

# 2021 HHI IMPACT REPORT



**HARVARD  
HUMANITARIAN  
INITIATIVE**

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## MESSAGE FROM LEADERSHIP



**Michael VanRooyen, MD, MPH**  
Director

HHI's mission to support the global humanitarian community has never been more crucial or more complex. With the support of our donors, HHI has been able to take on new programs to respond to the challenges of COVID-19, climate change, humanitarian access, and vulnerable populations. Our online programs and leadership development initiatives are reaching more field-level humanitarians than ever before. Our research is guiding evidence-based humanitarian action in the most complex settings. I remain deeply grateful for the generosity of our supporters. Together, we are truly making the world a better, safer place.

**Irini Albanti, DrPH, MPH, MA**  
Executive Director

I am excited to welcome you to the Harvard Humanitarian Initiative's first Impact Report. This year, we decided to look back to 2021 and share with you the impact our research and education programs had on the global humanitarian community. In the following pages, you will read about our mission-driven team at HHI that strives to affect change for communities in humanitarian crises. We are grateful that you are standing with us and we invite you to join our commitment to invest in a kinder and more equitable world.



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## OUR MISSION



**CREATE NEW KNOWLEDGE AND ADVANCE  
EVIDENCE-BASED LEADERSHIP IN DISASTERS  
AND HUMANITARIAN CRISES.**

The Harvard Humanitarian Initiative (HHI) is a university-wide academic and research center focused on humanitarian crises and leadership. HHI's aim is to promote interdisciplinary dialogue in pressing humanitarian issues, advance the science and practice of humanitarian response worldwide, and improve the lives of communities in war, conflict, and natural disasters.

## 2021 AT A GLANCE

**185 +**

COUNTRIES

**115**

PARTNERS

**23**

WORKSHOPS

**26**

PRESENTATIONS

**77**

PUBLICATIONS



## HHI IN THE WORLD



**185 +**  
Countries



**17,500 +**

People **impacted** through  
our research and education  
programs

## Research and Education

20 Programs

6,191 Surveys



## Humanitarian Academy at Harvard

HHI creates online, hybrid, and in-person trainings designed to prepare students, practitioners, and emerging leaders to succeed in the humanitarian field.

### Professional Education

Our Professional Education programs train emerging leaders, executives, and practitioners on best practices to maximize impact in their humanitarian work.

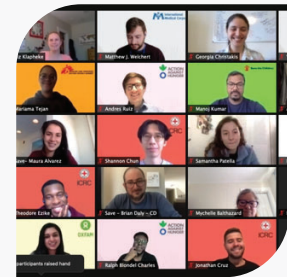
### Sponsored Education

Our Sponsored Partner Education programs provide practitioners and students with free online courses on the fundamentals of humanitarian response.

### Harvard Students

Our Harvard Education aims to prepare Harvard undergraduate and graduate students to enter humanitarian careers.

“ Unless it is professionalized, humanitarian response risks failing those it is supposed to serve. The Academy equips humanitarians of all backgrounds and experiences with the skills and knowledge they need to work effectively in the most challenging environments. - Phuong Pham, PhD, MPH, Director of Education ”





**Mission:** Prepare humanitarians to take on leadership roles.

**Team Members**  
 Ariana Marnicio, MPH  
 Godfred "Kofi" Nyarko, MA

## National NGO Program on **HUMANITARIAN LEADERSHIP**

Program active since 2016

## National NGO Program on Humanitarian Leadership

FACULTY LEAD: VINCENZO BOLLETTINO, PHD



26  
 Countries reached

91  
 Participants

638  
 Humanitarians reached  
 via knowledge sharing

### Program Activities

- **Intensive Training:** Three-month blended learning program, five-day regional intensive training.
- **Online Course:** Open access e-learning with 6,650 registered users.
- **Community of Practice:** Webinars, alumni instruction, coaching, and mentorship.

### Training Areas

- Adaptive Leadership
- Leadership for Managers
- Gender and Leadership
- Psychological Resilience
- Trauma Informed Communication

### The NNPHL Community

NNPHL serves mid-career humanitarians



96% Satisfaction rate



52% Female participants

71

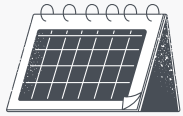
Different organizations  
 represented by participants



# Global Executive Leadership Initiative

FACULTY LEAD: MICHAEL VANROOYEN, MD, MPH

12 Month Format



3 Residencies



24 Participant Cohort



22  
Countries  
reached

5  
Workshops

22  
Surveys

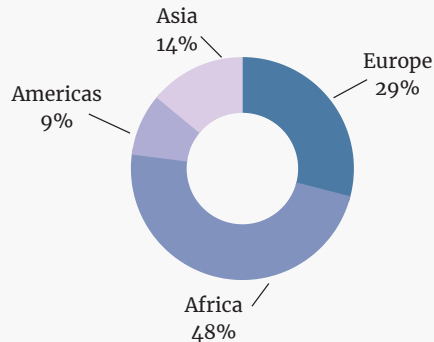
By bringing in leading experts, GELI offers customized experiential learning and support to an international network of leaders who are currently facing unprecedented global needs.

## Gender Identity

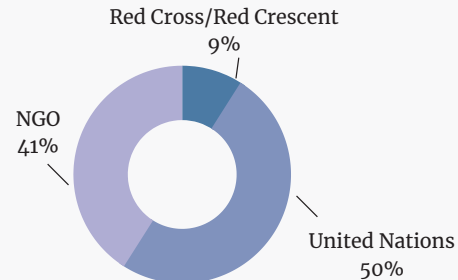


48% Female

## Region of Origin



## Organization



**Mission:** Support executive leaders across the humanitarian and development sectors through self-reflection and growth to reach their full potential and drive more effective action for people across the globe.

### Team Members

Catherine Bates, MA  
Emily Ing, MA



Program active since 2020





**Mission:** Provide foundational training in the international humanitarian coordination system for NGOs and others wishing to improve coordination in disaster response.

#### Team Members

Ariana Marnicio, MPH  
 Laura Tourtellotte, PhD  
 Rodger LeGrand, MFA  
 Ynis Isimbi, MSc  
 Ruoyan Zeng

#### Training Areas

1. Foundations of humanitarian action
2. International humanitarian coordination system
3. Cluster approach
4. Planning and funding disaster responses
5. International law and humanitarian standards
6. Complex humanitarian emergencies

Program active since 2013

## Building a Better Response

FACULTY LEAD: PHUONG PHAM, PHD, MPH

### Achievements

- **New Website:** Streamlined portal to increase usage and improve user experience.
- **Surveys:** Feedback from 770 BBR alumni from 83 countries on course relevance, structure, and design.
- **New Learning Management System:** New platform to maximize data collection on student learning and experience.
- **Script Review:** Expert reviews on all 6 units to update content and revise learning objectives.
- **Graphic Redesign:** New animations and graphics for a contemporary look and feel.

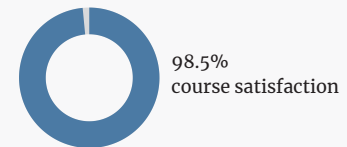
163  
Countries  
reached

7,932  
Participants

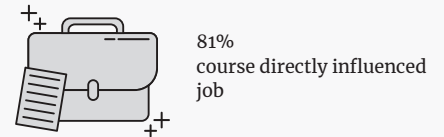
3  
Workshops

### Voices from BBR Users

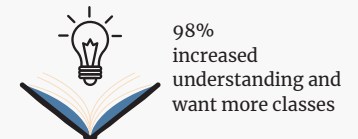
“Hurricane Harvey was a large complex response. Your training helped realize pitfalls in advance.”



“With the outbreak of COVID-19, I knew which steps my organization will take to respond to this crisis. I did not have this knowledge before taking the course.”



“I had no understanding of the funding mechanisms in place and did not understand the cluster system—yet I was required to engage in coordination. This course enabled me to understand where to plug in.”



## Harvard Students

FACULTY LEADS: PHUONG PHAM, PHD, MPH  
SEAN KIVLEHAN, MD, MPH AND STEPHANIE KAYDEN, MD, MPH

### Spark Grants

*Committed to humanitarian research*

Spring 2021 – David Mills MPH'23

Project: "COVID-19 and the Political Prospects for Change: Perceptions of Youth Organizing and Interconnectedness in the Face of a Pandemic in the Gaza Strip"

35  
Students enrolled in  
Humanitarian Studies  
Concentration

Fall 2021 – Rebecca Yang MPH'22

Project: "Setting the Agenda on Public Health and Statelessness"

Project Location: Kenya

16  
Graduates with a  
Humanitarian Studies  
Concentration

### Virtual Simulation

*Educating the next generation of humanitarian leaders*

Due to COVID-19, the humanitarian response simulation was held virtually for the second year. 58 graduate students participated in a one-day virtual simulation that gathered approximately 30 faculty and volunteer role players. The virtual simulation resulted in the publication of "Humanitarian Training with Virtual Simulation During a Pandemic," which was published in the journal *Disaster Medicine and Public Health Preparedness*.

### Reach of Webinars



Mission: Prepare Harvard undergraduate and graduate students to enter humanitarian careers.

#### Team Members

Samuel Plasmati  
Sabrina Sarli

#### Program Areas

1. Humanitarian Studies Concentration
2. Humanitarian Student Association
3. GHHP Undergraduate Course
4. HHI Spark Grants

Program active since 2011



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## Research and Translation

In our research, HHI programs explore topics critical to communities affected by crises, such as disaster preparedness, risk resilience, humanitarian negotiation, gender-based violence, program evaluation, and the ethical use of data in humanitarian settings.

HHI has been particularly active in identifying and developing emerging trends and themes in the sector: the humanitarian triple nexus, the localization of aid, the proliferation of digital technologies, and the negotiation and leadership skills necessary to manage complex emergencies.

“Our research is not some abstract academic endeavor. It is about co-creating knowledge and improving evidence about what is needed and how to make humanitarian response more effective and inclusive. This is essential to facilitate the evolution of humanitarian action.  
- Patrick Vinck, PhD, Director of Research”





**Mission:** Develop the professional skills of humanitarian leaders of all levels, from executive leaders to mid to senior-level frontline leaders, in negotiation, conflict resolution, and community engagement.

#### Team Members

Emily Ing, MA  
 Anaide Nahikian, MSc  
 Niamh Gibbons, JD  
 Rodger LeGrand, MFA  
 Saira Khan, MSc  
 Ynis Isimbi, MSc

#### The 3 Pillars

1. Responsible negotiation strategies for senior leaders in the field
2. Humanitarian access negotiation for frontline leaders
3. The Humanitarian Design (HD) Lab— Humanitarian innovation learning partnership

Program active since 2020

## Executive Negotiation Project

FACULTY LEAD: MICHAEL VANROOYEN, MD, MPH

### Achievements

- **Monitoring & Evaluation:** Developed an M&E plan and baseline report to establish metrics and methods to understand programmatic successes and improvement areas.
- **Curriculum Development:** Completed the initial curriculum planning and course design in collaboration with contracted instructors, humanitarian leaders, and grant partners.
- **The Humanitarian Design (HD) Lab:** Held strategic advisory group sessions to select 5 case studies to focus on as part of the playbook development and innovative technologies in humanitarian negotiation research.

16  
Countries  
reached

5  
Workshops

220 +  
Attendees in the  
gender/diversity and  
negotiation webinars

### Voices from ENP 2021 Workshops

“ I learned that gender diversity is very vital in humanitarian negotiation, and I learned about how to apply different humanitarian laws and principles for successful negotiation. ”

“ The training helped fill knowledge gaps, provided a forum to share experiences that could potentially improve subsequent negotiations I may be involved in, and provided some tools that I find very useful. ”

“ The approach was very useful in that I have learned to approach different stakeholders and communities. I need to understand the hierarchy, leadership, and gender balance because everyone is important in the negotiation process. ”



# Evaluation and Implementation Science

FACULTY LEADS: PHUONG PHAM, PHD, MPH AND PATRICK VINCK, PHD

## Research and Training



### Micro Level

Collaboration with NGOs, UN agencies, international humanitarian organizations, and local civil society organizations to develop monitoring and evaluation research for their specific programs.

700  
Stakeholders in  
qualitative data  
collection



### Macro Level

Platform development for monitoring and evaluation of population-based assessments worldwide ([Peacebuildingdata.org](https://peacebuildingdata.org)) to assess local community needs, monitor progress, and measure impact.

4,144  
Surveys with IDPs in  
urban and remote  
sites across three  
countries

14,000  
Dial-in participants  
in Uganda

## 2 Active Projects

**Dial COVID: Evaluation of mobile telephone surveillance and mitigation tool among refugee settlements in Uganda**



**Evaluation of UNHCR's Emergency Response in the Sahel (UNHCR)**



**Mission:** Develop assessment strategies to address the needs of individuals, families, and populations affected by war.

### Team Members

Laura Tourtellotte, PhD  
Kevin Coughlin, MA  
Abdulrazzaq Al-Saiedi, MS  
Mychelle Balthazard, PhD  
William Bertrand, PhD  
Craig Etcheson, PhD  
Anupah Makoond, MBA, MSc

*Evidence-based  
practice and policy*

Program active since 2014





**Mission:** Conduct research and build capacity in countries experiencing complex emergencies and serious violations of human rights and international humanitarian law.

**Team Members**

Laura Tourtellotte, PhD  
 Kevin Coughlin, MA  
 Abdulrazzaq Al-Saiedi, MS  
 Mychelle Balthazard, PhD  
 William Bertrand, PhD  
 Craig Etcheson, PhD  
 Anupah Makoond, MBA, MSc

Program active since 2021

## Peace and Human Rights Data

**FACULTY LEADS: PHUONG PHAM, PHD, MPH AND PATRICK VINCK, PHD**

### Overview

The Peace and Human Rights Data program trains researchers and uses empirical and mixed research methods to consult, represent, and support survivors of mass violence and disasters. Through the program, HHI ensures that the needs of survivors are recognized and acted on by governments, United Nations agencies, and non-governmental organizations.

8400+ Interviews

200 Researchers trained

12 Publications

### Peace and Human Rights Data Active Projects

African Elections during the COVID-19 Pandemic

Early Childhood Education and Peace Consortium

Peace, Justice, and Reconstruction Polls in the Central African Republic

Remote Respondent Driven Sampling Survey of IDPs in Urban and Remote Sites in Burkina Faso, Mali, and Niger

Preventing Social Conflict and Promoting Social Cohesion in Forced Displacement Contexts

Developing and Using Indicator Framework for Locally Led Peace-building in Central Africa

Peacebuilding and Reconstruction Polls in the Democratic Republic of the Congo

Data Collection and Research Capacity Building

**5**  
Countries Reached



# Transitional Justice

FACULTY LEADS: PHUONG PHAM, PHD, MPH AND PATRICK VINCK, PHD

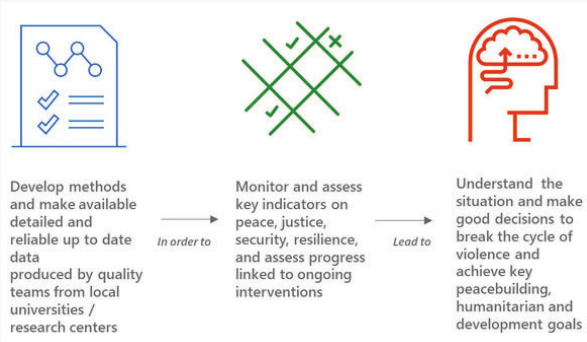
## Overview

Transitional Justice refers to the range of approaches that societies moving from repressive rule or armed conflict use to deal with the legacy of human rights abuse as they progress toward peace, democracy, rule of law, and respect for individual and collective rights.

## Main Aims

1. Provide evidence that will make existing transitional justice instruments more effective in meeting the needs and expectations of victims.
2. Explore alternative approaches to transitional justice that go beyond the concept of a toolkit and allow for more innovative and flexible solutions.

The new paradigm departs from a "one size fits all" approach to tailor solutions to people's specific needs, aspirations, and priorities.



**Mission:** Provide evidence that will make existing transitional justice instruments more effective and explore alternative approaches to transitional justice.

**Team Members**  
Laura Tourtellotte, PhD  
Kevin Coughlin, MA  
Abdulrazzaq Al-Saiedi, MS  
Mychelle Balthazard, PhD  
William Bertrand, PhD  
Craig Etcheson, PhD  
Anupah Makoond, MBA, MSc

Program active since 2011



**Mission:** Investigate and address issues relating to gender, peace, and security in fragile states.

**Team Members**

Emma Kenny, MA  
 Bharathi Radhakrishnan, PhD  
 Vandana Sharma, MD, MPH  
 Emma Willcocks, MS  
 Ankita Panda, MPP

**Topic Areas**

1. Gender, climate change, and conservation
2. Promoting equity in humanitarian programs through evidence
3. Understanding root causes of violence

Program active since 2008

## Program on Gender, Rights and Resilience

FACULTY LEAD: JOCELYN KELLY, PHD



**Gender and Displacement**

Research highlighted in high level events with David Miliband and the Global Director for Gender at the World Bank.

- Work mentioned in the UN SG High Level Panel's report on Internal Displacement.



**Resourceful Empowerment Project**

Participants receiving the curriculum showed positive changes on all indicators and created positive, concrete actions.

- Men supported the emergence of female leadership.



01

**Special report for USIP**

"A Syndemic Understanding of GBV and COVID"

02



**Gender and Climate Change**

Participated in workshop with Administrator Sam Power. Invited panelist by IUCN. USIP special report on Gender, Conflict and Climate Change.

03

04



05

**Partner Spotlight: ACF South Sudan**

New tools to measure whether nutrition programs are safe and responsive to the needs of women and girls.

- 1000+ people reached.
- Higher access to services and improvements in perceptions of safety.
- More buy-in for services from family members (especially husbands).

4 Countries reached
9 Publications
3 Panels



Program on Gender, Rights and Resilience



# PROGRAM ON RESILIENT COMMUNITIES

FACULTY LEADS: VINCENZO BOLLETTINO, PHD AND PATRICK VINCK, PHD



**HHI**  
**RESILIENT**  
**COMMUNITIES**

## Surviving COVID-19 on the Margins

On November 23, 2021, HHI's Program on Resilient Communities hosted "Surviving COVID-19 on the Margins: An online symposium on the experience of communities living through the pandemic and social vulnerability in the Philippines." Out of dozens of paper submissions, 9 selected papers were presented at the symposium.

2 Countries reached
3 Publications
17 News media stories



45 Participants



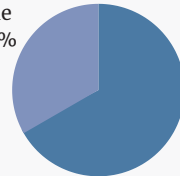
2 Papers featured in news media



30,897 People  
reached through  
social media

### Participants by gender

Male  
33.3%



Female  
66.7%



**Mission:** Establish a foundation for integrated, coordinated, and evidence-based preparedness and response to natural hazard-related disasters as well as gather and provide evidence and learning to support communities, organizations, and local governments in developing lasting solutions to humanitarian threats.

### Team Members

Ariana Marnicio, MPH  
Lea Manzanero, MA  
Mark Toldo  
Juan Chaves, MA

### Program Goals

1. Adopt evidence-based tools and practices
2. Enhance leadership skills and practices
3. Promote intellectual exchange across national and disciplinary boundaries

Program active since 2015





**Mission:** Reduce the impact of infectious disease on low-resource, emergency-affected, and marginalized populations.

#### Team Members

Devan Dumas, MPH  
 Kate Roberts, MPH  
 Michael de St. Aubin, MDes  
 Margaret Baldwin  
 Dan Schnorr, MD  
 Salomé Garnier

#### Program Goals

1. Conduct research and scholarship to inform interventions and policies that prevent or minimize the impact of infectious diseases
2. Convene national and international stakeholders to define research priorities and share best practices
3. Collaborate with ministries of health, NGOs, UN agencies, and academia to translate research to policy

Program active since 2018

## Infectious Diseases and Epidemics Program

FACULTY LEAD: ERIC NILLES, MD, MSc

In 2021, IDEP operated in 3 countries: Dominican Republic, Honduras, and United States of America.

#### Dominican Republic

- 10 Staff
- 2 Partners: DIGEPI & LNSPDD

#### Honduras

- 2 Staff
- 2 Partners: SESAL & UNIMED

#### United States of America

- 4 Staff
- 2 Partners: SpaceX & Ragon Institute



11  
Publications

892  
Citations

8,747  
People reached



25,070  
Specimens Collected

- 20,328 specimens collected in DR National Serosurvey.
- 4,742 specimens collected in DR Hospital Prospective Surveillance Study.



ABHR  
Production

- 2 alcohol-based hand rub (ABHR) production units established in DR.
- 154 ABHR dispensers installed and monitored.
- 400 liters of ABHR produced between both DR sites.



Hand Hygiene  
Behavior

- 20 healthcare worker interviews conducted.
- 707 healthcare provider and patient contacts observed.



**IDEP**  
 Infectious Diseases & Epidemics Program  
 Harvard Humanitarian Initiative



Risk, Resilience, and Response

# Emergency Health Systems

FACULTY LEAD: SEAN KIVLEHAN, MD, MPH

## BE PREPARED (Bihar, India)

- Bihar Emergency Preparedness and Response Didactics
- Five district hospitals
- Six months of physician and nursing support

14  
Publications

## Okoa Maisha First Aid Training

- Bleeding control and first aid training
- Pilot with 200 public transit drivers in Dar es Salaam
- Tanzanian medical student training of trainers
- 200 basic bleeding control kits assembled

129  
Interviews

6  
Countries  
reached

## WHO-ICRC Basic Emergency Care

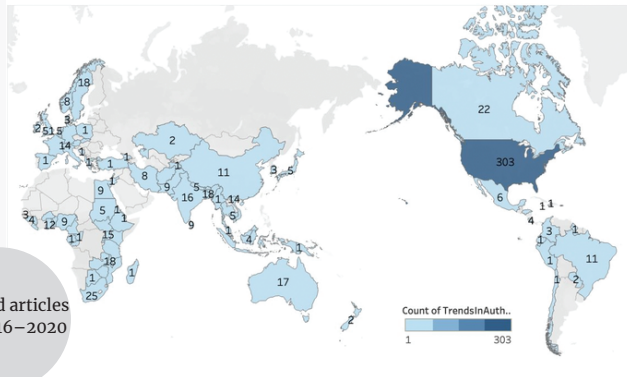
- Open access five-day course in multiple languages
- Sustainable training of trainers model
- Designed for resource-limited settings

*Aligning  
humanitarian  
response with the UN  
SDGs*

## Decolonizing Global Health

Power dynamics in global health research collaborations influence whether and how local researchers are included in publications.

Geographic & Graph Visualization of listed First Author Country Affiliations



Reviewed articles  
from 2016-2020



**Mission:** Strengthen emergency care delivery globally.

### Team Members

Catalina González Marqués, MD  
Morgan Broccoli, MD  
Uche Anigbogu, MD  
Joshua Drake

### Program Goals

1. Increase technical sharing with frontline providers worldwide
2. Improve processes related to emergency care delivery
3. Support dissemination and implementation of locally appropriate emergency care guidance

Program active since 2019





**Mission:** Advance the science, technology, and practice in humanitarian and environmental health in global conflict and emergency management disaster settings.

**Team Members**

Sonny Patel, MPH, MPhil  
 Emma Willcocks, MS  
 Julian Neylan, MPS

**Program Areas**

1. Wastewater-based epidemiology
2. Crisis in climate change
3. Substance use and mental health
4. CBRNE terrorism
5. Disinformation and hybrid warfare

Program active since 2020

# Humanitarian Action and the Environment

FACULTY LEAD: TIMOTHY B. ERICKSON, MD, FACEP, FACMT

**Partner**



10  
International presentations

12  
National presentations

16  
Publications

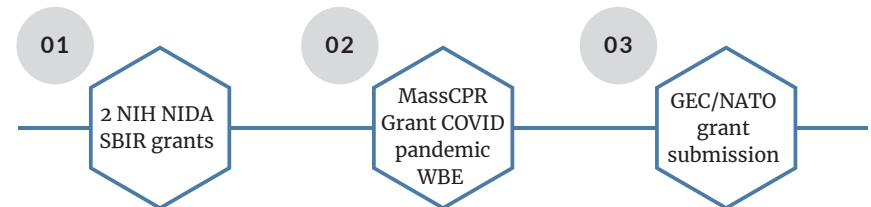
**Collaborators**



Harvard T.H. Chan School of Public Health



Harvard Medical School Human Rights Chapter



# Non-Communicable Diseases Diabetes in Crisis

FACULTY LEAD: SYLVIA KEHLENBRINK, MD

## Core Project: International Alliance for Diabetes Action (IADA)

Partnership of 40+ organizations from different sectors who connect, share, and collaborate bilaterally and through varied events across 4 streams.

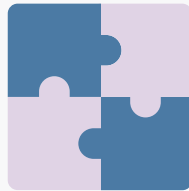
### Four Streams of Work

#### Medicines & Diagnostics

1. Essential medicines
2. Diabetes diagnostics
3. Bundling
4. Technical and implementation support for diabetes care

#### Clinical & Operational Guidance

1. E-learning platform: training materials and educational resources
2. Guideline development
3. Nutrition working group



#### Advocacy, Policy, & Financing

1. Advocacy campaigns
2. Resolution on access to insulin
3. Global diabetes compact
4. Commentaries and newsletters

#### Data & Research

1. UNITED study
2. Human to analogue insulin switch study in Type 1 diabetes mellitus in very low resource settings
3. NCDs research priority setting
4. Publications



**Mission:** Address the burden of chronic disease in humanitarian settings and fragile states to improve humanitarian action and join international efforts to prevent, control, and reduce the burden of non-communicable diseases (NCDs) among the world's most vulnerable populations.

**iada** | International Alliance  
for Diabetes Action

Program active since 2016





**Mission:** Decrease inequities for children with cancer in low-resource and crisis settings.

**Team Members**

Soad Fuentes-Alabí, MD, MPH  
 Meghan Shea, MFA  
 Kendall Carpenter, MD, MPH

Program active since 2020

## Non-Communicable Diseases in Crisis Global Childhood Cancer

FACULTY LEAD: IRINI ALBANTI, DrPH, MPH, MA



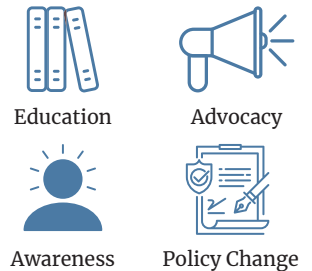
### Projects

1. Strategic planning for new pediatric oncology facilities in low-resource settings
2. Storytelling for impact in global health
  - Global health education using the *How I Live* documentary
  - Day one talk
3. Strategies for policy change and advocacy
4. Financing
  - Cost-effectiveness of childhood cancer treatment
  - Financial planning study for the establishment of pediatric cancer centers in resource-limited settings

### Collaborators



### Impact Areas



# Ohiyesa Premedical Program

FACULTY LEAD: VALERIE DOBIESZ, MD, MPH

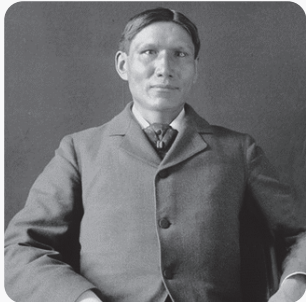
Pilot program launching June 2022

## Overview

The Ohiyesa Premedical Program (OPP) is part of the Front-Line Indigenous Partnership (FLIP). It is a yearlong longitudinal program designed to engage, support, and promote motivated Native American Tribal and/or community college students interested in pursuing a healthcare career, with a program focus on the physician pathway.

The program provides participants an immersive experience in a wide range of medical specialties, interactive workshops practicing simulation-based procedural skills, workshops delineating the roadmap to successfully applying to medical school, and faculty mentorship.

## Program Background



In 1887, a Mdewakanton Dakota man named Ohiyesa, or Charles A. Eastman (pictured at left), embarked on a challenging journey from his remote village to study medicine at the Boston University School of Medicine.

Upon graduating in 1890, he became the first Native American man in the US to become a physician. This program is designed in the spirit of Ohiyesa and his trail-blazing contributions to the Boston medical community and Native American health.



**Mission:** Improve Native American health and eliminate health disparities.

### Team Members

Jayelani Hall  
Victor Lopez-Carmen, MPH  
Cassandra Georges

*Empowering emergency medicine healthcare providers serving indigenous populations to provide the highest quality care through educational, clinical, and administrative partnerships.*



Program active since 2021





## Children in Crisis

FACULTY LEAD: MICHELLE NIESCIERENKO, MD, MPH

### Overview

The impact of humanitarian crises on children has reached catastrophic proportions. Today, nearly 50 million children have been displaced from their homes due to violence, poverty, or natural disaster.

The CiC program confronts the complex and unique needs of children whose lives have been upended by humanitarian crises. With one in every four children in the world living in a country afflicted by conflict or disaster, it is essential for the international community to better understand children's unique needs to prevent, mitigate, and address detrimental health consequences.

### Program Goals



Define and support pediatric care needs in humanitarian contexts and ensure that effective health services reach children.



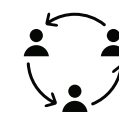
Conduct operational research to inform more effective humanitarian action around youth-focused health interventions.



Collaborate with NGOs, UN agencies, ministries of health, and academia to address pediatric healthcare needs.



Educate the next generation of humanitarian actors with the knowledge and skills to provide services for children in complex humanitarian crises.



Convene national and international stakeholders to advance research, define programmatic priorities, and share best practices for the healthcare of children in humanitarian settings.

**Mission:** Address the critical needs of crisis-affected children and youth in humanitarian contexts.

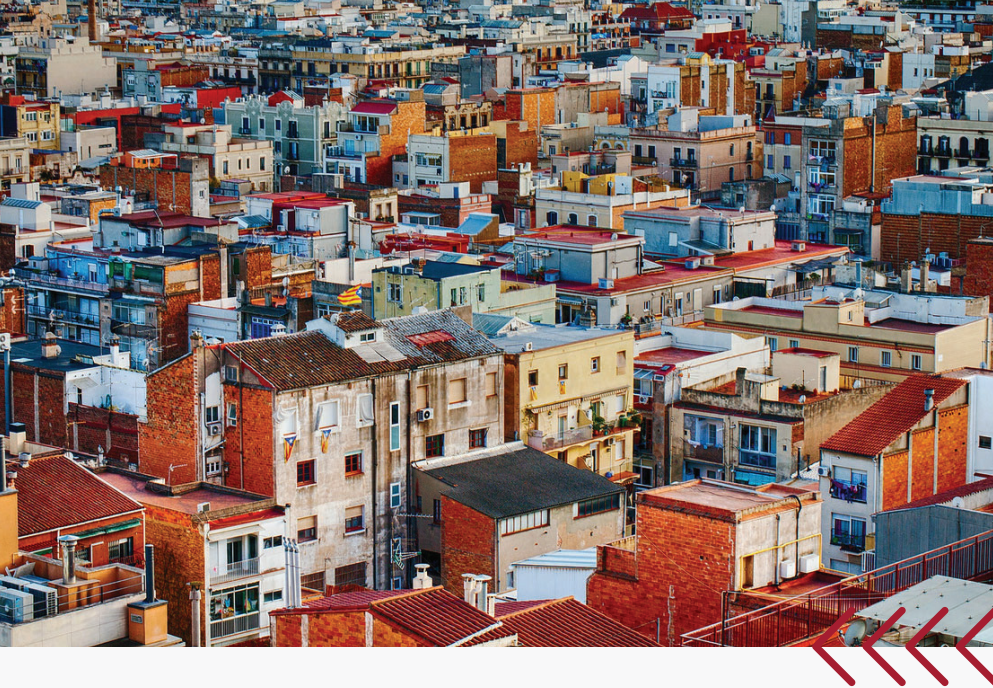
#### Team Members:

Carolyn Baer, MPH  
Alexis Schmid, DNP, RN, CPNP



Program active since 2019





**Mission:** Investigate urban environments and crises to allow individuals, households, communities, and cities to thrive.

Program active since 2017

## Urbanization and Resilience

FACULTY LEAD: RONAK PATEL, MD, MPH

### Overview

Humanitarian organizations, international agencies, and governments serving populations affected by crises increasingly work in urban settings. Agencies face new challenges and some potential advantages in these complex urban environments and are only just learning how to approach them.

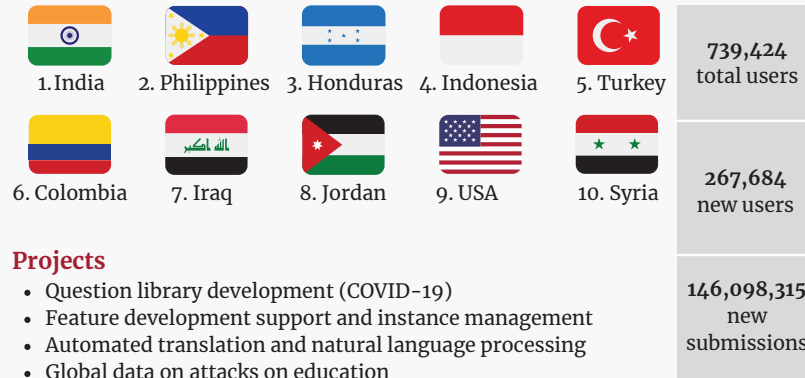
These new challenges take many forms: complicated physical layouts, unprepared institutions and infrastructure, and mixed target populations of refugees and underserved locals. Furthermore, the difficulty in NGO coordination with uniquely urban communities as well as local authorities calls for urgent education and training in urban crises.



# KoBoToolbox

FACULTY LEADS: PHUONG PHAM, PHD, MPH AND PATRICK VINCK, PHD

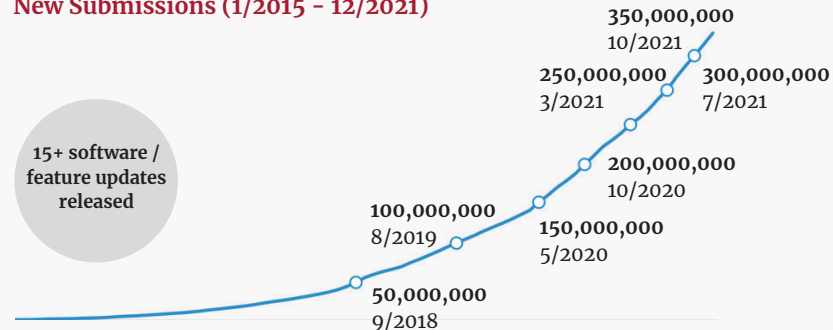
## Top Ten Countries with Most KoBo Users



## Projects

- Question library development (COVID-19)
- Feature development support and instance management
- Automated translation and natural language processing
- Global data on attacks on education

## New Submissions (1/2015 - 12/2021)



2021 Submissions = Submissions from 1/2015 to 5/2020

# SIMPLE, ROBUST AND POWERFUL TOOLS FOR DATA COLLECTION

Created by users for users

**Mission:** To host and maintain KoBoToolbox—a data collection, management, and visualization platform used globally for humanitarian action—and to support open source data systems and technology for global development, human rights, humanitarian action, and peace.

## Vision

*Humanitarian action and initiatives promoting peace, human rights, and sustainable development are informed by high-quality, up-to-date data generated by concerned communities using simple, reliable, and secure technologies.*



Program active since 2005





**Mission:** Bring together researchers, experts, practitioners, and activists to change the world with data.

Data-Pop Alliance is a collaborative laboratory created by the Harvard Humanitarian Initiative, MIT Connection Science, and Overseas Development Institute.



Program active since 2013

## Data-Pop Alliance

FACULTY LEADS: PHUONG PHAM, PHD, MPH AND PATRICK VINCK, PHD

### Pillars of Work



**Diagnosing** local realities and human problems with data and AI.

27  
Projects



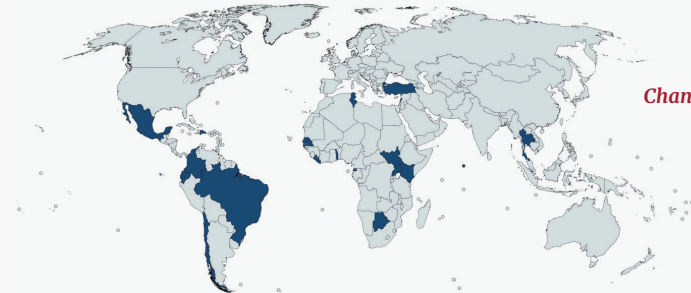
**Mobilizing** capacities, communities, and ideas towards more data literate societies.

21  
Publications in  
4  
Languages



**Transforming** the systems and processes that underpin our societies and countries.

11  
Workshops



*Changing the world  
with data*



22+  
Team  
Members



24+  
Research  
Affiliates



42  
Partner  
Organizations



Technology and Innovation

# Humanitarian Geoanalytics

FACULTY LEADS: ERICA NELSON, MD, PHM, MAS AND  
P. GREGG GREENOUGH, MD, MPH, MS



## Humanitarian Spatial Technologies Workshop

- 47 attendees
- 24 countries represented



## Education

- Radcliffe Seminar - 16 attendees
- ESRI Humanitarian GIS Hub

24  
Countries  
reached

10  
Presentations

5  
Lectures



## Webinars

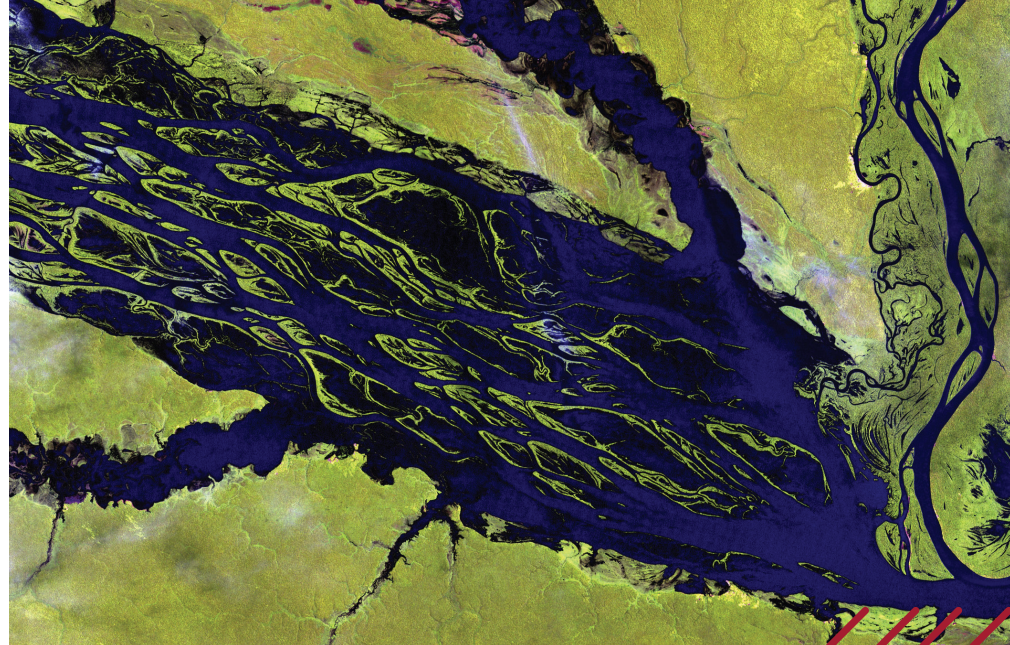
- ESRI GIS Day Webinar Series
- ESRI Public Safety Webinar Series



## Publications

- *Climate and Migration in East and the Horn of Africa: Spatial Analysis of Migrants' Flows Data*
- *Use of Geographic Information Systems in Crisis*, Ciottone textbook chapter, 3rd edition

*The Signal Program (active since 2010) is now a sub-program of the Humanitarian Geoanalytics Program.*



**Mission:** Leverage geospatial data and analytics to transform humanitarian research, programming, and education through the practical, effective, and ethical application of spatial analytics.

### Team Members:

Saira Khan, MSc  
Michael de St. Aubin, MDes  
Ibrahim Diakite, PhD, MSc  
Madhawa Palihapitiya  
Kunal Sonar  
Hebatalla Mohamed  
Fakiha Ahmed, MA

Program active since 2018



# HHI OVERVIEW

## Our History

In 1999, Harvard University established a program on humanitarian crises and human rights at the François-Xavier Bagnoud Center for Health and Human Rights in response to growing interest in humanitarian response. By 2002, the demand for technical expertise and educational and training opportunities from NGO partners, professionals, and graduate students exceeded the capacity of the existing program.

In 2005, Michael VanRooyen, MD, MPH and Jennifer Leaning, MD, SMH established the Harvard Humanitarian Initiative as a University-wide academic and research center to address issues of evidence-based humanitarian interest and became Co-Directors. In 2010, Michael VanRooyen continued as the Director of HHI.

In 2011, HHI launched the Humanitarian Academy at Harvard, the educational arm of HHI and the first Humanitarian Academy of its kind.

### HHI is an Interfaculty Initiative

HHI is an interfaculty initiative under the Office of the Provost at Harvard University. HHI is based at the Harvard T.H. Chan School of Public Health, Department of Global Health and Population and is affiliated with the Department of Emergency Medicine at Brigham and Women's Hospital (BWH). HHI collaborates closely with all Harvard Schools and Harvard Teaching Hospitals and is the primary humanitarian outreach arm of Harvard University.



**HARVARD  
HUMANITARIAN  
INITIATIVE**



**SCHOOL OF PUBLIC HEALTH**  
Powerful Ideas for a healthier world



**Brigham and Women's Hospital**  
Founding Member, Mass General Brigham



**HARVARD  
UNIVERSITY**

## HHI is the Humanitarian Hub at Harvard

### HARVARD UNIVERSITY SCHOOLS



Harvard  
Business  
School



Harvard  
Graduate  
School of Arts &  
Sciences



Harvard  
School of  
Dental Medicine



Harvard  
Medical School



Harvard  
Faculty of Arts &  
Sciences



Harvard T.H. Chan  
School of  
Public Health



Harvard  
Law  
School



Harvard  
Radcliffe  
Institute



Harvard  
Graduate  
School of Design



Harvard  
Divinity  
School



Harvard  
Graduate  
School of Education



Harvard  
Extension  
School



Harvard  
John A. Paulson School of  
Engineering and Applied  
Sciences



Harvard  
Kennedy  
School



Harvard  
College

### HARVARD UNIVERSITY TEACHING HOSPITALS



Brigham and  
Women's  
Hospital



Massachusetts  
General  
Hospital



Dana-Farber  
Cancer Institute



McLean  
Hospital



Boston  
Children's Hospital



Beth Israel Deaconess  
Medical Center



Spaulding  
Rehabilitation Hospital



Mount Auburn  
Hospital



Massachusetts Eye  
and Ear Infirmary

## Commitment to Diversity, Inclusion, Equity, & Belonging

At HHI, we prioritize our understanding of and commitment to diversity, inclusion, equity, and belonging.

In our research, we develop an understanding and awareness of these important issues by facilitating safe discussions about how to improve the humanitarian sector's approach to working with—and for—diverse communities.

As the humanitarian arm of Harvard, we have a wide reach and global and local responsibility. Acknowledging this, we will model inclusive behavior for our students and colleagues and promote an agenda of diversity and nondiscrimination with our donors, sponsors, partners, and stakeholders.

## Innovative Diversity, Equity, Inclusion, and Antiracism (DEI+A) Strategies for Humanitarian Organizations

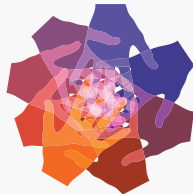
*A project awardee for Harvard University's 2021 President's Administrative Innovation Fund (PAIF)*

### Challenge

Currently, there is no DEI+A framework that guides the operations and governance of humanitarian academic organizations at the macro level.

### Goal

Develop a strategic framework that applies a DEI+A lens to HHI's core functions and serves as a model for other humanitarian organizations.



## Our People

In 2021, the Harvard Humanitarian Initiative consisted of 68 mission-driven people who want to make a difference in the humanitarian field globally.

**24**  
Staff 

**16**  
Faculty 

**15**  
Visiting  
Scientists 

**13**  
Students 

## Our Management Approach

As an academic and research interfaculty initiative, we apply a data-driven approach to management and strategy. HHI uses evidence-based frameworks to design, implement, and evaluate its strategy and incorporate quality improvement, project management, and monitoring and evaluation principles to internal operations and processes as well as international programs, policy, and research activities. Decision-making and strategic planning efforts are guided by defined indicators and measurable outcomes that advance HHI's outreach, accountability, efficiency, and transparency.

### HHI Management Team



## Instructional Design at HHI

HHI implements a unified learning management system (LMS) to support asynchronous, synchronous, and blended learning experiences that prioritize learner needs.

### MISSION

To educate the humanitarian community through the development of learning experiences that promote quality instruction, learner knowledge retention and knowledge transfer, and equality of education accessibility.

### VISION

To set the global standard in humanitarian education for asynchronous, blended, and live classroom instruction through a commitment to ensuring that our learners have extraordinary educational experiences that inform their safety, health, and skills in humanitarian contexts.

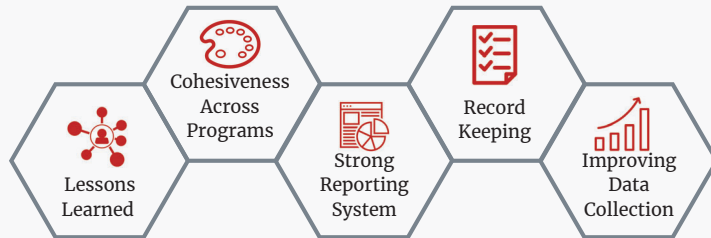
### VALUES

Human dignity and the equal right to education for everyone.

Diversity, equity, inclusion, and accessibility in curriculum design, faculty selection, and learner recruitment.

## Monitoring and Evaluation at HHI

Monitoring and Evaluation (M&E) is key to successful implementation and measuring of the long-term impact of our programs and research. An effective M&E framework enhances reporting processes, improves data collection, leverages best practices, and contributes to HHI's overall impact strategy.



## Our Partnerships

We partner with organizations including NGOs, international organizations, academic institutions, and hospitals.



## Our Funding

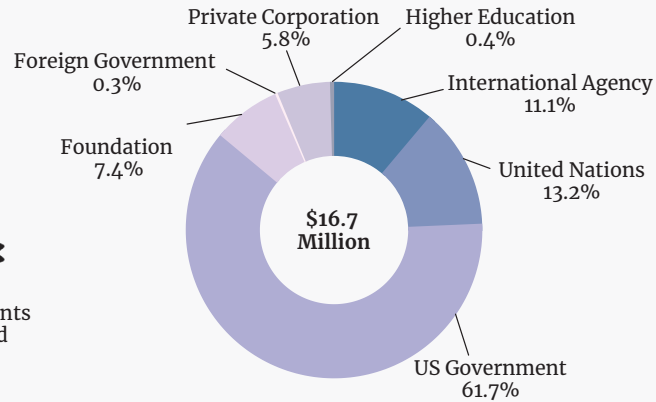
HHI relies on sponsored funds from institutions and generous gifts from engaged supporters committed to advancing education and research within the humanitarian sector.

### 2021 Sponsored Funding

40 Total Grants



#### Grants by Sponsor Type



9 New Grants Awarded

### 2021 Non-Sponsored Funding

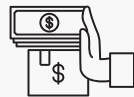
17 Gifts



\$2.1 Million

Endowment Income

FY21 \$400,000  
FY22 \$416,000



## Connect with Us

Stay up to date on publications, events, job openings, and more!



/harvardhumanitarian



@HHI



Harvard Humanitarian Initiative



HarvardHumanitarian



/harvardhumanitarian

Visit Our Website: [hhi.harvard.edu](https://hhi.harvard.edu)



### ENGAGEMENT WITH OUR COMMUNITY

17,685

Facebook Fans

20,543

Twitter Followers

48,032

LinkedIn Followers

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Aubrey Graham (Top Right)

Godfred Nyarko (Bottom)

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Page 4: Devan Dumas

Page 7: Godfred Nyarko (Left)

Samuel Plasmati (Right)

Page 8: Godfred Nyarko

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Page 12: Building a Better Response Course Screenshot

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Justin Ide (Right)

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## Acknowledgments

Thank you to Dr. Irini Albanti, Sabrina Sarli, and Ynis Isimbi who created HHI's 2021 Impact Report. Thank you to Tanya Shpigel and Steve Briscoe for editing the report.