

# Impact Report

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# 2020 CEO Letter

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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

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**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

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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

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**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

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### 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

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### 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

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### 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

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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

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**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

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**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

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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

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### 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

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**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

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**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

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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

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**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

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**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

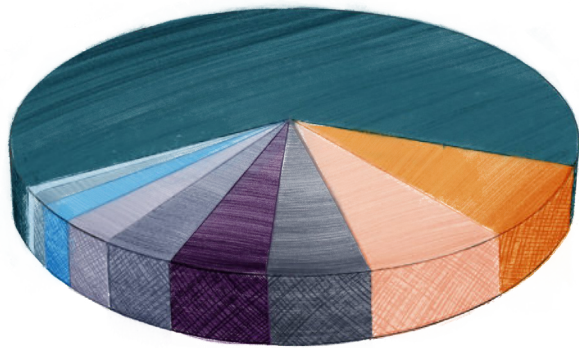
(Unaudited preliminary amounts as of March 10, 2021)  
Twelve months ending September 30, 2020

<b>Revenue</b>	<b>US Dollars</b>
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

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

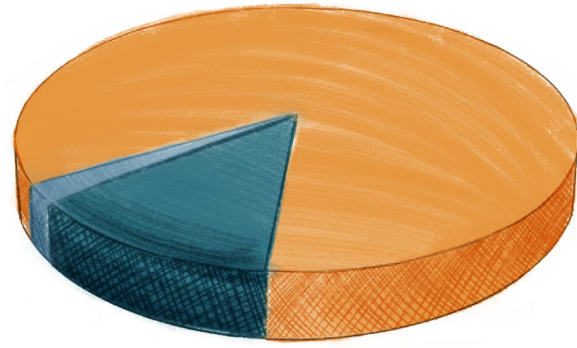
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### REVENUE BY SOURCE



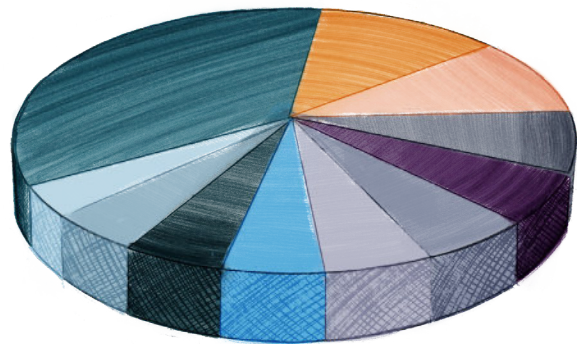
- 66.75% USAID
- 8.10% NIH/DHHS
- 7.29% Foundations
- 4.74% US State Department
- 3.51% Multilaterals
- 3.36% Other US Government
- 2.20% Corporations
- 1.79% CDC
- 1.29% Other
- 0.97% Government (non-US)

### ALLOCATION OF EXPENSES



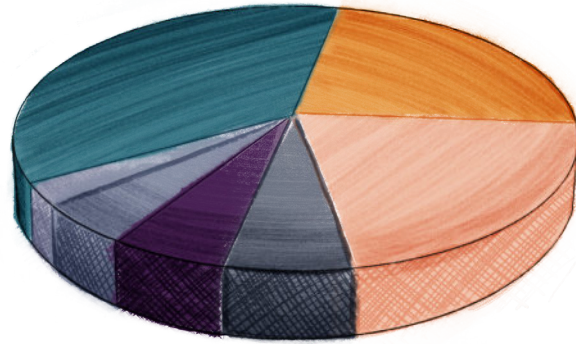
- 82.54% Operational Expenses
- 15.26% General and Administrative
- 2.20% Business Development

**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

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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.

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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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