



Change that endures

FHI 360's 2025 IMPACT REPORT

A message from the CEO

Dear friends and colleagues,

For more than five decades, we at FHI 360 have walked alongside local leaders, listening deeply and learning from their priorities. This commitment — meeting communities where they are and supporting them to chart their own course — is not just our philosophy; it is the foundation of lasting change. True sustainability, especially in resource-constrained settings, demands solutions that are locally owned and resilient.

Throughout 2024, FHI 360 advanced this vision, strengthening global health security and fostering economic growth. In Tajikistan, we partnered with trusted faith leaders to educate communities about drug-resistant tuberculosis, the world's leading killer among infectious diseases. In the United States, we're preparing students of all ages for academic success and careers that make lifelong prosperity possible.

And of course, across more than 60 countries, in ordinary times and in times of crisis, we continued to provide lifesaving HIV treatment, track and respond to emerging global health threats, and support the strong education

and nutrition outcomes that underpin health and well-being. In everything we do, we apply decades of expertise in innovation and partnership to build resilience — and equip people, communities and systems with proven tools to shape a better future.

In this report, we share examples of what it means to create enduring futures rooted in local realities. Thank you for reading, and for standing with us as we tackle complex challenges together. When we work with one another, we can achieve results that truly last.

Warm regards,



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



Photo credit: Katherine Wise/FHI 360



Tracking emerging threats and securing global health

PROJECT

Meeting Targets and Maintaining Epidemic Control (EpiC)

FUNDER

U.S. Department of State

COUNTRY

Democratic Republic of the Congo



Photo credit: Photo Yvon for FHI 360



The recent outbreak of mpox clade II — a less deadly, more widespread strain of the virus — affected the Democratic Republic of the Congo more than any other African country.

As a vaccine for this emerging threat was not yet available in impacted areas, swift diagnosis and treatment were vital to contain it. Delays in diagnosis and treatment leave time for diseases to spread.

Many of those affected were in rural or hard-to-reach areas, and the initial turnaround time for transporting and testing samples was upwards of 20 days.

From the early days of the mpox outbreak, FHI 360 staff began working in partnership with the Congolese Ministry of Health to reduce transport times for samples and expedite the communication of test results to referring labs and health facilities.

The team cut the turnaround time on transporting and testing samples from 20 days to less than a week in some locations — resulting in faster diagnosis and treatment and slowing the spread of the disease.

“ FHI 360’s practical experience working with health systems and communities to accelerate responses to infectious diseases like mpox clade II helps us act effectively — and ultimately save more lives. ”

— Dr. Joyce Kakesa, project director, Meeting Targets and Maintaining Epidemic Control (EpiC), in the Democratic Republic of the Congo

Photo credit: Dr. Joyce Kakesa/FHI 360



 RESEARCH

Facilitating research in action

PROJECT

LEGO Playful Parenting
Implementation Research

FUNDER

LEGO Foundation

COUNTRY

Bhutan, Rwanda,
Serbia, Zambia



What happens when a program wants to expand its reach and benefit more people? “Scaling up” is complex and uncertain, and while some programs scale successfully, many others struggle. To find out why, the LEGO Foundation asked FHI 360 to study the journeys of four parenting programs from pilot to scale.

The programs were incorporating play in parenting from birth — a novel concept in many contexts. FHI 360’s research team gathered data on their quality, effectiveness and impact in cycles, sharing data continuously with the programs. The partners would then “make sense of the evidence ... and make changes and adaptations,” says FHI 360’s Dr. Carina Omoeva, project director and principal investigator.

The partnership shows how research and learning can lead to better informed and more thoughtful programs. “The study helped uncover what works and what does not for parenting programs at scale, and most importantly, why,” says Omoeva. “And beyond that, it allowed the programs to own their learning.”

“ Facilitating learning meant more than just evaluating outcomes; it meant helping people see the story their data was telling and empowering them to make changes in real time. ”

— Dr. Carina Omoeva,
project director and
principal investigator

Photo credit: Christy
Delafield/FHI 360





HEALTH

Fighting drug-resistant infections with data

PROJECT

Fleming Fund Country Grant for Nepal

FUNDER

U.K. Department of Health and Social Care, Mott MacDonald

COUNTRY

Nepal





Photo credit: Angad Dhakal for FHI 360

Data powers effective public health programs. To prevent the spread of drug resistance and ensure patients get the right treatment, health workers need up-to-date sample testing data.

In Nepal, hospitals relied on labor-intensive software that digitized paper records and left data management to staff. Delays were common, and data sometimes went unreported.

Now, with support from the Fleming Fund Country Grant for Nepal — led by FHI 360 — robotic process automation “bot” technology is strengthening the country’s

national surveillance network for drug resistance. The user-friendly bot automates repetitive tasks, reducing manual data entry so staff can quickly report results and identify insights.

The bot has been introduced in 23 hospitals. The accurate monthly reporting it has enabled is informing national guidelines, drug policies and more.

“ Before the bot, it took us days to prepare data for reporting. This automation has empowered the team to multitask effectively, allowing them to focus on vital microbiology work while ensuring accurate data. ”

— Dr. Jyoti Acharya, chief medical laboratory technologist at Bir Hospital, Nepal

Photo courtesy of Dr. Jyoti Acharya





ECONOMIC OPPORTUNITY

Transforming students' futures

PROJECT

Bridge to Employment

FUNDER

Johnson & Johnson

COUNTRY

United States



Photo credit: Edwin Torres for FHI 360



More than a quarter of people in Trenton, New Jersey, live in poverty — over twice the U.S. national average. And most people (89%) do not have a bachelor’s degree. This is why Johnson & Johnson (J&J) chose Trenton as a site for our Bridge to Employment (BTE) program.

For more than 20 years, FHI 360 has partnered with J&J to provide college and career services to more than 5,400 young people in underserved communities around the world. FHI 360 consults with organizations in each community to design the program to meet local needs. We provide expert, hands-on support, engaging activities, and guidance on strategic planning to make the sites sustainable after the programs end.

The support works. From 2011 to 2025, 89% of BTE graduates pursued post-secondary education or training. The Trenton site has continued to thrive with local funding four years after the initial program ended.

FHI 360 has partnered with J&J in 103 sites across 25 countries, inspiring young people to dream big and helping them gain the knowledge and skills to achieve their dreams.

“ As a BTE student, I’ve learned that there’s not only one career path that you have to take. There’s so many things that you can do. All you have to do is look for it and work hard. ”

— Nayeishka Gonzalez, Trenton Central High School student





HEALTH

Supporting tuberculosis patients

PROJECT

End TB Tajikistan Activity

FUNDER

U.S. Department of State

COUNTRY

Tajikistan



Photo credit: Nozim Qalandarov
for FHI 360



Tuberculosis hides. It's highly infectious, hard to diagnose, and difficult to treat. But the first step in addressing these challenges is stopping TB from hiding.

Imam Azalshoh, a religious leader at the Imam Azam Central Mosque in Tajikistan, dedicates his time to raising awareness about TB. Tajikistan struggles with multidrug-resistant TB, which requires complex and costly treatment.

Many in Imam Azalshoh's community fear TB. While he initially harbored the same fear, his perspective shifted after participating in an FHI 360 program designed to educate religious and community leaders. The program equipped him with tools to address stigma and support people undergoing TB treatment.

Armed with new knowledge, he began visiting TB patients in his village to better understand their needs. Now, he uses his platform to educate others about TB prevention and treatment, challenging misconceptions and offering support to affected individuals.

“ The first thing I did was get acquainted with the list of people with TB in my village. I went to each of them in their homes ... and now I can confidently say who needs what and how they feel. ”

— Imam Azalshoh, religious leader





HUMANITARIAN RESPONSE

Healing on the move

PROJECT

Integrated Services for Humanitarian
Implementation – Ethiopia project

FUNDER

U.S. Department of State

COUNTRY

Ethiopia



Photo credit: Genaye Eshetu for FHI 360

Health officer Haben Haleform begins the morning by checking in with his co-workers — a midwife, a psychiatrist and another health officer — to review the day ahead. The mobile medical team provides critical care in camps for those displaced by Ethiopia's civil war (2020–2022). As people who are displaced themselves, they share a bond with patients. Haleform recalls the horrors of war, with months trapped at home amid constant gunfire.

The team provides accessible care — free medical services, health education and medication — for all ages. It addresses various conditions, supports mental health concerns and refers patients needing specialized care to nearby hospitals. The midwife educates mothers on

breastfeeding, monitors malnutrition and offers essential vitamins for healthy pregnancies.

Theirs is one of three mobile medical units in Tigray operated by FHI 360. Coordinating with the Ethiopian Ministry of Health, FHI 360 hires local medical staff, keeping the existing health system intact.

“ Since we are all displaced and living alongside them, we can easily share our problems without hiding anything. ”

— Haben Haleform, health officer



2025

Financial Summary

The financial data presented in this report reflects the consolidated performance of FHI 360 and its subsidiaries for the fiscal year ended September 30, 2024. The amounts are unaudited as of May 2025.

Revenue	U.S. Dollars
U.S. Government	\$702,096,438
Foundations/Individuals	\$37,289,279
Corporations	\$43,174,713
Multilateral Agencies	\$13,379,429
Other	\$15,148,692
Other Governments	\$9,261,872
Total	\$820,350,423

Expenses	U.S. Dollars
Operational Expenses	\$665,472,511
General and Administrative	\$138,863,483
Business Development	\$18,475,178
Total	\$822,811,172

2025

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.

Operating funders for fiscal year 2024.

PRIVATE SECTOR

American International Hospital (AIH),
Viet Nam
Ardmore Institute of Health
Converse
Gilead Sciences, Inc.
The Joyful Nest
Merck and Co., Inc., Rahway, NJ, USA
PT Tunggal Idaman Abdi Pharmaceutical
Qualcomm® Wireless Reach™
SecondMuse
VillageReach
ViiV Healthcare UK (No.3) Ltd

FOUNDATIONS

CDC Foundation
DOTO Health Pvt. Ltd.
Duke Farms, a center of the Doris Duke
Foundation
Eleanor Crook Foundation
Elton John AIDS Foundation
FHI Foundation
Fred Hutchinson Cancer Center
Gates Foundation

GE Aerospace Foundation

GE Foundation

GHR Foundation

Hempel Foundation

Henry Jackson Foundation

Johnson & Johnson Foundation

LEGO Foundation

Robert Wood Johnson Foundation

The Rockefeller Foundation

SHRM Foundation

Wallace Foundation

Walmart Foundation

NONPROFIT ORGANIZATIONS

Access to Advanced Health Institute (AAHI),
formerly IDRI

Access to Nutrition Initiative (ATNi)

Action Against Hunger Canada

Alliance for a Healthier Generation

CONRAD

Farmworker Justice

Greater Washington Urban League Inc.

National Democratic Institute (NDI)

National Youth Employment Coalition
PSI

Public Health – Seattle & King County
South East Education Cooperative
STEM Next Opportunity Fund

EDUCATIONAL INSTITUTIONS

Hempstead Union Free School District
Central Regional Education Association (CREA)

MULTILATERAL ORGANIZATIONS

The Global Fund to Fight AIDS, Tuberculosis
and Malaria
The Joint United Nations Programme on HIV/
AIDS (UNAIDS)
UNFPA
UNICEF
Unitaid
UNOPS/StopTB
The World Bank
World Food Programme
World Health Organization

**U.S. FEDERAL, TRIBAL AND
LOCAL GOVERNMENT AGENCIES**

Millennium Challenge Corporation
New York City Department of Education
Oregon Department of Education
Pascua Yaqui Tribe
U.S. Department of Agriculture (USDA)
U.S. Department of Education (ED)
U.S. Department of Health and Human
Services (HHS)
Centers for Disease Control and
Prevention (CDC)
National Institutes of Health (NIH)
Office of the Secretary
U.S. Department of Justice (DOJ)
U.S. Department of Labor (DOL)
U.S. Department of State (DOS)
U.S. Environmental Protection Agency (EPA)
U.S. General Services Administration (GSA)
U.S. National Science Foundation (NSF)

**PARTNER COUNTRY GOVERNMENTS
AND BILATERAL AGENCIES**

French Monitoring Centre for Drugs and Drug
Addiction (OFDT)
Government of Canada
Government of Ireland
U.K. Department of Health and Social Care
(DHSC)'s Fleming Fund

2025

Global Reach

The 68 countries listed in this report reflect where FHI 360 and its subsidiaries worked to expand economic opportunity and improve health and well-being in the year 2024. Representatives of more than 175 countries participated in our international exchange and scholarship programs in 2024.



WHERE WE WORK

Bangladesh	Eswatini	Liberia	Senegal
Benin	Ethiopia	Madagascar	Sierra Leone
Botswana	Gambia	Malawi	South Africa
Burkina Faso	Ghana	Mali	Sri Lanka
Burundi	Guatemala	Mauritania	Tajikistan
Cambodia	Guinea	Mexico	Tanzania
Cameroon	Haiti	Moldova	Thailand
Chad	Honduras	Morocco	Togo
China	India	Mozambique	Tunisia
Colombia	Indonesia	Myanmar	Uganda
Côte d'Ivoire	Jamaica	Namibia	Ukraine
Democratic Republic of the Congo	Jordan	Nepal	United States
Djibouti	Kazakhstan	Niger	Viet Nam
Dominican Republic	Kenya	Nigeria	Yemen
Egypt	Kyrgyzstan	Papua New Guinea	Zambia
El Salvador	Laos	Paraguay	Zimbabwe
	Lebanon	Philippines	
	Lesotho	Rwanda	

Fathers wait to bathe their newborns at Cambodia's Siem Reap Provincial Hospital, which was designated as a Center of Excellence for Breastfeeding by Cambodia's Ministry of Health. The designation is part of an effort by FHI 360's Alive & Thrive initiative — funded by the Government of Ireland and other development partners — to tackle malnutrition in Cambodia, Laos and Viet Nam, focusing on the furthest behind in each context.

Photo credit: Nhung Nguyen/FHI 360







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