



## EVIDENCE FOR POLICY DESIGN

Center for International Development  
at Harvard University

February 18, 2015

Asim Khwaja  
John F. Kennedy School of Government  
79 JFK Street, #46  
Cambridge, MA 02138

Dear members of the admissions committee;

I am writing this letter in regards to Mohammad Alshahrani's request to transfer to Harvard College. I am a Professor at the Harvard Kennedy School and am co-director of Evidence for Policy Design (EPoD), an initiative that aims to bridge the gap between policymaking and academic research.

I am currently leading a multi-year policy-research initiative with the Saudi Arabia Ministry of Labor. As part of this engagement, we are recruiting for several Cambridge-based positions, including a post-doctoral fellow. We've had difficulty finding qualified candidates given the limited pool of economists with experience in Saudi Arabia. Mohammad has helped us recruit for these positions by drawing on his own network, and by providing access to Tomouh, an agency that helps link recruiters to high-potential Saudis. We've seen a marked improvement in the quality of the candidates we've received due to his initiative.

I look forward to having Mohammad on campus. Feel free to let me know if you have any questions.

Sincerely,

Asim Khwaja  
Professor of Public Policy  
Harvard Kennedy School