Improving Global Health: It Takes A Workforce
Annual Report 2007
Bringing health care and family planning services to the most vulnerable families—and responding to the challenges of HIV/AIDS, tuberculosis and malaria—requires a strong and well-supported health workforce. Yet shortages and poor distribution of health workers pose serious problems in many countries. With our partners, IntraHealth builds capacity to respond at every level of the health care continuum—from government decision makers to teachers and trainers to health workers themselves and the communities they serve.

**Our Core Work**

IntraHealth empowers health workers to save and improve lives by:
- Supporting health worker performance
- Strengthening policies and systems that support the health workforce
- Extending health care services to meet community needs.
Four years ago, our annual report introduced you to primary health care providers as “some of the most important people in the world.” Today, we continue to embrace that theme in the broader context of strengthening human resources for health. While it has been exciting to see increased awareness and funding for global health in recent years, real progress depends on having high-performing, well-supported health workers in the locations where their services are needed most.

This year’s report highlights IntraHealth’s contributions to enable countries to better plan, develop and support their health workforce to scale up HIV/AIDS services, revitalize family planning and expand maternal, newborn and child health programs. These contributions include innovative tools and approaches—developed through our leadership of USAID’s Capacity Project—for strengthening human resources planning and management and making training and learning programs more efficient and effective.

IntraHealth’s mission—to mobilize local talent to create sustainable and accessible health care—reflects our commitment to supporting all of the cadres and levels of health workers that contribute to better health outcomes in their communities. We believe that the leaders, managers and providers in the countries where we work have the vision for high-quality health care and that it is our role to listen to their ideas, to rely upon their talent, and to offer resources and knowledge to help unleash their potential.

I would like to thank USAID, the CDC, the David and Lucile Packard Foundation, the William and Flora Hewlett Foundation, Pfizer, and a growing list of donors for their continued support. We are also grateful to the many partner organizations for their collaboration and contributions to the global Capacity Project and country-specific projects, especially where those contributions directly support national plans and programs.

Finally, a big thank you to our own workforce for the passion, creativity and excellence they bring to their jobs each day.

Pape A. Gaye  
President and CEO
Generating Data for Workforce Planning

“Now, with the information we have, we can tell who is working where. It is helping us a lot in planning.” —Thembisile Khumalo, chief nursing officer

In Swaziland, a dwindling health workforce provides care to the country’s high number of HIV-affected citizens while trying to deliver services to meet other pressing needs. To address this challenge the Ministry of Health and Social Welfare urgently needed more information about its valuable health workforce. In response, the IntraHealth-led Capacity Project introduced its five-step approach to strengthen human resources information systems. The approach involves enhancing infrastructure, developing software solutions and building leadership and skills to support effective data use and analysis. As of May 2007, the Ministry had used the approach to analyze 300 vacancies, fill gaps, identify bottlenecks to hiring and deploy workers more efficiently.

Scaling Up HIV Services

“We have been looking for something like this before—and now it is here.” —Dr. Solomon Ole Logi unore, municipal medical officer

Making routine HIV counseling and testing more available is badly needed in Tanzania, where 7% of the population is already infected with the disease. In three regions of the country, IntraHealth and partners are dramatically increasing the numbers of people tested—more than 10,000 during 2007—by enabling more health workers to counsel clients and administer the HIV test through provider-initiated testing and counseling. The program integrates HIV counseling and testing in departments throughout clinics and hospitals so that patients coming in for other reasons have the opportunity to get tested while they are at the facility.

Revitalizing Family Planning

“We have to acknowledge the Capacity Project as a real champion, especially in strengthening the capabilities of family planning providers. This has improved the quality of services offered, which brought about the public’s acceptance.” —Dr. Camille Munyangabe, government family planning representative

Increasing access to high-quality family planning services is a government priority in geographically small and densely populated Rwanda. Introducing a decentralized approach that enables districts to organize their own trainings and support for family planning providers, IntraHealth is working to develop the capacity of the clinical workforce to provide a full range of family planning services, including long-acting methods. The estimated protection provided to couples by contraceptive methods during a one-year period has tripled in IntraHealth-supported districts since 2005.
Taking Knowledge to Practice

“Through the Vistaar Project, IntraHealth is helping us to improve our state training program for skilled birth attendants. The team shared evidence about how important it is to make the training participatory and skills-based and also about the need to follow up after the training program, providing support, positive feedback and motivation.”—Nidhi Khare, Ministry of Health and Family Welfare, State of Jharkhand

Through USAID’s Vistaar Project, IntraHealth is assisting the Government of India to identify the most promising approaches for scaling up services to improve maternal, newborn and child health and nutritional status. During 2007 the project facilitated six evidence reviews by recognized technical experts to build consensus among health program leaders, inform program planners and promote the use of data in decision making. Based on these reviews, the project is now providing technical assistance to support government health programs in the states of Uttar Pradesh and Jharkhand in areas such as anemia prevention and treatment, community-based newborn care and adolescent health.

Developing Innovative Resources

HRIS Strengthening (www.capacityproject.org/hris): A strong human resources information system (HRIS) enables health care leaders to quickly answer the key policy and management questions affecting health care service delivery. Through its leadership of USAID’s Capacity Project, IntraHealth has developed free, Open Source HRIS software solutions that include a program of technical assistance and expertise to ensure that the technology is transferred effectively and serves the ability of decision makers to use data to lead and manage. In 2007, the Project applied its HRIS strengthening approach in Kenya, Lesotho, Namibia, Rwanda, Southern Sudan, Swaziland, Tanzania and Uganda.

Learning for Performance (www.intrahealth.org/lfp): Too often, education and training programs for health workers have focused on “know all” rather than “know how” and on theoretical knowledge instead of practice skills. IntraHealth’s Learning for Performance guide and toolkit is designed to improve health worker performance through more efficient training programs that focus on priority on-the-job performance outcomes. IntraHealth applied the Learning for Performance approach in Armenia, Bangladesh, Mali and Senegal in 2007.

Expanding the HRH Knowledge Base (www.hrhresourcecenter.org): A web-based digital library with over 1,500 resources, the Capacity Project’s HRH Global Resource Center enables health care leaders, managers and stakeholders to find, share, contribute and use knowledge and tools on human resources for health. It is rapidly becoming the premier website for HRH information worldwide. The average number of visits jumped dramatically during 2007, from 3,509 in the first quarter to 27,723 in the fourth quarter.
Statement of Activities and Change in Net Assets for the Year Ended June 30, 2007

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2007</th>
<th>2006</th>
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<tbody>
<tr>
<td>Contributions</td>
<td>$10,337</td>
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<tr>
<td>Grants and contracts</td>
<td>$41,188,177</td>
<td>$24,017,931</td>
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<tr>
<td>Interest income</td>
<td>$20,931</td>
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<td>Contributed services and materials</td>
<td>$5,014,226</td>
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<td>Other revenue</td>
<td>$850</td>
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<td><strong>Total Revenue</strong></td>
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<td><strong>$26,440,826</strong></td>
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<table>
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<tr>
<th>Expenses</th>
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<td>Program services:</td>
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<td>Prime Grantee or Contractor</td>
<td>$35,983,330</td>
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<td>Subgrantee or Subcontractor</td>
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<td><strong>Total program services</strong></td>
<td><strong>$39,077,618</strong></td>
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<td>Supporting services:</td>
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<tr>
<td>Management and General</td>
<td>$6,388,305</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$45,465,923</strong></td>
<td><strong>$26,601,115</strong></td>
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</tbody>
</table>

| Change in net assets                  | $758,261  | $(160,289) |
| Net assets at beginning of year       | $853,870  | $1,014,159 |
| **Net Assets at End of Year**         | **$1,612,131** | **$853,870** |

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### Our Donors and Funders

- U.S. Agency for International Development (USAID)
- Centers for Disease Control and Prevention (CDC)
- Bill & Melinda Gates Foundation
- Global Fund to Fight AIDS, Tuberculosis and Malaria
- David and Lucile Packard Foundation
- William and Flora Hewlett Foundation
- Pfizer, Inc.
- Individual contributors

### Partners

- Abt Associates
- African Medical and Research Foundation
- Aga Khan University
- Agency for the Development of Social Marketing
- AIDS Business Coalition of Tanzania
- Anglican Medical Service (Namibia)
- APEFE (Rwanda)
- Autonomous University of Managua, Health Research and Education Center
- Belgium Technical Cooperation
- Benjamin Mkapa Foundation (Tanzania)
- CARE
- Catholic AIDS Action
- Catholic Health Service (Namibia)
- Catholic Relief Services
- CHAMP/CHF (Rwanda)
- Christian Health Association of Lesotho
- Christian Health Association of Sudan
- Christian Social Services Commission (Tanzania)
- Columbia University
- Contrasida (El Salvador)
- Council for Health Service Accreditation of Southern Africa
- Dangriga AIDS Society (Belize)
- Danida
- Deloitte and Touche, Kenya
- Democratic Resettlement Community
- VCT Center (Namibia)
- Development Aid from People to People
- East, Central and Southern Africa Health Community
- Ecole des Infirmiers de Gao (Mali)
- Elizabeth Glaser Pediatric AIDS Foundation
- Emerging Markets Group
- EngenderHealth
- Ethiopian Society of Obstetrics & Gynecology
- European Union/Developing Human Resources for Health
- Evangelical Lutheran Church Program
- Family Health International
- Female Health Foundation (Senegal)
- Foundation for Professional Development
- Government of India
- GTZ
- Hand in Hand Ministries (Belize)
- Health Resources & Services Administration
- Helen Keller International
- HIV Clinicians Society (Namibia)
- Human Resources and Institutional Capacity Development Agency (Rwanda)
- Humanitas (Costa Rica)
- IMA World Health
- International Federation of Gynecology and Obstetrics
- International Medical Corps
- International Save the Children Alliance
- Jhpiego
- John Snow, Inc.
- Johns Hopkins University Center for Communications Programs
- Kenya Institute of Administration
- Kenya Medical Training College
- Kigali Health Institute (Rwanda)
- Lifeline/Childline (Namibia)
- Liverpool Associates in Tropical Health
- Lutheran Medical Service (Namibia)
- Maer Associates
- Management Sciences for Health
- Merlin
- MildMay International
- Ministries of health, education, finance and social welfare in the countries where we work
- Namibia Red Cross Society
- National AIDS, Malaria and TB Research and Treatment Center (Rwanda)
- National HIV/AIDS and STD Control Program (Kenya)
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Chief of Party, Southern Africa Human Capacity Development Coalition

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Uganda
Vincent Oketcho, MD
Chief of Party, Capacity Project

Zambia
Namoonga Winnie Hamoonga
Team Leader, CDC Improving Access and Uptake of Routine Confidential Counseling and Testing Program

In 2007 we also worked in...

Bangladesh
Belize
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Improving Global Health: It Takes A Workforce

Growth and Impact During 2007

We enabled providers to test more than 188,000 clients for HIV, including 91,000 pregnant women.

We helped ensure that more than 148,000 women received assistance during delivery by a skilled birth attendant.

We assisted local leaders to improve more than 2,100 health care facilities.

We supported the training of more than 17,000 health workers.

We supported provision of antiretroviral therapy to over 13,700 HIV-infected individuals.

We enabled providers to test more than 188,000 clients for HIV, including 91,000 pregnant women.