

A
DEEPER
LOOK

A black and white photograph of a woman's face is integrated into the word "DEEPER". The woman has a slight smile and is looking directly at the camera. Her face is positioned behind the letters "E", "E", and "P" of the word "DEEPER".

An aerial photograph of a city, likely Chicago, with a dense forest in the foreground and a skyline of skyscrapers in the background. Two birds are flying in the sky. The image has a teal color cast. The text is overlaid on the upper left portion of the image.

**THE LENS THROUGH
WHICH WE SEE THE
WORLD INFLUENCES OUR
DEVELOPMENT DECISIONS**

A high-angle, wide-view photograph of a city skyline, likely taken from a high-rise building. The view is framed by dark window frames in the foreground. The city below is densely packed with buildings of various heights and styles, interspersed with green spaces and trees. The sky is filled with soft, white clouds. The overall color palette is dominated by blues and greens, with a purple gradient overlay at the bottom where the text is located.

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





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 _____ FUNDER _____
Crowd360 Johnson & Johnson

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.



PROJECT _____ FUNDER _____
Peace and USAID
Governance
Program in Senegal

300,000+
STUDENTS REACHED

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.

PROJECT _____ FUNDER _____
Kosovo Basic USAID
Education Program

ADVANCING INTEGRATED SOLUTIONS

BETTER NUTRITION AND ECONOMIC SECURITY FOR VULNERABLE HOUSEHOLDS

Guidelines, trainings, household assessments and organizational network analyses are building the capacity of our public, private and civil society partners to design and implement interventions that improve the economic resiliency and health of vulnerable households. These financial, livelihood and food security tools are reaching more than 8,600 people, nearly half of whom are infected or affected by HIV or AIDS, in the **Democratic Republic of the Congo, Lesotho, Malawi, Namibia** and **Tanzania**.

PROJECT _____
**Livelihoods and Food Security
Technical Assistance II (LIFT II)**

FUNDER _____
USAID

GO DEEPER >>>

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

CHANGING THE CONVERSATION ON YOUTH UNEMPLOYMENT

LINKING PEOPLE TO JOBS

We connected people to jobs in **Iraq** through a web portal, foras-jobs.com, and a mobile application to help people find work and boost commerce. By the end of 2014, the portal had grown to serve more than 85,000 job seekers and 1,600 employers. More than 15,000 employment opportunities were posted and more than 12,000 Iraqis found jobs. More than 25,000 Iraqis — many of whom lack internet access — used the mobile app, which runs on three local cellular networks.

PROJECT _____
Iraq Opportunities Project (USAID-Foras)

FUNDER _____
USAID

GO DEEPER >>>

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).

PROJECT _____ FUNDER _____
Workforce Connections USAID

We are thinking beyond supply-side, education-centered solutions to focus on economic analysis and business strategy tools



Preventing HIV in key populations

The first-ever national study on men at risk for HIV in **Ghana** identified men who have sex with men not previously reached with comprehensive HIV services. Men in this population had an HIV prevalence ratio of 17.5 percent, compared to the overall national adult prevalence ratio of only 1.3 percent. The study, supported by FHI 360's technical experts, provided information that has been used by the Government of Ghana, civil society and other development partners to design and implement a comprehensive intervention program to expand the reach of HIV services to this important population.

PROJECT _____
**Strengthening HIV/AIDS Response Partnership
with Evidence-Based Results (SHARPER)**

FUNDER _____
USAID



Removing barriers to girls' education

Scholarships, mentoring, teacher professional development and community engagement have successfully kept girls in school in **Kenya**. To help girls build self-esteem and develop leadership skills, FHI 360 experts train female students to serve as role models and lead mentoring clubs, where girls share information on topics such as reproductive health and sexuality, HIV/AIDS and coping with peer pressure. Last year, student-led mentoring clubs reached more than 3,300 students in 18 primary schools and nearly 9,500 students in 17 secondary schools in Kisumu and Siaya counties. Not a single girl dropped out in any of the secondary schools served by the project in 2014, compared to an estimated 45 percent national dropout rate in 2013 among girls ages 13–18.

PROJECT _____ FUNDER _____
Four Pillars PLUS **GE Foundation**
in Kenya



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 _____ FUNDER _____
Programa **USAID/PEPFAR**
para o Futuro,
Capable Partners
Mozambique

Mobile payments reduce costs, increase efficiencies

FHI 360's trainings and technical assistance in **Bangladesh** allowed two health and agriculture nongovernmental organizations to make electronic payments using mobile phones. Digital payments to project staff, vendors and individuals, including community health workers and fish farmers, have reduced the liability of carrying cash and created faster, more efficient payment disbursements. Digitizing payments also increases transparency and reliability in tracking transactions between organizations and recipients.

PROJECT _____ FUNDER _____
Mobile Solutions **USAID**
Technical
Assistance and
Research (mSTAR)

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

GO DEEPER >>>

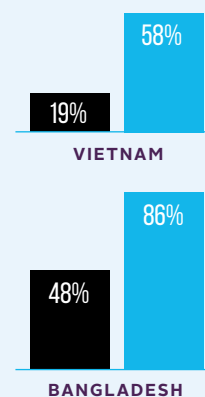
most of the malnourished children reside, could save the lives of hundreds of thousands of infants every year.

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.

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



Increase in exclusive breastfeeding





Promoting innovation and helping to shorten the distance between research and practice in the assistive and instructional technology field

DRIVING INNOVATION TO ADVANCE LEARNING

A NEW RESOURCE FOR LEARNERS WITH DISABILITIES

The online Center on Technology and Disability was launched to increase the capacity of **U.S.** families and providers to advocate for, acquire and implement effective assistive and instructional technology practices, devices and services. Research-based technologies have great potential to help children and youth with disabilities participate fully in daily routines, improve functional and educational outcomes, and meet college- and career-ready standards. The Center on Technology and Disability is the largest center of its kind to date and benefits from an active partnership with American Institutes for Research, PACER Center and other national organizations.

PROJECT
Center on Technology and Disability

FUNDER
U.S. Department of Education, Office of Special Education Programs

GO DEEPER >>>

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.



13,000+

ADOLESCENT GIRLS
HAVE BENEFITED

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

30% INCREASE
IN COLLEGE
ENROLLMENT

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

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.



PROJECT _____
Introduction of a new LNG-IUS in Kenya through a Public-Private Partnership

FUNDER _____
Reproductive Health Supplies Coalition

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.

PROJECT _____
Control and Prevention-Tuberculosis (CAP-TB)

FUNDER _____
USAID

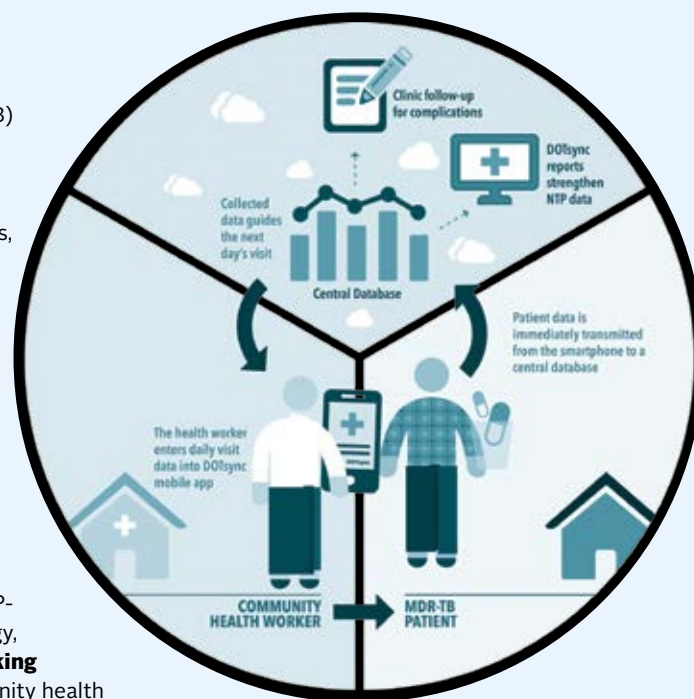
GO DEEPER >>>

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.



Empowering community health workers to use smartphones to support MDR-TB patients in their homes

GENERATING EVIDENCE TO ACHIEVE BREAKTHROUGHS IN HIV PREVENTION

RESEARCH ADVANCES UNDERSTANDING OF HIV PREVENTION AND WOMEN'S NEEDS

Building on decades of landmark HIV prevention research, our experts are now increasing the evidence base on how to reduce barriers and enhance opportunities for the effective use of antiretroviral (ARV)-based products by women. A special issue of the *Journal of the International AIDS Society* (funded by the U.S. Agency for International Development and co-edited by FHI 360) presented topics ranging from adherence and risk perception to the potential roles for partners, communities, providers and the private sector, which programs must address to support women's use of ARVs for HIV prevention. The dissemination of our research in peer-reviewed publications has broad impact on the practices of program implementers and scientists.

PROJECT
Preventive
Technologies
Agreement

FUNDER
USAID

GO DEEPER >>>

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.



Women urgently need HIV prevention tools to safeguard their health



FINANCIAL SUMMARY

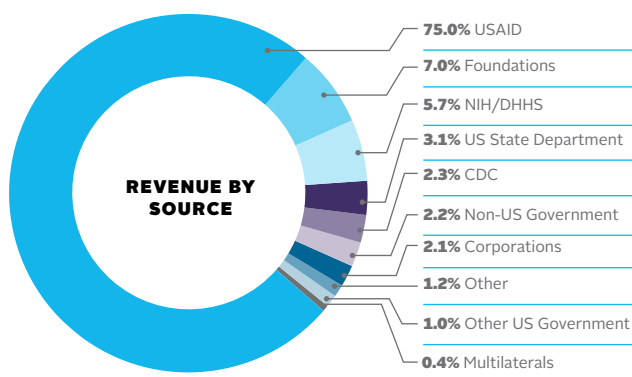
(unaudited)

Twelve months to
September 30, 2014

REVENUE

	US Dollars
US Government	572,104,716
Other Governments	14,588,510
Foundations/Individuals	45,636,100
Corporations	13,685,208
Multilateral Agencies	2,880,218
Other	7,671,612
Estimated Adjustments*	-4,000,000

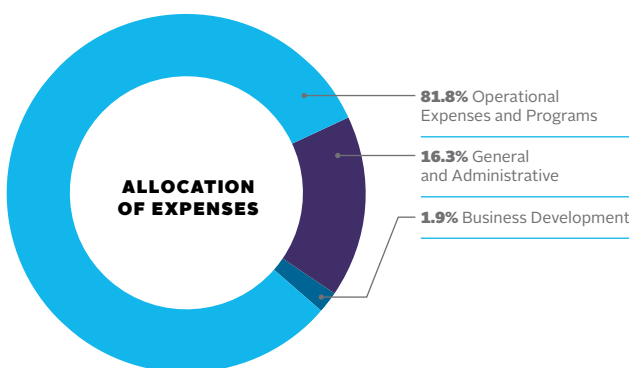
Total **652,566,364**



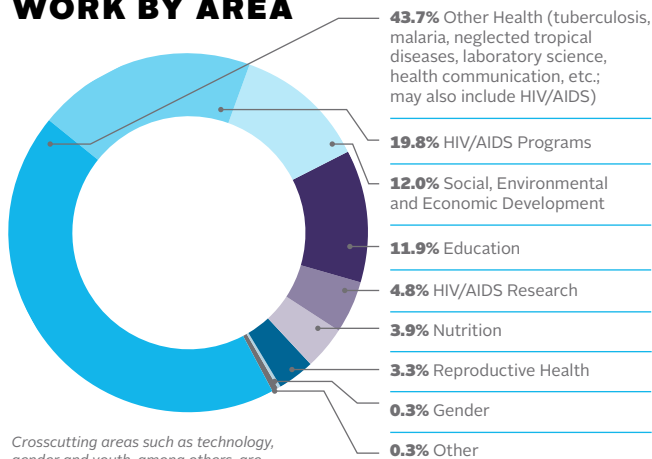
EXPENSES

	US Dollars
Operational Expenses and Programs	530,257,983
General and Administrative	106,088,466
Business Development	12,194,139

Total **648,540,588**

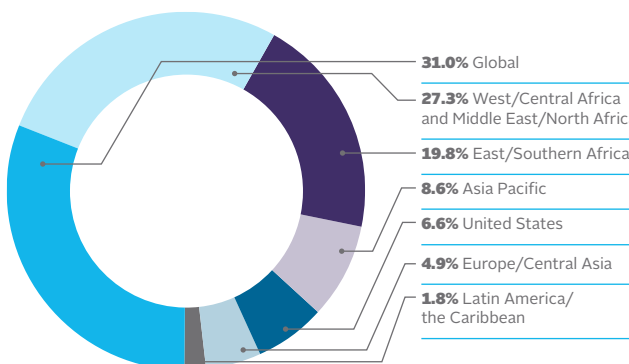


WORK BY AREA



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

WORK BY REGION



* Reflects estimated balance sheet adjustments resulting from acquisition of AED.

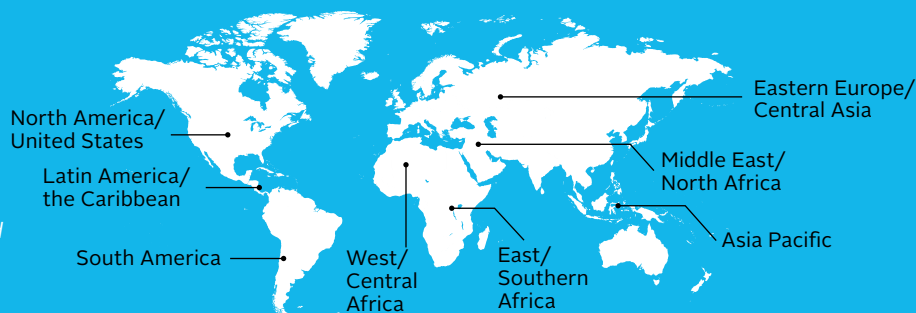
FHI 360 AT A GLANCE

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
- YOUTH
- RESEARCH
- TECHNOLOGY
- COMMUNICATION AND SOCIAL MARKETING
- INTEGRATED DEVELOPMENT

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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Australian Agency for International Development
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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> for the online version of this year's annual report.

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