



**Building a thriving  
world for all**



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## Message from the director



**Professor Asim I. Khwaja**

Director, Center for International Development at Harvard University

Asim Ijaz Khwaja is the Director of the Center for International Development and the Sumitomo-Foundation for Advanced Studies on International Development Professor of International Finance and Development at the Harvard Kennedy School, and co-founder of the Center for Economic Research in Pakistan (CERP). His research combines extensive fieldwork, rigorous empirical analysis, and microeconomic theory to answer questions that are motivated by and engage with policy.

“CID’s aspiration is not only to reduce poverty, but also to create a world of givers. We aim to build a world where all can thrive — where each person has what they need to reach their full potential and can join in impacting the world together. ”

2020 was for CID—as it was for much of the world — a year of tragedy and setbacks. As the COVID-19 pandemic spread, development challenges continued to mount on the world’s most vulnerable, low-income countries in which we work.

But 2020 was also a year of resilience and adaptation. In the face of shutdowns, our teams quickly found innovative solutions to keep advancing our mission. We worked with governments and in-country partners around the world to respond creatively and effectively to real-time policy issues. We rapidly pivoted our degree program and executive education courses using digital tools and strategies to continue building development expertise for today and the future. And we continued magnifying these critical issues through online events and conferences.

I remain in awe of the CID community’s capacity to respond the compounding challenges of the pandemic. I am grateful for our three research programs Building State Capability, Evidence for Policy Design, and

the Growth Lab; our Global Development Council (GDC) members; our faculty; staff; students and broader community for their resilience, response, and support in these challenging times.

Even as this year has exacerbated many of the development challenges we’ve been working for decades to solve, it also offers an opportunity. This crisis has highlighted key issues in development and signaled the incredible potential that innovation has to respond to them. Right now, we have an opportunity to revolutionize the discourse of development, rethinking both ongoing and new development challenges.

In the year ahead, we will continue to push forward as we use analytical and evidence-based tools to find creative solutions and work with governments and organizations around the world to test and implement them. No matter what 2021 will bring, CID’s goal remains the same: to build a world where all can thrive—where each person has what they need to reach their full potential and can join in impacting the world together.

Asim I. Khwaja  
Faculty Director

# CID MISSION

Incredible progress has been made throughout the world in recent years. However, globalization has failed to deliver on its promises. As problems like unequal access to education and healthcare, environmental degradation, and stretched finances persist, we must continue building on decades of transformative development work.

The **Center for International Development (CID)** is a university-wide center based at the Harvard Kennedy School that seeks to solve these pressing development problems—and many more.

At CID, we believe leveraging global talent is the key to enabling development for all. We teach to build capacity, conduct research that guides development policy, and convene talent to advance ideas for a thriving world.

We teach to build capacity

We conduct research that guides development policy

We convene global talent to advance ideas



## CID in Numbers 2020



TEACH

RESEARCH

CONVENE

**950**  
executive education  
participants

**1,000+**  
practitioners equipped  
in-country

**\$300K**  
for student research  
and internships

**116**  
countries where we  
work

**250+**  
articles published in  
peer-reviewed journals

**66**  
research fellows

**56**  
events

**7,400+**  
attendees

**6,174**  
global media  
mentions

# CID STRATEGY: Leveraging Global Talent

Unmatched Diversity in Expertise,  
Unique Global Convening Power

We use the privilege of our faculty network and connection to Harvard University to advance the agenda of international development around the world.

The Center for International Development (CID) is a research hub with unparalleled expertise in global development.

Our position at one of the world's most prestigious institutions for learning allows us to build, deploy, and converge talent on international development – both at Harvard and around the world.

CID's three programs [Building State Capability \(BSC\)](#), [Evidence for Policy Design \(EPoD\)](#), and the [Growth Lab](#) support and expand on CID's mission, increasing our global reach and impact.

Through our executive education programs, we create a learning environment that identifies and equips the current and next generation of international development leaders.

We promote and amplify the analytical, problem-focused, and practical research of our faculty and global partners to find creative solutions to pressing development problems.

And we bring together leaders and thinkers from academia, government, business, and philanthropy to build partnerships and momentum around critical development issues.

CID is the premier hub for international  
development at Harvard University



1

## Teach

We teach current and future development leaders how to use theory, data, and a problem-focused analytic mindset to solve complex problems in their specific contexts.

2

## Research

At the nexus of research and practice, CID promotes and amplifies analytical, problem-focused, and contextual international development research.

3

## Convene

We convene current and future leaders to build partnerships and momentum around critical development issues.

# Teach

The [Center for International Development \(CID\)](#) aims to create a learning environment to identify, build, and equip talent that will galvanize the development process — at Harvard and around the world.

CID serves as the intellectual home of students across campus who are interested in International Development. This includes undergraduate, graduate and doctoral students as well as students in dedicated international development programs such as the Harvard Kennedy School's [two-year masters' program in development \(MPA/ID\)](#) and [the Mason's Fellow program](#).

## Equipping Current & Future Leaders with Tools, Sensibilities & Networks

To solve the pressing development problems of today and the future, countries need the capacity and the skills to identify sustainable solutions and implement effective policies and programs. Many reforms fail to achieve sustained success simply due to a lack of capacity. CID works to change that by equipping current and future development leaders with the tools, sensibilities, and networks they need.

## Utilizing Innovative In-Person, Online, & Blended Learning

We teach current leaders how to use evidence, data, and a problem-focused mindset to solve complex problems in their specific contexts. For our faculty, students, and staff at Harvard and for our partners in the field, we offer valuable international development learning experiences through [online seminars](#), workshops, mentorship, and small group discussions with leading development thinkers and practitioners.



## Innovative Online Learning Spotlight

The COVID-19 pandemic has both challenged the standard model of education & exposed global economic disparities.

[CID's adaptive and innovative approach to teaching allowed us to make a seamless pivot.](#)

Within weeks of the pandemic beginning, CID's Building State Capability (BSC) and Growth Lab programs adapted their [Leading Economic Growth](#) executive education course from a 5-day in-person learning experience to a 10-week online course.

During this rapid shift, BSC and Growth Lab pioneered various asynchronous content and activities, such as video lectures, assignments and peer group learning sessions. We were able to leverage the disruption to not only

continue training development leaders around the world, but in fact improve access to training, allowing more people to enroll and expanding representation from a greater variety of countries.

Throughout the year, CID's programs continued to pivot other existing training programs online and even created a brand new open enrollment program to help governments think through budgeting during the time of a crisis.



## Evidence-Driven Policy

Led by Professor Teddy Svoronos, Building Capacity to Use Research Evidence (BCURE) uses a blended learning model to teach practical skills for using data and research, including impact evaluation, developing data systems, and commissioning evidence. By training local instructors to deliver trainings, the program has been scaled to several thousand civil servants across South Asia and will be deployed in the MENA region in 2021.



## Managing Change

Under Professor Matt Andrews' leadership, CID's Building State Capability (BSC) program offers a free online course to equip development practitioners with a problem-driven, iterative adaptation (PDIA) framework to manage complex public problems. Completed by practitioners from 87 countries, BSC's experiential learning program teaches practitioners new ways of addressing public policy problems.



## Building Future Leaders

Each summer, CID funds dozens of master's students to undertake embedded, in-country internships with public or nonprofit organizations throughout the world. In addition, in 2020, CID awarded research funding for development projects addressing issues of inequality to undergraduate and graduate students from FAS, HBS, HGSE, HKS, and HSPH.



## We teach to build capability around the globe.

“The COVID crisis has highlighted the need to bring people from multiple parts of our system to work together. To do this, we need flat, fast and flexible structures that are open and adaptive to find solutions to new problems that we are encountering today. The focus of our work is on building capability which is at its essence empowered competence.”

Matt Andrews, Edward S. Mason Senior Lecturer in International Development, Harvard Kennedy School

# Research

The **Center for International Development (CID)** aims to promote and amplify analytical, problem-focused international development research that informs policy.



## We conduct research that guides development policy

Addressing today's challenges to international development requires bridging academic expertise with practitioner experience. Through collaborative, sustained in-country partnerships, CID's [research programs](#), faculty, and students produce cutting-edge research that addresses current issues while building on a deeper cultural, institutional, and historical understanding of the development process.

### INNOVATIVE & KEY SOLUTIONS

Our approaches are analytically rigorous, contextually embedded, and data-rich. We follow a process of continuous, mutual learning and experimentation to arrive at practical, innovative, and sustainable solutions to key problems. The depth and diversity of our faculty's areas of engagement as well as our deep access to the world of practice in every region of the globe allows us to tackle the world's most pressing development problems.

### HARVARD FACULTY EXPERTISE

[CID Faculty Affiliates](#) lead hundreds of research projects addressing development problems related to health, education, economic growth, climate change, social welfare, and more. The examples that we present are a snapshot of the vast breadth and depth of CID's research.

### RESEARCH GROUNDED IN PRACTICE

In addition to our faculty affiliates across Harvard University, CID's three

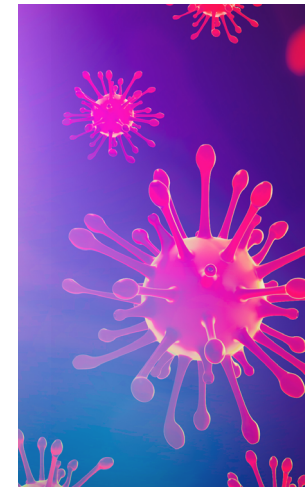
programs Building State Capability (BSC), Evidence for Policy Design (EPoD), and Growth Lab each focus on a different piece of the development picture, from macroeconomic growth to individual decision making on a range of issues.

CID's research grounds itself through a close relationship with the world of practice, allowing our work to directly drive policy and impact millions of lives in every region of the world.



“ We believe it's critical to collaborate with local stakeholders because they provide the context-specific knowledge necessary to effectively address persistent growth challenges. Their insights guide us at the Growth Lab when developing applied research outputs, like our policy framework for Western Australia, and data-driven tools, like the Industry Targeting Dashboard for Albania and Jordan. ”

Ricardo Hausmann, Rafik Hariri Professor of the Practice of International Political Economy, Harvard Kennedy School



## Spotlight: COVID-19 Online Response & Resource Page

In immediate response to the pandemic, CID created a [COVID-19 Response and Resource Page](#) to collate funding opportunities; connect researchers, foundations, and policymakers to channel our resources; and share the most up-to-date work of our experts to ensure it is reaching those who need it most.

While COVID-19 is a tremendous health crisis, addressing the immediate threats of the pandemic as well as its short- and long-term effects requires bridging expertise from a variety of fields. CID's faculty affiliates have been using their diverse knowledge across sectors to tackle problems around the world.



### Multidisciplinary COVID-19 Response Strategy in Pakistan

CID Director Asim I. Khwaja collaborated in a multidisciplinary effort in Pakistan to develop a COVID-19 response strategy, Smart Containment for Active Learning (SCALE), which relies on data and evidence to inform policy decisions in real-time.

MULTIDISCIPLINARY



### Cash Transfer Program to Support Ghananians During the Pandemic

Benjamin Roth, Assistant Professor of Business Administration at the Harvard Business School, and colleagues developed a cash transfer program to boost compliance with Ghanaian lockdown policies and provide for basic household needs.

COLLABORATIVE



### Celebrity Messaging Strategy for COVID-19 Safe Practices in India

In India, Marcella Alsan, Professor of Public Policy at the Harvard Kennedy School, and Emily Breza, Assistant Professor of Economics at Harvard University, worked with colleagues at MIT to test and implement a celebrity messaging strategy to encourage COVID-19 mitigation behavior among the population.

RESPONSIVE

# Convene

The **Center for International Development (CID)** aims to build partnerships and momentum around pressing development problems as well as shed light on ignored, yet critical, development issues.

## We convene global talent to advance ideas.

With its global reach and long-standing legacy, Harvard is blessed with unique global convening power. CID seeks to leverage this privilege by bringing together leaders and thinkers from academia, government, business, civil society, and philanthropy, to converge global talent around the pressing issues of today and the future. Through [conferences](#), workshops, and exploratory sessions, we illuminate critical issues in development, disseminate relevant new insights, and incubate partnerships with leading individuals and organizations across the world.

### Global Empowerment Meeting (GEM Week 2020)



Above: Rachel Kleinfeld speaking at in-person GEM2019

CID's Global Empowerment Meeting (GEM) identifies the major issues and ideas that could potentially revolutionize development paradigms but are not yet being discussed in the development sphere.

The topic of GEM20 was polarization and conflict. Presentations and discussions explored underlying concepts that help better explain human behavior, how these concepts relate to contemporary issues of the day, and what feasible policies can address these issues.

At this year's first virtual GEM, top business leaders, policymakers, and academics, engaged around the most cutting-edge work in international development, gathered to discuss ideas of polarization, "us and them," and conflict.



Above: In-person event with Michael Kremer

#### Celebration of the 2019 Nobel Laureates in Economics

As part of GEM20, the international development community came together in celebration of the 2019 Nobel Laureates in Economics. Abhijit Banerjee, Esther Duflo, and Michael Kremer discussed their contributions to the development field as strong proponents of evidence-driven research and practitioner collaborations.

### CID Speaker Series



Above: CID Speaker Series event with Alice Evans

Each Friday during the semester, CID hosts the Speaker Series Seminar, where academics and practitioners of development from various disciplines and organizations speak on current development issues, followed by a Q&A session. We transitioned successfully to a remote version of this series in 2020.



#### Community of Practice for Foundations

Even as we face immense global challenges, there are also great success stories and an emergence of philanthropic leaders around the world.

In 2020, CID launched GEM Foundations in an effort to enhance philanthropic impact globally and explore partnerships with missionally aligned organizations, led by CID's Building State Capability Director Matt Andrews.

56

## GLOBAL EVENTS

CID pivoted quickly to bring all of our events online including our flagship conference the Global Empowerment Meeting (GEM) in September 2020.



### Responding to the pandemic in 2020

Just as the COVID-19 pandemic has challenged global linkages, it has also made clear the need for coordination and cooperation. Through special events specifically addressing challenges raised by COVID-19, CID has sought to convene talent among various fields of academia,

between the worlds of research and practice, and across geographical regions. Our events ranged from country-specific COVID-19 discussions in Chile, Mexico, Pakistan and Peru to multidisciplinary panels with multinational and targeted organizations. Some of our featured guests included Peter

Sands, Executive Director of the Global Fund to Fight AIDS, Tuberculosis, and Malaria; Maria Antonieta Alva, former Minister of Economy and Finance of Peru; Achim Steiner, UN Development Programme Administrator; and Atul Gawande, MD, MPH, Public Health Leader.



Above: Group photo of speakers from virtual event hosted in collaboration with the UN Development Programme on the future of international development.

# CID GLOBAL REACH & POLICY IMPACT

Amidst the COVID-19 pandemic, CID faculty and programs continued their work to advance global development by pivoting and reinvisioning their research and projects globally.

In 2020, CID continued to apply its diversity of expertise to solve development problems, especially in light of the pandemic.

CID faculty immediately looked to apply and disseminate existing development insights to guide responses to the pandemic in the developing world. Many faculty quickly launched initiatives first to understand the behavior and spread of the virus while developing and testing evidence-based, innovative techniques for COVID prevention and alleviation.

Matt Andrews, Director of CID's Building State Capability program, worked closely with partners across eight government agencies in Honduras to develop strategies to mitigate the effects of COVID-19 on food supply, economic hardship, and electricity service.

Michela Carlana, Harvard Kennedy School Assistant Professor of Public Policy, launched an online tutoring program to

mitigate the effects of school closures on disadvantage middle-school students across Italy.

Harvard Kennedy School Professor Zoe Marks worked with the Ministry of Education in Sierra Leone to develop a COVID-19 recovery plan, including multipronged support to reopen schools and strengthen secondary enrollment and retention.

CID's Growth Lab program, led by Ricardo Hausmann, supported the Government of Namibia as they explore new sources of macroeconomic growth and strategies for fiscal sustainability, especially in the wake of COVID-19.

In Indonesia, Rema Hanna, Director of CID's Evidence for Policy Design program, worked with the Government of Indonesia to launch a rapid online survey to monitor and respond accordingly to the socioeconomic impact of the pandemic.

“We expect global poverty to rise for the first time in 20 years due to the slowing of the global economy from the pandemic. This leads to unemployment and food insecurity, which, in turn, may roll back gains in nutrition, education, and preventative health. Evidence-based policy is needed to combat this. We need to work with policymakers to generate new research addressing the needs of policy, and we need to equip policymakers with the tools to better understand how data can be used in their everyday policy decision-making.”

Rema Hanna, Jeffrey Cheah Professor of South-East Asia Studies, Harvard Kennedy School



Online Tutoring Support During COVID-19 in Italy



Cash Transfer Program in Sierra Leone for Girls' Senior Secondary Schooling



Mitigation of COVID-19 Impact with Eight Government Agencies in Honduras



Exploration of New Sources for Growth & Fiscal Sustainability in Namibia



Rapid Online Survey to Mitigate the Impacts of COVID-19 in Indonesia



Countries where we engaged in research and policy work in 2020

CID programs and faculty affiliates engage with multilateral organizations, governments, civil society, and NGOs to solve some of the world's most pressing development challenges.



CID faculty and program researchers are engaged in work in over 116 countries worldwide.

# CID COMMUNITY

We rely on the mosaic of talent from Harvard and beyond in order to respond to the complex challenges of our world. Solving the world's pressing development challenges requires all of us.

## Our Faculty Affiliates & Programs

CID houses three research programs: Building State Capability, Evidence for Policy Design, and Growth Lab and supports the research of over 100 faculty affiliates from across Harvard University.

## Staff, Research Assistants & Fellows

CID Staff, Research Assistants, and Fellows are core to supporting and disseminating the research of both our programs and faculty affiliates.

## Harvard Students

We offer many different opportunities for students to engage with CID faculty, programs, and staff throughout the year including our CID Student Ambassador Program, internships, funding, events, and research support.

## Global Development Council (GDC)

CID Global Development Council seeks to bring together a diverse and select international group of leaders to help support the mission of the Center. We draw on their regional and collective expertise to provide real-world connectivity and perspective on global development issues.

100+  
FACULTY AFFILIATES

3  
RESEARCH PROGRAMS

52  
STAFF & RESEARCH  
ASSISTANTS

66  
RESEARCH FELLOWS

11  
STUDENT AMBASSADORS

7  
GLOBAL DEVELOPMENT  
COUNCIL MEMBERS

“Prior to the pandemic, many developing countries had finally succeeded in reducing income inequality by designing education and health programs that targeted poor families. The damaging effects of the Covid-19 recession, soon to be compounded by government budget shortfalls, threaten to undo two decades of progress in just a few years. Now more than ever we need inventive, evidence-based approaches to help those most in need.”

Gordon Hanson, Peter Wertheim Professor in  
Urban Policy, Harvard Kennedy School



“‘Development work’ to me means being a part of a worthwhile project that helps improve the lives of others. People often equate it with economics, but the two are not inseparable. The field should be more interdisciplinary! I think that more than anything, development is about understanding really complex problems with a compassionate and critical lens, and that’s why I enjoy it and think it is a meaningful professional pursuit.”

Nikita Taniparti, Research Fellow,  
Growth Lab



“Coming from an Iraqi refugee background, I know that my family’s survival in the U.S. was a byproduct of individuals in the development realm devoting their research, policy-making and activism to humanitarian principles. My passion to work in international development stems from the desire of wanting to join and contribute to this global community that gave so much to me. I hope to support post-conflict peacebuilding efforts because I truly believe that development and diplomacy efforts are the future of stability, prosperity and harmony.”

Sama Kubba, CID Student Ambassador,  
Harvard College 2024



“Working in development is hard and challenging; you don’t always have a clear solution to a development problem, and sometimes the problem is not even well-understood. But when you see positive results after working alongside people who care deeply about helping others, it is a highly rewarding and motivating experience.”

Danny Barjum, Research Fellow,  
Building State Capability (BSC)



“To me, international development is such a perfect opportunity for uniting research and practice. I’m in this field because I believe in the power of knowledge sharing to improve lives. It’s an honor to work with so many great colleagues across the globe, and I learn something new every single day.”

Charlotte Tuminelli, Senior Training Manager,  
Evidence for Policy Design (EPoD)

# CID VISION: Building a thriving world for all



## Join us in our pursuit of a world of givers.

CID is committed to solving the world's most pressing development problems. We equip the current generation and build the next generation of leaders to drive development forward. We deploy our unmatched depth and diversity of researchers, both at Harvard and around the world, to address the development challenges of today and tomorrow. And we harness our unique global convening power to build partnerships and momentum around key development issues.

We do all of this not only to reduce poverty, but also to create a world of givers. We aim to build a world where all can thrive—where each person has what they need to reach their full potential and can join in impacting the world together.

But we can't accomplish this alone. We need supporters committed to amplifying their international development and philanthropic efforts, who will invest in seeing development transformed and champion our work all over the world. We invite you to join us. Together, we will build a thriving world for all.

# GOALS

Looking ahead to 2021, our strategy focuses on four main objectives to best achieve our mission of solving the world's most pressing development challenges.

1

### **EXPAND OUR GLOBAL DEVELOPMENT COUNCIL TO INCREASE OUR IMPACT.**

CID aims to grow our small but vibrant leadership community that acts as two-way enablers in the developing world and draws on their regional and collective expertise to provide real-world connectivity and perspective on international development issues.

2

### **BUILD CROSS-SECTOR PARTNERSHIPS TO EXPLORE DEVELOPMENT ISSUES.**

CID aims to join efforts with initiatives across Harvard and beyond to develop interdisciplinary collaboration as well as to strengthen the connection between research and practice to best respond to our most critical development challenges.

3

### **REIMAGINE DEVELOPMENT'S GLOBAL STRATEGY IN A POST-COVID-19 WORLD.**

CID aims to leverage COVID-19 to revolutionize the discourse in development by launching a multisectoral, global program to effectively respond to the COVID development crisis and reimagine new opportunities in the post-COVID era.

4

### **LEVERAGE INFLUENCE TO AMPLIFY CRITICAL DEVELOPMENT ISSUES.**

CID aims to harness the immense convening power of Harvard University and our networks to bring attention to critical development issues. We plan to accomplish this through large-scale events and outreach activities.

Building a thriving world for all



**Center for International Development**  
*at Harvard University*



**Building a thriving world for all**



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