In May 2019, two months after Mozambique's central provinces were devastated by Cyclone Idai, the Mozambican Minister of Health publicly recognized Health Alliance International's cyclone response activities as a model for other international NGOs to follow. Not because HAI contributed the most resources or had the broadest reach. But, because of how we work.

For 32 years, HAI has led with our values. Our commitment to SOLIDARITY is embodied in our close and enduring partnerships with public sector health systems. We follow their lead and their priorities. Our fight for health EQUITY is rooted in expanding and improving primary health care through national health systems. When global health operates outside of these systems, the poorest and most vulnerable suffer. And everything we do is rooted in evidence-based ACTION.

In the wake of Cyclone Idai, we led with these same values. We worked alongside provincial health authorities to coordinate our response and target resources where the public sector health system needed them most, like at Manga Mascarenhas Health Center in Beira City, where 83% of all infrastructure was damaged by the storm; and Chissinguana Health Center in rural Buzi District, where flooding reached up to 19 feet deep.

And it wasn’t just the Minister of Health that noticed.

In 2019, we asked our friends to join us; and they did like never before. Our supporters contributed funding, led us to new partnerships, and shared our call to action far and wide. Individuals from 24 countries and 39 US States saw the cyclone on the news and turned to HAI.

HAI’s response to Cyclone Idai serves as one example of HAI’s values-driven approach, but it certainly wasn’t the only thing in HAI’s 2019 portfolio.

In Côte d’Ivoire, 2019 proved a landmark year for Project LINKS, our HIV service integration and improvement project. Not only did we hit new heights in integrated HIV screening and viral load testing, but we were also invited in September to expand the project to two additional regions. We achieved this in collaboration with our transition partner, IRAA, an Ivorian NGO that shares our commitment to public sector partnership and integration.

In Timor-Leste, six years after the launch of the Liga Inan pilot, we celebrated the official nationwide scale-up of the nation’s first ever mobile health (mHealth) program through the national health system. This outcome truly is HAI’s model at work: side-by-side development, implementation, evaluation, and scale up with the Ministry of Health of a program designed to make seeking and delivering care through the national health system simpler and more effective for patients and providers.

And despite the cyclone’s best efforts to stop progress in its tracks, our Mozambique team continued to build the case for improving, integrating, and expanding mental health, tuberculosis, and data-driven health leadership and management skills within the public sector health system. Because the fight for health equity never stops, and continues long after the emergency responders have departed.

If you’re reading our annual report, there’s a good chance you share our values. We hope you choose to lead with them as well.

Jo Anne Myers-Ciecko, Board Chair

James Pfeiffer, Executive Director
The roof of Manga Mascarenhas Public Clinic in Beira, Mozambique was blown off during Cyclone Idai. In close coordination with the Sofala Provincial Health Department, HAI helped rebuild and re-equip this facility and three others with help from Direct Relief, Center for Disaster Philanthropy, and HAI-donor support.

COVER: Government health providers in Timor-Leste participate in Prontu Project team-building exercises that strengthen communication skills, critical during high-risk births, but often overlooked in clinical training curricula.
PARTNERS

GOVERNMENT PARTNERS

Ministry of Health and Public Hygiene (MSHP) - Côte d’Ivoire

Ministry of Health - Mozambique

Ministry of Health - Timor-Leste

National Department of Health - South Africa

Provincial/Regional Directorates of Health

• Manica, Sofala, Gaza, Zambezia & Maputo Provinces in Mozambique

• Gbêkê, Bounkani-Gontougo, Poro-Tchologo-Bagoué, Hamból, Indéné-Djuablin, & Worodougou-Béré Regions in Côte d’Ivoire

National HIV/AIDS Program (PNLS) - Côte d’Ivoire

National Institute of Health - Mozambique

National Institute of Health - Timor-Leste

National Institute of Public Health (INSP) - Côte d’Ivoire

Beira Operations Research Center (CIOB) - Mozambique

Nucleos Provinciais de Pesquisa - Mozambique

CIVIL SOCIETY PARTNERS

AIBEF Korhogo

AIDSCOM Djébonoua

Animation Rurale Napie (ARN)

Association Saint Camille de Lellis

Bouaké Eveil

CASES

Centre de Solidarité Action Social (CSAS)

CESACO Pianzola

ChildFund International

CMS Flamboyant

CS Bethesda Abengourou

CSU Komborodougou

Dispensaire Baptiste de Torgokaha

Dispensaire Sainte Marie

Federation Gnompinin

Génération Femme du Troisième Millénaire

Hôpital Baptiste de Ferkéssedougou

Institut de Recherche et d’Actions en Afrique (IRAA)

Jeunesse Evangélique pour la Lutte Contre le SIDA

Medical Teams International

Mozambican Federation of Gynecology and Obstetrics (AMOG)

Mozambican Pediatricians Association (AMOPE)

Notre Grenier

Pacific Science Center

Parent Trust for Washington Children

PRONTO International

Protection Infantile Mobile d’Abengourou

Rénaissance Santé Bouaké (RSB)

Somali Health Board

Washington Global Health Alliance

Wopilésanga
In September, Dr. Vasco Cumbe, Mental Health Coordinator for Mozambique’s Sofala Province, visited Seattle. Dr. Cumbe and Dr. Wagenaar, HAI Technical Advisor, partnered with Pacific Science Center to present the Science in the City lecture, focused on mental health services in sub-Saharan Africa. In the lecture they highlighted several HAI-MOH collaborations, including HAI’s CETA project which trains lay counselors, like Inês, to screen, refer, and even treat mental health disorders in their own communities.
FUNDERS

Center for Disaster Philanthropy
ChildFund Australia [flow through from the Government of Australia – Department of Foreign Affairs and Trade]
Direct Relief
Doris Duke Charitable Foundation
DT Global [flow through from the Government of Australia – Department of Foreign Affairs and Trade]
International Training and Education Center for Health (I-TECH) [flow through from Health Resources and Services Administration (HRSA)]
Moonee Valley City Council
National Institutes of Health [via University of Washington and University of KwaZulu-Natal]
Partnership for Human Development [flow through from the Government of Australia – Department of Foreign Affairs and Trade]
Stop TB Partnership
UNICEF
UNOPS
US Agency for International Development (USAID)
US Centers for Disease Control and Prevention (CDC)
Vital Strategies [flow through funding from USAID]
World Health Organization

BELOW: Under Project LINKS, HAI staff members support health system data collectors and care providers as they record, organize, analyze, and employ data that is used to inform health care delivery. Below, HAI and health facility staff review an HIV testing registry during a routine data quality audit.

RIGHT: HAI staff coordinate infrastructural repairs at Chissinguana Health Center in Buzi District, Mozambique.

PG. 8: In addition to rebuilding and replacing damaged infrastructure, facility upgrades included structural (i.e. reinforced roofing, plumbing & sewage), practical (i.e. covered walkways and waiting areas), and aesthetic (i.e. fresh coats of paint).
DONORS

Cara Aaron
Onaopemipo Abiodun
Annie Abrams
Djama Adamou
Valli Agent-Pope
Aid for Africa
Tyler Albert
Adriana AlfaroZierten
Mohamed Ali*
Maya Allam-Pinnock
Arthur Allen
Sarah Allen
Tim Allen
Licinio S Alves
AmazonSmile
Makoto Amemiya
Nana Amponsah
Jen Anderson
Nancy Anderson*
Raymond Anderson
Kathleen Angus
Carl Anku
Keira Armstrong
Juan Arnabar
Jessica Auerbach
Raymond & Christina Auerbach
Kathleen Avé
Mary Ayres
Melanie Bacon
Camille Bacon-Smith
Irfan Bagalkote
Andra Baker
Ron & Sally Bancroft
Stacy Barner
Barbara Barnes
Nancy Barnes
Stefan Baumgartner
Mihaela Bazalakova
Patricia Beasley
Heidi Bein
Carol Bell
Geoff Bellman
Fiona Benenson
Carolyn Benson
Elizabeth Berger
Asmeret Asefaw Berhe
Jacob Berman
Jama Bernard
Nicolas Berrong
Julie Beschta
Ricardo Celso Bessa Seabra
Karn Bianco
Eric Biber
Jane Bickerton
Phoebe Bienstock
Bill & Melinda Gates Foundation
Kate Birch
Valerie Bird
Joyce Block
Denis Blount
Jonny Blundell
Eric Bone
Manne Botha
Dorothee Boulanger
Kevin Bowersox-Johnson
Alexander Bowles
Brian Boyer
Caitlyn Bradburn
Erin Branigan
William Branner
Gail Breen
Robert D Brenneman
Amanda Brimmage
Elbert G Brimmage Jr
Liam Brockey
Ellen Brodsky
Rachel Broudy
Miranda Brouwer
Darcey Brown
Demilade Brown
Nathaniel Brown
Benjamin Budney
Sophie Brun
Mark Brunson
Jonathan Bucke
Suzanne Burlone
Roy Burstine
Susan Butler
Steve Cagan
Raewyn Calvert
Alma Calvillo
Katherine Camacho - Carr
Hawa Camara
Camber Collective LLC
Nancy Campbell
Rafael L Capanema
Megan Carney
Diana Carter
Nicole Carter
Marco Casas
Jeanne Cawse-Lucas
Frances Chapman
Barbara Chateaubriand
Gabriela Chavez
Hillary Chen
Grace Cherry
Meta Chessin
Victor & Mara Child
Anna Christian
Alena Ciecko
James Ciecko
David Citrin
Matthew Clark
William C Clarke, III
Todd Cleveland
Julie Cliff
Rebecca Cline
Ryan M Clopton-Zymler
Janelle Codrington
J Cohen

* indicates HAI BOD Member
HAI facilitated the coordination and distribution of more than $3.5 million worth of donated medical supplies, medicines, and equipment through the National & Provincial Health Service in Mozambique following Cyclone Idai.
Rachel Rubin
Erik Rundell
Laura Running
Ryan Ryan
Mary Rysavy
Christina Sabater
Kate Sachnoff
Pat Sadate-Ngatchou
Kevin Saks
Shawn Saline
Salsa Labs
Allison Sander
Sandy Sandy
Neeti Sanyal
Barbara Sarkisian
Anand Sarwate
Priya Satow
Laura Savat
Elizabeth Savino
Deborah Schenker
Annabel Schiff
Carl Schlichting
Rosemary Schreiner
Diane Schumacher
Roseanne Schuster
Diane Seider
Rita Seixas
Kathleen Sesnon
Christopher Seymour
Martin Shapiro
Monisha Sharma
Sanjay Sharma
Kathie Sheldon & Steve Tarzynski
Elizabeth Shillinglaw
Johanna Shingler
Chris Shipley
Sharon shipp
Robin Shishido
Stephanie Shushan
Carol Sibley
Catherine Sieffert
Paul Silver & Christina Marra
Kalina Silverman
Wendy Simmons
Jamil Simon
Simons Foundation
Edgar Sioson
Bonita Sitter
Moya Sketchley
Jennifer Slyker & Paul Thottingal
Sydelle Smith
Walter Smith
Helen Smits
Nancy Snapp
Julia Snell
Sarah Soderbergh
Janet Solomon
Sara Sonne
David Soud
Lawrence Sowka
Joanna Spencer
Ruth Spencer
Giulia Spinuzza
Shane Spoor
Vinay Srinivasan
Tampa Standley
Stanley
Bill Stanley
Aaron Stark
Patty Stegman
Liz Stevens
Erin Stewart
Noah Stewart
Julie Stoneberg
Mary Sullivan
Olivia Sutton
Paul Suzman
Joseph Swift
Willa Swiller
John Switten
Rebecca Syrowski
Venita Takacs
Jeff Takle
Jill Talcott
Patrick Tally
Isel Tanquero
Marilyn Taylor
Quin Teel
Bonnie Tetlaff
The Spur Group
Lena Thomson
Kate Thorson*
Margaret Thorson
Kirk Tickell
McKey Tim
Eren Tiryakioglu
Christine Todd
Susan Trabka
Victoria Trinies
James Truitt
Julie Tucker
Laura Ann Twagira
Andrea Valeau
Sarah Van Mill
Sara Vannini
Lina Vega
Madeline Vera
Ron Verdonk
Anna Versfeld
Rosemary Vertregt
Jessica Vinas-Nelson
Nikki & Mark Vinckier
Trang Vo
Johanna von Pezold
Anna Von Schnitzler
Kailey Waal
Jan Wagner
Milton Wainberg
Annamay Waldman
Kathleen Walsh
Kymber Walmunson
Bill Walton
Emily Walton
David Wasser
Tessa Wegener
Lynne Weikart
Kaethe Weingarten
Kate Weiss
Sharon Weissman
Valerie Weitz
Anna West
Julie West*
Michael Whalen
Kate Wheat
Brenda White
John White
Clark Wiegman
Nikki Williams
Rosa Williams
Molly Willoughby
Marcus Wilson
Ania Wisniak
Rachel Wittenauer
Erik Wobus
Edith Wolff
Judith Woodman
Tracy Woodman
Miranda Worthen
Sarah Wunsch
Merrily Wyman
Kosiw Y
David Yang
Ellen Yanny
Andrew Yinger
Yoga Saguaro Yogis
Sarah Yu
Jane Zamost
Catherine Zeigler
Pam Zinkin
& many friends of HAI
who wish to remain anonymous
FINANCIAL HIGHLIGHTS

Statement of Activities
for years ended December 31, 2019, 2018, & 2017

<table>
<thead>
<tr>
<th>REVENUES (Cash Support)</th>
<th>FY 2019*†</th>
<th>FY 2018*</th>
<th>FY 2017*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Government</td>
<td>10,600,264</td>
<td>8,495,676</td>
<td>7,694,170</td>
</tr>
<tr>
<td>Non-Federal grants</td>
<td>3,856,717</td>
<td>4,006,312</td>
<td>3,400,840</td>
</tr>
<tr>
<td>In-kind contributions</td>
<td>3,529,346</td>
<td>19,102</td>
<td>--</td>
</tr>
<tr>
<td>Contributions</td>
<td>253,198</td>
<td>14,457</td>
<td>9,350</td>
</tr>
<tr>
<td>Interest &amp; Other Income</td>
<td>28,507</td>
<td>15,350</td>
<td>17,668</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>18,268,032</strong></td>
<td><strong>12,550,887</strong></td>
<td><strong>11,122,028</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td>16,712,653</td>
<td>11,106,081</td>
<td>9,793,457</td>
</tr>
<tr>
<td>Management and General</td>
<td>1,464,756</td>
<td>1,475,205</td>
<td>1,297,045</td>
</tr>
<tr>
<td>Fundraising</td>
<td>13,577</td>
<td>2,718</td>
<td>5,189</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>18,190,986</strong></td>
<td><strong>12,584,004</strong></td>
<td><strong>11,095,691</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NET ASSETS</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Assets - Beginning of Year</td>
<td>778,453</td>
<td>811,570</td>
<td>785,233</td>
</tr>
<tr>
<td>Net Assets - End of Year</td>
<td>855,499</td>
<td>778,453</td>
<td>811,570</td>
</tr>
<tr>
<td>Net Income/(Loss)</td>
<td>77,046</td>
<td>(33,117)</td>
<td>26,337</td>
</tr>
</tbody>
</table>

* All figures in US Dollars
† Unaudited

Full copies of HAI’s audited financials are available on request.
EQUITY

ABOVE: A Timorese Community Leader stands in front of Liga Inan Posters. In 2019, the Liga Inan mHealth project achieved nationwide scale up through Timor-Leste’s national health system. The program makes maternal care services accessible to even the most remote population on the half-island nation.

BACK COVER: Process Mapping, one of three core elements of HAI’s Systems Analysis & Improvement Approach (SAIA), helps visualize patient and workflow processes. Here, a clinician presents a flow map back to the health care delivery team to facilitate discussion and identify small system “tweaks” that can be tested to optimize HIV service delivery during antenatal care.

HAI is an international, nongovernmental, nonprofit organization. Contributions to HAI are tax-exempt under U.S. IRS code 501(c)(3)

Expenses by Allocation

- Program Services: 91.9%
- Management & General: 8.1%
- Fundraising: 0.07%

EQUITY
Our mission is to promote policies and support programs that strengthen government primary health care and foster social, economic, and health equity for all.

Learn more about HAI’s mission in action and how we are currently leading with values at:

www.HealthAllianceInternational.org