustrate, the scale and nature of these challenges extend beyond borders and will require concerted action at a global scale.

For over a half century, FHI 360 has stood out as a leader in our sector, paving the way for innovative solutions to big challenges by delivering bold ideas backed by evidence. Today, the data is telling us something critically important and undeniable: The people who are closest to a problem are closest to its solution. To meet the global challenges we face today, local leadership and local priorities must come first — and we must center locally led development and localization so that positive change endures for generations to come.

To this end, FHI 360 has launched a new organizational strategy. We are refocusing our efforts and changing how we operate. We are committed to continue sharing data-driven insights and scalable tools that expand access and equity so communities can effectively address complex challenges, respond to shocks and achieve thriving futures. We know that for change to endure, it must be owned by those directly affected, so we are expanding our efforts to establish more inclusive systems, engage new voices and ensure diverse representation in all we do. Making FHI 360 a more diverse and inclusive organization is essential to our ability to innovate, rethink how we deliver value and achieve our strategic ambition.

At FHI 360, we believe in the power of people and partnerships to change the world. Together, we are working to ensure that opportunity is within reach for everyone.

I hope you'll read our annual impact report to learn more about the latest steps on our journey.

Warm regards,



Tessie San Martin, PhD, MPA
Chief Executive Officer, FHI 360



Tasha Pinelo Photography for GE Foundation

Students work together at Next Engineers' Engineering Academy — a three-year college-preparatory program for students ages 15 to 18 — held at the University of Cincinnati.

Building social cohesion and equity

Solving global challenges starts with supporting marginalized students

PROJECTS

[Next Engineers](#)

[Pathway to Success](#)

FUNDERS

GE Foundation

Johnson & Johnson

The world's biggest challenges disproportionately affect historically marginalized communities. To solve these challenges, the next generation of leaders and problem-solvers must reflect these communities. So, together with U.S. universities and academic institutions, FHI 360 is working to ensure that more students can learn about and pursue careers in science, technology, engineering, mathematics, manufacturing and design (STEM²D).

Through GE Foundation's [Next Engineers](#) program — which is coordinated by FHI 360 and operates in England and South Africa, in addition to the U.S. states of South Carolina and Ohio — middle school and high school students from diverse backgrounds are exposed to engineering careers and concepts through creative, immersive activities. Through [Pathway to Success](#), a Johnson & Johnson (J&J) program, FHI 360 is supporting first-generation college students and alumni of J&J's Bridge to Employment program as they explore higher education and career opportunities in STEM²D and health care fields.

“When students engage with different subjects — and interact with professionals who look like them — they see that they can excel in whatever career they choose,” says FHI 360 CEO Tessie San Martin. “Representation is an important step toward a more equitable world.”



Representation
is an important step
toward a more
equitable world.

FHI 360 CEO Tessie San Martin



Making room for inclusion, one classroom at a time

Many students around the world — particularly **girls** and individuals with disabilities — face barriers to accessing quality education, such as violence and discrimination. These barriers can keep them out of school or lead them to drop out, affecting their chances of building full and healthy lives. To help students overcome these challenges, FHI 360 is working to make schools more accessible and inclusive.

In the traditional Muslim community of **Medina Gounass** in southern Senegal, we partnered with ministries of education and religious leaders to incorporate French and mathematics into the curriculum and to encourage girls to continue on to secondary school. Two years of this partnership produced remarkable outcomes, including creating safe and inclusive learning environments — and of the students who transitioned into the formal education system from informal education, nearly 50% were girls. In other schools, we developed solutions to expand access to formal education for girls and **individuals with disabilities**.

One classroom at a time, FHI 360 will continue to break down barriers so that learners around the world can advance their education and shape their futures.



PROJECT

USAID Passerelles Senegal

FUNDER

U.S. Agency for International Development (USAID)

Amadou, who was born with a physical disability, is a 13-year-old star student and captain of his volleyball team (pictured above); the USAID Passerelles project improved access to education for all students at his school in southern Senegal.



Lifting voices and catalyzing civic action

PROJECT

[Chad Civil Society Strengthening Activity](#)

FUNDER

USAID

More than

100

women were trained on
Chad's legal framework

An effective civil society is the backbone of thriving communities and countries. Yet social, structural and economic forces are eroding social cohesion and causing persistent and increasing inequalities around the world. These can prevent people from fully participating in society and asserting their voices in community and national dialogue.

Chad has one of the highest rates of gender inequality in the world. And challenges in the Sahel region — such as food insecurity, political instability, climate change, poverty, violent extremism and conflict — can exacerbate inequality.

To increase women's participation in civil society, FHI 360 partnered with the National Council of Women Leaders (Le Conseil National des Femmes du Tchad, or CONAF) to encourage women to **speaking out** during the country's political transition. FHI 360 and CONAF trained more than 100 women on Chad's legal framework, culminating in the Bongor Appeal (L'appel de Bongor), a plea for peace, social cohesion and reconciliation.

CONAF members then met with Chad's transitional president, who voiced support for including women in the political process. This year, CONAF is planning an information campaign about peaceful coexistence that will run in N'Djamena (the country's capital) and all 23 provinces.

Reaching marginalized communities with tailored health services



Suparach Seechae for FHI 360

Anchalaporn Pilasuta (Anna) is an ambassador for FHI 360 partner Services Workers in Group (SWING Pattaya), which provides testing, prevention and referral to treatment for HIV and sexually transmitted diseases to sex workers, transgender people and men who have sex with men in Pattaya, Thailand.

PROJECTS

[Meeting Targets and Maintaining Epidemic Control \(EpiC\)](#)

[HIV Service and Systems Strengthening Project](#)

[Migrant and Seasonal Head Start](#)

FUNDERS

USAID

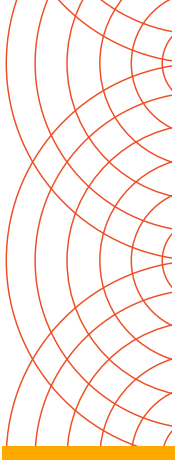
USAID, U.S. President's Emergency Plan for AIDS Relief (PEPFAR)

U.S. Department of Health and Human Services

For people everywhere to lead full and healthy lives, they must have equitable access to services such as medical care. But as inequality increases around the world, it can be challenging to obtain vital care.

FHI 360 is working to reach people in marginalized communities with health services relevant to their specific needs. In the **U.S.**, FHI 360 is helping migrant farmworker families get the medical and dental care they need by connecting Migrant and Seasonal Head Start child care providers with local community health centers. And in many countries, such as **Thailand** and the **Dominican Republic**, we team up with local or community-driven organizations to deliver HIV services — including testing, prevention, care and referral to treatment — to people from marginalized communities, including transgender people, sex workers and migrants.

“I want to empower clients and encourage them to take PrEP, as well as use condoms to protect themselves,” says Anna, pictured above. “I always stress that it does no harm to protect yourself. I ask them, ‘Between protecting and fixing, which one do you want?’”



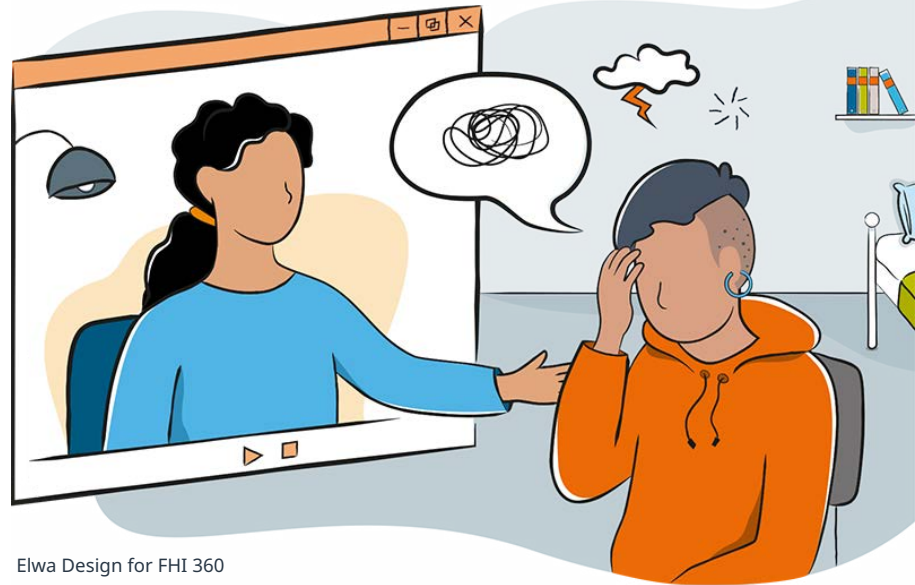
PROJECTS

MENA Moves

Local Partner Development

FUNDER

USAID



Elwa Design for FHI 360

Telehealth programs, such as the one offered by FHI 360's MENA Moves project, provide discreet and convenient options for mental health counseling.

Combating growing global health threats

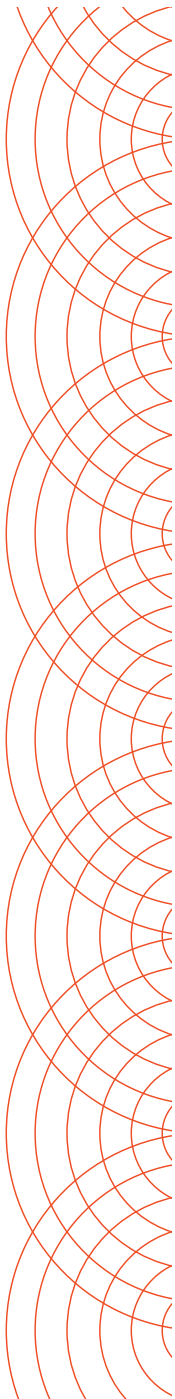
Supporting people with stigma-free, accessible mental health care

Nearly 1 billion people worldwide have a mental health condition, according to the United Nations — yet only a fraction can get the support they need. The COVID-19 pandemic exacerbated deteriorations in mental health; around the world, people with mental health conditions experience stigma, discrimination and human rights violations.

Across our programs, FHI 360 addresses individual, social and structural drivers of poor mental health outcomes by fostering community support, increasing demand for services and decreasing stigma and discrimination. And we are expanding access to stigma-free mental health care and psychosocial support, particularly for people who are facing trauma, loss and marginalization.

In Tunisia, Morocco and Algeria, we have worked — along with Pragma Corporation and 10 regional HIV service delivery organizations — to provide in-person and **virtual mental health services** for LGBTQI+ individuals, people living with HIV, other members of populations most affected by HIV, and service providers.

In Jamaica, through the Local Partner Development project, we have provided **psychosocial support** to young people from under-resourced communities, helping to give them the tools they need to thrive.



Evolving our COVID-19 response to prepare for the future

The world continues to grapple with COVID-19, which has killed more than 6.8 million people and caused myriad consequences. The pandemic has damaged people's well-being and livelihoods and burdened health systems. It has also stalled global progress in other areas, such as social and economic development and efforts to control other infectious diseases.

To continue the fight against COVID-19 and prepare for future outbreaks and pandemics, FHI 360 is combining proven, data-driven solutions with our global network of local partners. In low- and middle-income countries, where access to the COVID-19 vaccine remains limited, we are working with local partners to vaccinate millions of people.

In addition, **we are strengthening health systems' access to medical oxygen**, which is lifesaving but challenging to obtain, deliver and use. It is vital that communities have access to this essential medicine during both pandemic and nonpandemic times.

We know that future pandemics are likely. FHI 360 is helping communities meet immediate challenges today. And by working with communities to design sustainable solutions, we are preparing them to address future challenges.



Commuter train staff pose with health care workers after receiving vaccines at a vaccination event in a train station in Jakarta, Indonesia.

PROJECT

EpiC

FUNDER

USAID

Vu Ngoc Dung for FHI 360



FOCUS

**Emerging Infectious Diseases
& Health Security**

**Product Quality and
Compliance**

A lab technician reads a Vitek MS-DS Target slide from VITEK MS equipment — donated by FHI 360 and Fleming Fund Vietnam — to identify bacteria species. The equipment is among the most advanced in the market to provide accurate, fast results.

Reducing the threat of infectious diseases

Infectious diseases threaten everyone, but they are especially concerning in countries with fewer resources. In recent years, progress has stalled on combating existing infectious diseases, and new pathogens have emerged. The climate crisis is changing the environment and ecosystem, increasing the threat from infectious diseases while fueling antimicrobial resistance.

Health systems function best when they anticipate emerging disease threats and prepare accordingly. So FHI 360 **works with local partners**, civil society, communities and governments to build health systems that can adapt to new challenges. We are bringing together local partners to collect and share surveillance data that shows where disease outbreaks are happening. This helps us learn how antimicrobial resistance is exacerbating new and existing infectious diseases.

We are providing USAID with **quality assurance** to ensure that health products procured on their behalf are safe, effective and high-quality. When those products are used around the world, they support the prevention, diagnosis and treatment of priority diseases such as HIV.

To help people everywhere build healthier lives and to foster a healthier world, FHI 360 is committed to investing in global health security.

Responding to proliferating crises

Pramin Manandhar for FHI 360



In Kathmandu, Nepal, the USAID Clean Air program supported Santoshi — pictured here with her child — to learn how to drive an electric vehicle.

PROJECTS

[USAID Clean Air](#)

[USAID Cambodia Green Future Activity](#)

FUNDER

USAID

Building greener futures

While climate change is a global issue, it is felt locally — and it disproportionately affects those who are least responsible for it. FHI 360 is working with communities with the fewest resources to support them to adapt.

In Kathmandu, Nepal, one of Asia's most polluted cities, air pollution is causing a dramatic increase in respiratory and other health issues. As part of the USAID Clean Air program, FHI 360 is [training women to drive electric vehicles](#) for public transportation, helping to reduce vehicular emissions. The program addresses a critical health issue — and it provides stable economic opportunities for women.

In 2021, Cambodia experienced one of the world's highest percentages of primary forest loss, exacerbated by illegal logging. Bushmeat consumption and illegal hunting and fishing have also fueled much of the country's biodiversity loss. FHI 360 is helping reduce these demands by [engaging young people and encouraging citizen action](#) to change these behaviors through the Cambodia Green Future Activity.

In all our climate work, we are mobilizing solutions that benefit people and our planet, working to build a more resilient — and greener — future for all.



Daniel Adeyemo/FHI 360

PROJECTS

Integrated Humanitarian Assistance to Northeast Nigeria IV

[Ukraine Humanitarian Assistance Response Program \(UHARP\)](#)

FUNDER

USAID's Bureau for Humanitarian Assistance

In Nigeria, a community health volunteer decontaminates a cholera treatment unit, part of FHI 360's work to combat an outbreak of the disease.

Meeting the challenges communities face

Crises sparked by climate change and violent conflict threaten lives and well-being, undermine food and economic security, and cause mass displacement of people. Around the world, our teams and partners are witnessing upticks in displacement, impoverishment and competition for increasingly scarce resources. Sometimes, the causes are obvious, such as the war in Ukraine; other times, the origins of suffering are less apparent, driven by the ripples of the climate crisis or political conflict. Whatever the causes of emergencies, FHI 360 collaborates with diverse partners, pairing hyperlocal insights and leadership with our global network of experts to meet the challenges communities face.

FHI 360 teams are mobilizing to meet growing threats posed by climate change, as we did in Nigeria during one of [the country's worst cholera outbreaks](#). We are developing innovative solutions to complex problems, such as the establishment by [our team in Ukraine](#) of six mobile medical units to meet the shifting needs of a population on the move. Around the world, we will address the threats to individuals' safety, health, education and dignity.



Combating the secondary effects of crises

When crisis strikes, a person's life can be upended. Pandemics, climate change and violent conflict imperil the health, well-being and security of people everywhere.

During crises, and in their aftermath, FHI 360 works to protect people's health and well-being. Students fleeing violence may become refugees, making their dreams of higher education seem unobtainable. We are **advocating** for local leadership, governments and humanitarian organizations to prioritize these students, both during and after conflict, so that a generation is not deprived of the opportunities for good jobs, security and well-being that higher education provides.

During crises, the challenges of finding and obtaining family planning services multiply enormously. Our Research for Scalable Solutions project is exploring whether **digital access to family planning information** can help more people get the care they need — when they need it, where they need it. Because people will continue to need essential services, no matter their circumstances.

PROJECT

Research for Scalable Solutions

FUNDER

USAID

2023

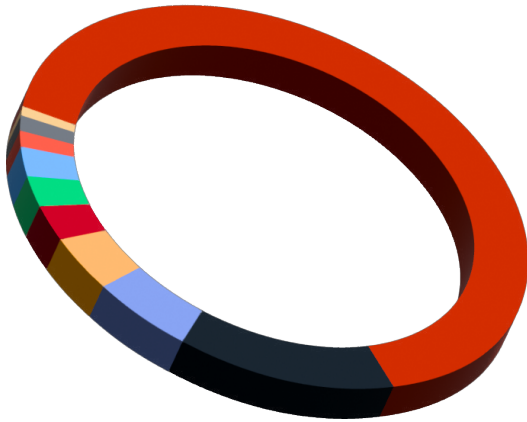
Financial Summary

(unaudited preliminary accounts as of March 16, 2023)
October 1, 2021–September 30, 2022

Revenue	U.S. Dollars
U.S. Government	\$779,016,478
Foundations/Individuals	\$53,264,102
Multilateral Agencies	\$20,874,342
Corporations	\$14,228,525
Other	\$10,484,366
Government (non-U.S.)	\$7,230,110
Total	\$885,097,923

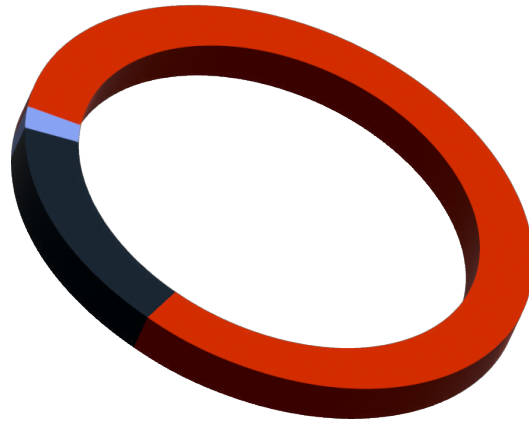
Expenses	U.S. Dollars
Operational Expenses	\$725,263,526
General and Administrative	\$148,893,367
Business Development	\$14,889,791
Total	\$889,046,684

REVENUE BY SOURCE



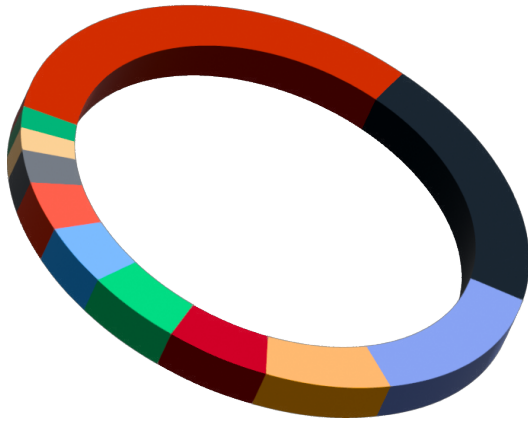
- 65.09% USAID
- 13.60% U.S. National Institutes of Health (NIH)/Department of Health and Human Services (HHS)
- 6.02% Foundations
- 4.08% U.S. State Department
- 2.68% Other U.S. Government
- 2.56% U.S. Centers for Disease Control and Prevention (CDC)
- 2.36% Corporations
- 1.61% Multilaterals
- 1.18% Non-U.S. Government
- 0.82% Other

ALLOCATION OF EXPENSES



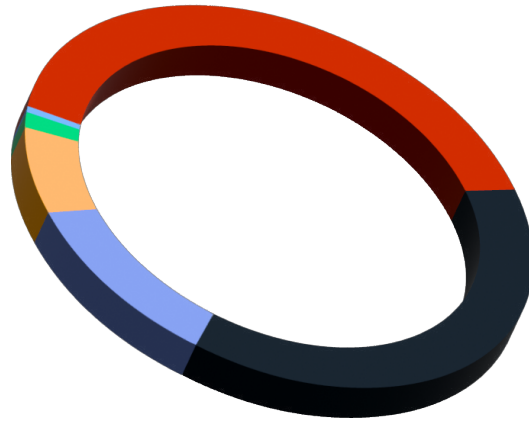
- 81.58% Operational Expenses
- 16.75% General and Administrative
- 1.67% Business Development

WORK BY AREA



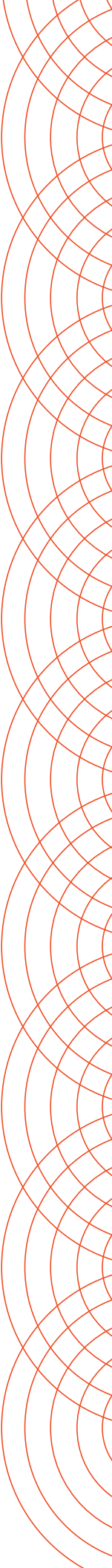
- 31.38% HIV and AIDS, TB and Malaria Programs
- 20.05% Research
- 13.89% Other Health
- 8.02% Civil Society and Peacebuilding
- 6.25% Education
- 5.56% Family Planning and Maternal Child Health
- 4.52% Other
- 3.85% International Exchanges
- 2.72% Nutrition and Food Security
- 1.96% Workforce, Learning and Economic Participation
- 1.80% Social Marketing and Communications

WORK BY REGION



- 41.78% Global
- 36.42% Africa
- 12.75% Asia Pacific
- 7.12% North America
- 1.62% Latin America/Caribbean
- 0.31% Europe

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



2023 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

Africa Clinical Research Management (ACE Research)
Blue Praxis
Burness Communications Inc.
Converse
Crown Agents Ltd
eHealth Africa
Gavi, The Vaccine Alliance
Genesis Analytics
ImagineED Partners, LLC
Janssen Pharmaceutica NV
Johnson & Johnson
MedinCell
Merck and Co., Inc., Rahway, NJ, USA
Qualcomm® Wireless Reach™
Shell Nigeria Exploration and Production Company, Ltd.
South East Education Cooperative
ViiV Healthcare UK (No.3) Ltd
Whānau Tahī

FOUNDATIONS

Bill & Melinda Gates Foundation
Children's Investment Fund Foundation
The David and Lucile Packard Foundation
Dubai Cares
Education Above All Foundation
Eleanor Crook Foundation
The END Fund
FHI Foundation
Fred Hutchinson Cancer Center
GE Foundation
GHR Foundation
Henry Jackson Foundation

Lego Foundation
The Pfizer Foundation, Inc.
Philanthropy U, Inc.
Pritzker Children's Initiative
Robert Wood Johnson Foundation
Rockefeller Foundation
The Urban Institute
Vitamax Foundation
Wallace Foundation
Wallace Genetic Foundation
W.K. Kellogg Foundation

NONPROFIT ORGANIZATIONS

Alliance for a Healthier Generation
Aurum Institute NPC
Desire Line
InterAction
GARDP
Gates Medical Research Institute
GDI Solutions and the Agency Fund
Greater Washington Urban League
Infectious Disease Research Institute (IDRI)
IntraHealth Namibia
MCD Global Health
Murdoch Children's Research Institute
National Indian Education Association
PATH
Population Reference Bureau
PSI
Resolve to Save Lives
RTI International
SBCS
Sightsavers
STEM Next Opportunity Fund
Task Force for Global Health

EDUCATIONAL INSTITUTIONS

Columbia University
CONRAD
Hempstead Union Free School District
Liverpool School of Tropical Medicine
Mahidol University
Makerere University – Johns Hopkins University
(MUJHU) Research Collaboration
Nagasaki University
University of Notre Dame
University of Oxford
University of Arkansas
University of Vermont

MULTILATERAL ORGANIZATIONS

Caribbean Community (CARICOM) Secretariat
The Global Fund to Fight AIDS,
Tuberculosis and Malaria
Islamic Development Bank
Nigeria Humanitarian Fund
The World Bank
UNFPA
UNICEF
Unitaid
World Food Programme
World Health Organization

U.S. FEDERAL, TRIBAL AND LOCAL GOVERNMENT AGENCIES

Cherokee Nation
Consumer Financial Protection Bureau
Millennium Challenge Corporation
New York City Department of Education
Open World Leadership Center
Pascua Yaqui Tribe
U.S. Agency for International Development

U.S. Department of Agriculture
U.S. Department of Defense
U.S. Navy
U.S. Department of Education
U.S. Department of Health and Human Services
Health Resources and Services Administration
Centers for Disease Control and Prevention
National Institutes of Health
National Institute of Allergy and
Infectious Diseases
National Institute of Mental Health
Substance Abuse and Mental Health Services
Administration
U.S. Department of Justice
U.S. Department of Labor
U.S. Department of State
U.S. General Services Administration

PARTNER COUNTRY GOVERNMENTS AND BILATERAL AGENCIES

Department of Foreign Affairs
and Trade (Australia)
Foreign, Commonwealth &
Development Office (U.K.)
Government of Ireland
Government of Madagascar
icddr,b (International Centre for
Diarrhoeal Disease Research, Bangladesh)
International Development
Research Centre (Canada)
Kumasi Centre for Collaborative
Research in Tropical Medicine (KCCR)
National Cancer Center Singapore
National STD/AIDS Control Programme,
Ministry of Health, Sri Lanka
Secretary of State for Health of
the United Kingdom

2023 Global Reach

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

Representatives of 183 countries
participated in our international exchange
and scholarship programs in 2022.

The boundaries and names on this map 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
New York, NY

U.K. OFFICE

London, England

ASIA PACIFIC REGIONAL OFFICE

Bangkok, Thailand

EAST AND SOUTHERN AFRICA REGIONAL OFFICE

Pretoria, South Africa

WEST AFRICA AND MIDDLE EAST REGIONAL OFFICE

Washington, DC

WHERE WE WORK

Afghanistan

Armenia

Australia

Azerbaijan

Bangladesh

Benin

Bhutan

Botswana

Brazil

Burkina Faso

Burundi

Cambodia

Cameroon

Chad

Chile

China

Colombia

Côte d'Ivoire

Czech Republic

Democratic Republic of
the Congo

Djibouti

Dominican Republic

El Salvador

Egypt

Eswatini

Ethiopia

Gambia

Georgia

Ghana

Guatemala

Guinea

Guyana

Haiti

Honduras

India

Indonesia

Ireland

Jamaica

Jordan

Kazakhstan

Kenya

Kosovo

Kyrgyzstan

Laos

Lebanon

Lesotho

Liberia

Lithuania

Madagascar

Malawi

Maldives

Mali

Mauritania

Mexico

Mongolia

Morocco

Mozambique

Myanmar

Nepal

Niger

Nigeria

Pakistan

Papua New Guinea

Peru

Philippines

Rwanda

Senegal

Serbia

Total: 89

183 international exchange and scholarship programs

Sierra Leone

Singapore

South Africa

Sri Lanka

Sweden

Tajikistan

Tanzania

Thailand

Togo

Tunisia

Turkmenistan

Uganda

Ukraine

United Arab Emirates

United Kingdom

United States

Uzbekistan

Viet Nam

Yemen

Zambia

Zimbabwe



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