

ANNUAL REPORT 2021



Building a thriving world for all

CONTENTS

Message from the Director	3
Our Mission	4
CID in Numbers 2021	5
Our Strategy: Leveraging Global Talent	6
– Pillar One: Research	8
– Pillar Two: Teach	10
– Pillar Three: Convene	12
Highlight: Beyond COVID	14
Our Programs & Initiatives	16
Our Global Reach & Policy Impact	18
Our Community	20
Looking Ahead: Goals	22



Message from the Director



Professor Asim I. Khwaja

Director, Center for International Development at Harvard University

Asim Ijaz Khwaja is the Director of the Harvard Center for International Development, 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).

“Inclusive prosperity goes beyond alleviating poverty. CID seeks to have *everyone* grow to achieve their full potential in a way that benefits society as well. In all these efforts, it is critical to engage all stakeholders so that even the poorest can take advantage of the most transformative opportunities.”

2021 was a year of recuperation, reflection, and strategic forward thinking. This crisis has given the world a window of opportunity to make use of the lessons learned and capitalize on emergent innovations sparked by the pandemic. With this understanding, CID launched our Beyond COVID project in 2021. The project combines research and practice and aims to build the knowledge needed for immediate and long-term COVID response, to test and refine innovation improvements, and to build the response capacity required for future crises.

This year has also been defined by growth and momentum for CID. We identified potential partners and country sites for collaborative research; CID faculty affiliates and programs have continued to adapt their research as the pandemic has changed over time; we hosted podcasts and panel events, showcasing the response work of faculty and international development practitioners; and we pivoted executive education programs to include online and hybrid offerings, expanding accessibility to more participants.

Through all these amazing efforts, I feel privileged and grateful to be a part of

such an innovative, resilient, and intelligent group of people who are determined to build a thriving world for all. Thank you to our entire CID community including our faculty affiliates; our three research programs, Building State Capability, Evidence for Policy Design, and Growth lab; our Global Development Council members; our staff; our Student Ambassadors and other engaged students; research fellows; partners; funders; Harvard leadership; and most of all, our program participants and beneficiaries for giving meaning to our work.

As we conclude 2021, I am even more hopeful that what we set out to do at the start of the year will continue to address and solve problems exacerbated by the pandemic in years to come. CID is guided by our mission to increase prosperity for all by bringing researchers and practitioners together to solve the problems people face, and I know we will continue to harness our momentum to ensure this mission is carried through.

Asim I. Khwaja
Faculty Director

CID MISSION

Our mission is to be the world's driving force toward a prosperous future for all by having researchers and practitioners work together to solve development problems.

While the past several decades have seen incredible progress in alleviating poverty and raising living standards globally, new challenges have emerged such as inequality, stagnant growth, polarization, environmental degradation, and inadequate and under-resourced public systems. These new challenges call for new solutions. Simply providing aid to countries, multilateral support, or relying on globalization is no longer sufficient.

The **Center for International Development** is a university-wide center housed at the Harvard Kennedy School that aims to shift the development paradigm and provide creative solutions to these and many other pressing development problems.

Building effective solutions to these development challenges will require drawing on global talent – across public, private and civil society and from developed and developing countries – and leveraging technology and data science to enable development for all.

We conduct research that guides development policy

We teach to build capacity

We convene global talent to advance ideas



CID in Numbers 2021

100s of millions

of lives impacted globally

\$15 million+

for research to solve development problems

120+

faculty affiliates

7 schools
across Harvard

RESEARCH

116

countries where we work

425+

articles published in peer-reviewed journals

124

research fellows at Harvard and in the field

TEACH

571

executive education participants

1,000+

practitioners equipped in-country

\$220K

for student research and internships

CONVENE

92

events

8,700+

attendees

4,400

global media mentions



CID STRATEGY: Leveraging Global Talent

Unmatched Diversity in Expertise,
Unique Global Convening Power



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 identify, bring together, and grow a diversity of talent. This creates space to develop robust research-practitioner collaborations, which help produce contextualized solutions for development challenges.

CID's three programs Building State Capability (BSC), Evidence for Policy Design (EPoD), and the Growth Lab, along with our newest Colombia Education Initiative, support and expand CID's mission, increasing our global reach and impact.

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

We promote and amplify problem-focused 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**

Research

The Center for International Development brings researchers and practitioners together to jointly solve development problems.

Through sustained, in-country collaborations, CID's research programs, initiatives, 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.

Problem-Focused & Collaborative Solutions

Our process starts by identifying the problems people are facing. We work with practitioners and individuals directly facing the challenge to get to the root of issues in order to design then implement solutions together. Our solution-building process leverages the talent, skills, and

perspectives of everyone impacted by the development challenge. We both identify problems and build solutions based on real evidence. As we build solutions, we keep scalability in mind and work with collaborators to appropriately apply tools and programs. As we implement solutions, we measure their success and refine them regularly to maximize and extend their impact.

Depth & Breadth

CID Faculty Affiliates represent the leading voices in every field of development: education, labor markets, health, economic growth, climate change, social welfare, and more. We work in 116 countries, in every region of the world. The research projects that we present are a snapshot of the vast breadth and depth of CID's research.

“Over several decades, extreme poverty, illiteracy, and child mortality have fallen dramatically. However, we've also learned how fragile the development process is, threatened by rising inequality, climate change, conflict, and the continuing challenges of COVID-19.

Now is a crucial moment to redouble our research and policy efforts on social protection and resilience. Researchers and local policy makers must come together to design more effective and more inclusive systems to reach underserved populations.”

Emily Breza, Associate Professor of Economics,
Harvard University

Among hundreds of CID faculty projects, below are a few examples that exemplify CID's approach to building sustainable, effective solutions to development challenges.



Deep In-Country Collaborations

Building on a decade's long collaboration with the Indonesian government, EPoD Director and HKS Professor of South-East Asia Studies Rema Hanna rolled out a food assistance program to 3.4 million beneficiaries and studied the impact of providing food vouchers versus in-kind food. She found that vouchers allowed households to purchase higher quality food, and among the poorest households receiving vouchers, poverty fell by 20 percent.



Data & Analytics

Three CID faculty affiliates teamed up to study the impact of a campaign-style government program to boost routine vaccination in India. Margaret McConnell, Jessica Cohen and Nicholas Menzies, all HSPH Associate Professors, found that the program reached approximately one third of children who would otherwise not have received vaccines; however, the effects of the campaign weren't sustained. The findings inform the design of India's immunization program, which serves roughly 27 million newborns and 30 million pregnant women annually.



Responsive & Flexible Solutions

The Growth Lab, led by HKS Professor of International Political Economy Ricardo Hausmann, worked with Ethiopia's ministry of finance to evaluate progress within the government's Homegrown Economic Reform (HGER) program. Positioned halfway through the reform's implementation, this aimed to identify areas for adaptation to ensure that reforms accomplish fundamental HGER goals.

In light of significant changes in the policy context, including conflict in the country and COVID-19, the team reattuned the planned macroeconomic policies. Through this iterative review, policies that weren't working or had difficulty being implemented were adapted mid-cycle, avoiding lost time and costs.



Scalable Tools & Programs

Gautam Rao, CID faculty affiliate and Associate Professor of Economics at Harvard University, found that policy makers in 2,150 Brazilian municipalities highly value access to research and update their beliefs based on studies' findings. Rao also found that informing mayors about research on simple and effective policies successfully implemented elsewhere can significantly increase the probability the policy is put into practice.

Teach

The Center for International Development places teaching and learning at the core of its mission and work. As a fundamental step to building a thriving world for all, CID aims to create lasting communities of learners who have the skills to directly respond to the policy and innovation needs in the field. We equip talent that will galvanize the development process — at Harvard and around the world.



Recognizing student research on inequality

Thanks to generous funding from The Review of Economics and Statistics, CID, and the Harvard Kennedy School's Malcolm Wiener Center for Social Policy awarded prizes to Harvard students for exceptional, original research addressing a topic on inequality.



Teaching crucial collaborations to solve problems

Marcia Castro, CID faculty affiliate and HSPH Professor of Demography, leads the class Collaborative Field Course in Brazil, which pivoted online in 2021. The Harvard and Brazil-based students worked to address challenges faced by the city of Fortaleza, recently exacerbated by the pandemic.



Making lasting pivots for accessible learning

Dan Levy, CID faculty affiliate and HKS Senior Lecturer in Public Policy, teaches the HKS Executive Education course Leading Successful Programs: Using Evidence to Assess Effectiveness, which equips managers of social programs with tools to rethink and measure effectiveness of their programs. Levy pivoted in 2021 by providing online course offerings and contextually revised curriculum.



We teach to build capacity around the world

“My work lies at the intersection of data and healthcare. As an intern at the Clinton Health Access Initiative, I worked alongside the Cambodian government to improve the standard of secondary and tertiary public health services. Technology is disrupting almost every aspect of modern life. It's the right time to be asking the question: how can we leverage these tailwinds to solve some of the biggest challenges of our time, whether it's climate change, democracy, healthcare, or education?”

Shaheen Madraswala, MPA/ID Candidate 2021 at Harvard Kennedy School, speaks about experience at CID funded internship with the Clinton Health Access Initiative

This year was a chance for CID to continue to expand its learning opportunities beyond the classroom to a variety of audiences. Harvard students engaged creatively with CID's work through our Student Ambassador program. Development practitioners and leaders gained valuable insights and tools through executive education programs. Faculty and PhD students showcased their development-related research during weekly presentations, enabling feedback and support. Students received CID-facilitated internships, expanding their education beyond U.S. borders through hands-on research. External development experts joined the Harvard community to present their work and engage in thoughtful Q&A sessions with attendees in the bi-weekly CID Friday Speaker Series.



Providing future leaders experience in international development

CID Student Ambassadors are current Harvard students who are passionate about international development. The Student Ambassador (SA) program exposes SAs to both sides of the research-meets-practice picture as well as add a crucial student voice into CID's student-oriented activities. The program offers experiential learning opportunities such as planning the CID Speaker Series seminars, disseminating faculty research, interviewing guests for CID's podcast series, and providing the crucial student viewpoint to help plan conferences and events. Ambassadors are initiating activities, organizing themselves within communities of

practice and learning, and supporting CID's goals to be Harvard's intellectual center for international development.

CID is thrilled that the 2021/22 cohort is both the largest and most diverse in CID history, with 31 members representing various backgrounds and experiences. The cohort consists of undergraduate students, studying history, economics, neurobiology, and government; and graduate and mid-career students at the Harvard School of Design, Harvard Graduate School of Education, Harvard Kennedy School, and Harvard Business School.

The Student Ambassadors have the support, autonomy, and talent to be agents for their own learning—a core feature of CID's theory of change.



88

COUNTRIES REPRESENTED BY
ATTENDEES AT CID EVENTS IN 2021



CID VIRTUAL EVENTS EXPANDED
GLOBAL PARTICIPATION



Convene

Through event series, conferences, workshops, and communities of practice, CID brings together top leaders and thinkers from academia, government, business, and philanthropy to move the needle on significant global challenges.



Student discussing opportunities for engagement at CID's Open House.

This year, we took advantage of on-campus opportunities to welcome students to the CID community.

This year, we hosted 92 events with over 8,700 guests attending from 88 different countries around the world. Our events focused on addressing the most pressing global issues. It has been another year with a majority of our events hosted online, but we had the opportunity to also host a select number of in-person gatherings with key members of the development community.

We had a number of highlight events over the course of the year hosting distinguished guests including Her Majesty Queen Rania Al Abdullah of Jordan; Former Governor of the Reserve Bank of India Dr. Raghuram Rajan; Gavi Managing Director of Country

Programmes Thabani Maphosa; and UNESCO Assistant Director General for Education Stefania Giannini.

In October 2021, we launched CID's Beyond COVID series to generate the knowledge needed for both immediate and long-term responses to the pandemic crisis and reimagine new opportunities for development in the post-COVID-19 era. This included a highly successful webinar and podcast series with CID faculty experts and practitioners.

Additionally, we developed better metrics to gather data on attendees from CID events throughout the year, allowing us to track the success of our events and target future initiatives and outreach.

8,700+ ATTENDEES

FACULTY FIRESIDE CHAT

In association with the HKS student-led India Caucus, CID hosted a virtual faculty fireside chat featuring Dr. Raghuram Rajan, Professor at the University of Chicago and former governor of the Reserve Bank of India, alongside CID faculty affiliate and HKS Professor of Political Economy Dani Rodrik. They discussed the acceleration of socioeconomic inequality due to the pandemic and examined the outlook for emerging and developed countries with respect to financial inclusion, changing political landscapes, and impact of technology.



Harvard students from HKS India Caucus pose with Dr. Raghuram Rajan, following the in-person Q&A session.

A CELEBRATION OF INTERNATIONAL WOMEN'S DAY WITH HER MAJESTY QUEEN RANIA AL ABDULLAH OF JORDAN

Virtual Address for International Women's Day

In celebration of International Women's Day 2021, Her Majesty Queen Rania Al Abdullah of Jordan joined CID, HKS's Belfer Center's Middle East Initiative, HKS's Women and Public Policy Program, and the HKS Institute of Politics for a discussion on women's empowerment, cross-cultural dialogue, and innovative solutions to global challenges. Melani Cammett, Director of the Weatherhead Center for International Affairs and Professor of International Affairs at Harvard, moderated the discussion. Her Majesty specifically highlighted how the pandemic has disrupted women's mobility and refugee education and exacerbated inequality.



CID SPEAKER SERIES

Every other Friday, CID hosts the Speaker Series seminar, where development academics and practitioners from various disciplines and organizations speak on current development issues, followed by a Q&A session. Students are encouraged to play an active role in selecting and inviting seminar speakers. After the formal event, CID Student Ambassadors interview guests for the popular CID Speaker Series podcast.

“The moment for radical change has arrived. Today, we have the opportunity to reimagine a new future that gives opportunity for all. We need a socioeconomic system that doesn't leave anyone behind. That requires two things: a change in mindset and metrics. We should take a broader, longer-term perspective on the future, not look at the next quarter or next fiscal year, and expand the base of our stakeholders to include our planet as well... we need to integrate non-financial metrics that look at our social as well as our environmental footprint to measure quality of life, well-being of people, gender parity, greenhouse emissions, etc. This can get us closer to a system that works toward progress, that is more inclusive.

It sounds like a utopian idea, but it isn't. The pandemic is really an opportunity for us to have the impetus to make the changes that are so long overdue.”

Her Majesty Queen Rania Al Abdullah of Jordan
March 2021, Address at Harvard Kennedy School

BEYOND COVID

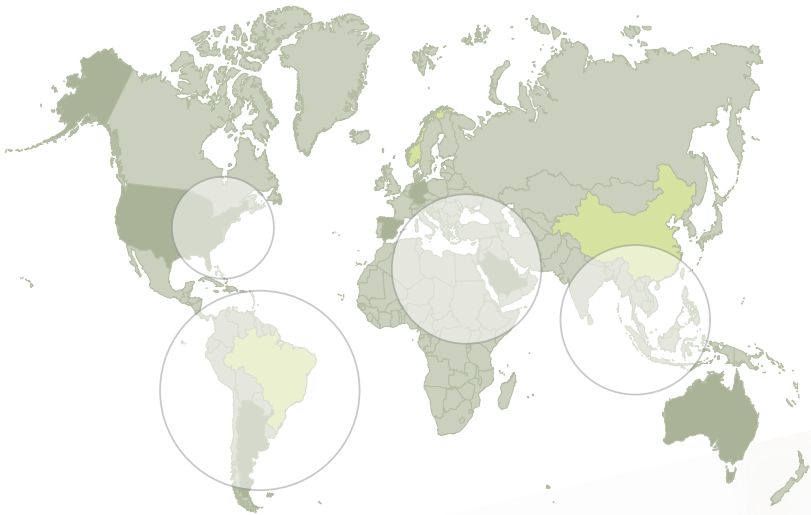
10+
LOCAL SITES WITH MULTI-YEAR
ENGAGEMENT GLOBALLY

WHAT IS BEYOND COVID?

In response to the lasting challenges of the COVID-19 pandemic on global development, CID launched a new multi-sectoral initiative this year to build research-policy collaborations in 10+ selected regional sites across the world. To support this work, we are actively fostering productive discussions between academia and public, private, and non-profit leaders to leverage lessons learned from the last two years and establish a better path forward in the post-COVID era. Each collaboration includes collecting real-time data, generating research insights, building skills of policymakers, and convening global expertise.

Below are key areas for COVID response and recovery efforts where we need significant progress.

- **Rebuild Human Capital:** Reduce COVID-related mortality and morbidity and address learning losses
- **Expand Assistance:** Expand and refine economic assistance, food security, and job access
- **Raise Productivity:** Sustain innovation and support productivity growth in enterprises
- **Build Resilience:** Stabilize the economy and create fiscal, political, and administrative capability



WHAT ARE EXAMPLES OF THIS WORK?

Raffaella Sadun, CID faculty affiliate and HBS Professor of Business Administration, studies whether and how management and organizational practices affect hospital responses to COVID-19. Emmerich Davies, CID faculty affiliate and HGSE Assistant Professor of Education, found that the pervasiveness of private education in India led to societal shocks after the pandemic began. Margaret McConnell, CID faculty affiliate and HSPH Associate Professor of Global Health Economics, saw her research take on a new level of urgency during the pandemic when the need to restructure patient care in a health setting was vital to limit disease spread. A common theme with these research efforts is their potential long-term implications for life after COVID, as many of the findings expose gaps in countries' structural resilience.

HOW ARE YOU SHARING KEY INSIGHTS?



CID has brought together dozens of practitioners and faculty experts working in development in its Beyond COVID Series, including monthly panel webinars and corresponding podcast interviews to exchange ideas and expertise across key themes in the COVID response and recovery. Topics include education, health, and macroeconomic growth – all considering how to build more resilient systems for the future. Alongside CID's leading faculty experts, speakers this year included Stefania Giannini, Assistant Director-General for Education at UNESCO, and Thabani Maphosa, Managing Director of Country Programmes at GAVI.

“No one is safe until everyone is safe, and the principle of doing no harm is more important than ever.”

Gavi, The Vaccine Alliance, Managing Director of Country Programmes Thabani Maphosa in CID's Beyond COVID Panel Event: "How to Improve Vaccine Equity & Delivery"



CID Programs & Initiatives

In addition to the work of CID's faculty affiliates across the University, CID houses four programs and initiatives, which focus on different aspects of the development picture throughout the world.

Our programs aim to be flexible spaces designed to enhance research synergies. Faculty across disciplines can merge their expertise to address a specific development challenge together, or come together within a discipline to focus efforts on a particular country or region.

Below are a few examples of the work of CID's programs and initiatives.

NEW INITIATIVE SPOTLIGHT

EDUCATION IN COLOMBIA



Transforming Education in Colombia:

CID's newest initiative brings together researchers, local government agencies, the private sector, and the Colombian Santo Domingo Foundation to improve access to secondary education and respond to the growth of private tertiary education in Colombia.

The initiative will begin by analyzing the long-term economic impact of Colombia's existing efforts to expand secondary education, particularly among poor households. Looking ahead, researchers and practitioners will work together to develop new strategies to improve the transition from secondary to tertiary education as well as identify and test promising educational and technological innovations in Colombia.



**BRINGING TOGETHER TALENT
ACROSS HARVARD**

CID's programs & initiatives focus effort around the world on issues such as labor markets, education, economic growth, leadership and decision making, and more.

BUILDING STATE CAPABILITY

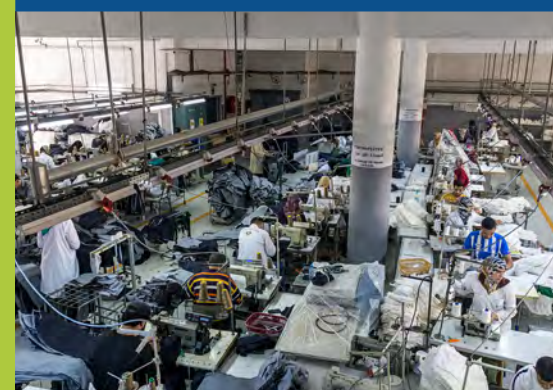


Enhancing Public Leadership:

BSC Director Matt Andrews and Salimah Samji released a book featuring the 2021 student-led projects from their fieldwork class, PDIA in Action: Development through Facilitated Emergence. In this field-lab class, students learned to apply BSC's problem-driven iterative adaptation approach to research and practice by working on real-world public problems. This book walks through the class's virtual learning journeys, sharing insights on the development of teams, engaging with stakeholders, uncovering and analyzing underlying problems, and developing and iterating on context-appropriate solutions.

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

EVIDENCE FOR POLICY DESIGN



Informing Policy Through Evidence:

In 2021, the EPoD-JPAL Morocco Employment Lab (MEL) brought together leaders in government, academia, and NGOs to identify critical research and policy needs.

MEL launched four research projects to evaluate both government and NGO policies and programming regarding education and labor markets. To build capacity for evidence use, MEL directly delivered workshops and trainings to government, NGO, and academic institutions. In addition, the Lab equipped 54 Moroccans to lead their own trainings, through EPoD's Training the Trainers program. Those trainers have already trained an additional 254 participants at four institutions in Morocco.

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

GROWTH LAB



Advancing Economic Growth:

Building on its renowned Atlas of Economic Complexity, CID's Growth Lab launched Metroverse, a digital platform designed to provide policymakers, entrepreneurs, investors, business organizations, and civil society with unprecedented economic data for more than 1,000 cities in 79 countries.

Metroverse takes the research on productive capabilities to the city level, revealing a city's economic composition and its growth and diversification paths. Researchers and policymakers alike can use the tool for comparative analysis to understand a city's position relative to its global and regional peers or compare it directly with any city in the database.

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

CID GLOBAL REACH & POLICY IMPACT

116

Despite the pandemic, we engaged with collaborators across the globe in support of our mission to build a thriving world for all.

CID faculty and researchers are conducting work in over 116 countries around the world.

In every region of the globe, CID faculty came together with practitioners to uncover the underlying root of critical development problems and to work together to build solutions that work given the context and resources available.

Through rich, embedded research-policy collaborations, CID faculty affiliates leverage their unique depth and breadth of expertise to address development challenges from all angles.

from community health workers as well as (demand-side) conditional cash transfers to households significantly improves child growth and development in Tanzania.

Women's Participation in Indian Labor Markets: In India, Emily Breza, Associate Professor of Economics at Harvard University, and Natalia Rigol, Assistant Professor of Business Administration at HBS, examine evidence to determine whether gender norms stop women from entering the work force. They find that women who are trained to use their bank accounts and receive wages directly are more likely to work. Direct deposits and account training even liberalize both women's own work-related norms and perceptions of community norms.

Political Engagement of Chinese Youth: Assistant Professor of Economics at Harvard University David Yang studies political engagement in China and finds that initiatives can successfully incentivize students to engage politically, but future involvement is highly dependent on their social network's political participation.

Peer Effects of Child Development in Brazil: Dana Charles McCoy, HGSE Associate Professor in Human Development and Urban Education Advancement, explores the role of peers in child development. Among Brazilian primary school students, she finds that a student's peers' ability to self-regulate their thoughts and behaviors significantly impacts an individual student's cognitive and social-emotional skills.

Child Health in Tanzania: HSPH Associate Professor of Global Health and Nutrition Christopher Sudfeld and HSPH Associate Professor of Global Health Aisha Yousafzai find that a child health program which offers both (supply-side) home-based visits



Child Health in Tanzania



Peer Effects on Child Development in Brazil



Women's Participation in Indian Labor Markets



Political Engagement of Chinese Youth

Countries where we engaged in research and policy work in 2021

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



CID faculty and program researchers are engaged in work worldwide.

CID COMMUNITY

We rely on the mosaic of global 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

CID's faculty affiliates embody the breadth and depth of international development research at Harvard. Over 120 affiliates hail from seven schools across Harvard and work in every region of the world, on every topic in development.

Staff, Research Assistants & Fellows

CID staff, research assistants, and fellows are core to supporting and disseminating the research of both our programs, initiatives, 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)

The 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.

120+
FACULTY AFFILIATES

52
STAFF & RESEARCH ASSISTANTS

124
RESEARCH FELLOWS

31
STUDENT AMBASSADORS

9
GLOBAL DEVELOPMENT COUNCIL MEMBERS

CID COMMUNITY SPOTLIGHT

Expanding Student Leadership

This year, we prioritized expanding and formalizing the student leadership opportunities at CID. This resulted in an exponential increase in student involvement in CID initiatives, research, and events, particularly through CID's Student Ambassador program. Through this program, we are able to create meaningful engagements with a diverse body of Harvard undergraduate and graduate students and gain broader insight from the student community at Harvard.



Harvard students gather at CID's Open House event in September 2021.

“ I am passionate about the role of education in economic development. At the individual level, a high quality education is a great source of upward mobility. My life is a testimony of that. At the macro-level, a country's investment in the education of its people and linking the education infrastructure to the local economy through intentional national planning is an underutilized engine for growth in many developing countries. ”

Peter Q. Blair, CID faculty affiliate and Assistant Professor of Education, Harvard Graduate School of Education



“ I am drawn to development because I want a career that will give me the opportunity to help people, and because the questions that development asks are some of the most important and interesting questions in social science. Why are some places productive and wealthy, while others struggle? And what can be done either from the outside or the inside to change that? I am very lucky that I get to spend my days thinking about questions like that. ”

Marla Spivack, Research Fellow, Building State Capability (BSC); Research Manager, Research on Improving Systems of Education (RISE)



“ Many political and economic institutions that we take for granted are surprisingly fragile. With the backsliding of democracy that we've witnessed across the globe, it is more important than ever to understand what we can do to secure the rights and freedoms of the people. ”

Andrew Kao, Research Fellow, Evidence for Policy Design (EPoD)



“ Working in global development provides an amazing opportunity to contribute to solving some of the world's most pressing problems, to improve the lives of people everywhere, while working in the company of brilliant and dedicated colleagues. ”

Sarah Zadova, Finance Manager, Growth Lab



LOOKING AHEAD 2022

Research-meets-practice is at the core of all we do.

GOALS

In 2021, CID aimed to expand our impact globally and on campus. We grew our Global Development Council in both diversity and depth, expanding our real-world connectivity. We built cross-sector partnerships and responded to the most pressing development challenge the world currently faces as we reimagine development in the wake of COVID. Through all our efforts, CID leveraged our influence to amplify the work of development researchers and practitioners around the world and to raise awareness of critical development issues.

Looking ahead to 2022, CID plans to build on these successes by focusing on four key objectives to expand the impact of our research-meets-practice approach:

1

EXPAND OUR RESEARCH COLLABORATIONS TO SOLVE DEVELOPMENT CHALLENGES

CID aims to leverage our global connectivity to multiply the impact of our researchers and expand our research collaborations with leading practitioners. We will continue to incubate core projects and initiatives that cut across regions and areas of expertise and expand our support for development researchers at Harvard.

2

ENHANCE THE LEARNING EXPERIENCE FOR THE NEXT GENERATION OF DEVELOPMENT LEADERS

CID aims to lead experiential learning in international development at Harvard. CID will expand meaningful engagement opportunities for undergraduate and graduate students across the University through student leadership programs, events, and internships.

3

AMPLIFY OUR RESEARCH INSIGHTS TO EXPAND OUR IMPACT

CID aims to harness our unique global convening power to highlight key development issues. We will increase our digital media engagement to get the key insights from our development research into the hands of those who can most benefit.

4

RAISE SUPPORT TO ACTIVATE HARVARD'S INTERNATIONAL DEVELOPMENT COMMUNITY

CID aims to raise the funds required to fully activate the international development community across Harvard and beyond. We aim to expand the number and diversity of our Global Development Council and identify supporters who will champion CID's efforts to solve the world's most pressing development problems.



Building a thriving world for all