

Capability Statement

Overview

Health Partners International (HPI) is a leading provider of health sector expertise and programme management services. Supporting international targets for health, including the Millennium Development Goals, HPI assists low and middle income countries to strengthen health care for the poor.

HPI is an employee-owned, UK registered company with a wealth of experience and a pragmatic approach to health systems development, especially in challenging environments. Since 1995, HPI have delivered more than 450 health projects in over 40 countries, across Africa, Asia, the Middle East, Latin America, the South Pacific and the Caribbean. Clients include World Bank, DFID, EC, the African and Asian Development Banks, national ministries of health, local government authorities, and a wide range of civil society and private sector organisations.

Our services and expertise

HPI emphasizes cost-effectiveness, impact and post-project sustainability. Our strength is in flexible and culturally-appropriate approaches to technical assistance. Our projects are client-led and build in-country capacity. HPI are committed to empowering the people we work with and prioritises reciprocal knowledge transfer, skill sharing and local participation. Our portfolio includes an extensive range of in-house tools, approaches, software and methodologies for adapting to local use.

HPI's core areas of expertise are:

- Health systems strengthening
- Health service planning and delivery
- Strengthening district and provincial health systems
- Hospital planning and management
- Voice and accountability
- Demand for, and equitable access to, health care
- Human resource management
- Health management information systems
- Health sector financing and financial management
- Management of healthcare technology, medical products and vaccines
- Health policy and strategy development
- Health sector review, monitoring and evaluation
- Quality of care

HPI and its wholly owned subsidiary Health Partners Southern Africa (HPSA), has strong, well-tested project and financial management systems with an emphasis on cost-effectiveness, impact and post-project sustainability. HPI has a demonstrated ability to develop and manage flexible and culturally-appropriate approaches to technical assistance, which are client-led and recognize and build in-country capacity. HPI is also skilled in establishing strong and harmonious consortia for project implementation. HPI has a track record of improving communication and trust between service users and providers. For further information download our Track Record which is available at www.healthpartners-int.co.uk

HPI's Services

- Technical advisory services
- Policy analysis and development
- Capacity building and training
- Strategic planning
- Monitoring and evaluation
- Programme management
- Health sector reviews
- Community engagement processes
- Workshop design and facilitation
- Organisational review and development
- Programme identification, design and appraisal

Our partners and staff

With a core team of 18 Partners, 20 headquarters staff and 120 project staff, HPI combines a depth of technical and management expertise with extensive local knowledge. In addition, HPI draws upon a network of affiliated specialists with demonstrated outstanding performance in conducting key assignments. These experts are senior professionals who have worked extensively in health services, particularly in low-income countries. Our Partners, staff and affiliates have collaborated together over a number of years, sharing a commitment to health services development. Further information on our key technical consultants is available on our website and CVs are available on request.

HPI has developed an innovative database with access to over 1000 registered international, regional and national experts in all aspects of health systems strengthening and management – approximately fifty percent of these are from low- and middle-income countries.

Spotlight on selected areas of technical expertise

Health systems strengthening

HPI brings insight and experience to all aspects of system strengthening; from the practicalities of organising frontline services or complex health systems to sector-wide strategies for allocating, accessing and managing resources.

Specific current examples of HPI's cross cutting work in this area include the jointly managed [Maternal, Newborn and Child Health Programme \(MNCH\)](#) and the [Partnership for Reviving Routine Immunization in Northern Nigeria \(PRRINN\)](#), (£60 million, jointly funded by UK DFID and the Norwegian Government). The programmes address comprehensive areas of health systems strengthening, including broad governance issues, specific health service delivery components and community engagement in health in order to ensure an effective continuum of care from household to hospital. Recent independent reviews assessed these programmes as exciting, innovative and successful, in a very complex and difficult environment.

[Partnership for Transforming Health Systems 1 \(PATHS 1\) Programme](#) in Nigeria was a £50 million programme. A leading partner in this programme, HPI contributed to the strengthening of the government's stewardship role. HPI supported state Ministries of Health and local governments in a long process of change, delivering a basic package of essential services and reducing maternal and child morbidity. Marked and sustained improvements in health care delivery and the organisation and management of local and national health systems were achieved.

HPI supported a wide range of other health systems strengthening initiatives across Africa and Asia.

Maternal newborn and child health

HPI is involved in the organisational management and reform of maternal health services as part of major initiatives in Africa, including South Africa, Nigeria, Namibia, Zambia, Malawi and Tanzania. Health systems strengthening, building the continuum of care, and Operations Research (OR) are cornerstones of our work. In the process we seek to institutionalize evidence-based approaches to MNCH policy development and programming.

HPI's work on increasing access to maternal health services for the poor and marginalised includes; supporting the work and roles of Community Based Organisations in MNCH, strengthening government capacity to deliver free MNCH and primary health services; understanding barriers to accessing services and developing appropriate interventions to resolve these (e.g. emergency transport and loan schemes for EmOC); and introducing financial safety nets for the poor at primary and secondary health facilities.

Specific projects in MNCH include:

- [Mobilising Access to Maternal Health Services in Zambia \(MAMaZ\)](#)
- [Maternal, Newborn and Child Health Programme](#)- Northern Nigeria (MNCH)
- [Partnership for Reviving Routine Immunization in Northern Nigeria \(PRRINN\)](#)
- Reducing child morbidity and strengthening health care systems – Malawi

Malaria

HPI builds systems and capacity for malaria control management at national, state, regional and local level and helps ensure malaria control is fully integrated within the health system. Our approach includes strengthening planning, capacity building, supportive supervision, logistics, supply management and monitoring for malaria control initiatives. As a partner with AED, Montrose International and Grid Consulting on the USAID funded [Malaria Action Program for States \(MAPS\)](#) in Nigeria, HPI is responsible for strengthening the management capacity of the State Ministry of Health and Local Government Area health personnel to provide oversight of malaria interventions. HPI currently assists the National Malaria Control Programme in Nigeria through the DFID funded [Support to the Nigeria Malaria Programme \(SuNMaP\)](#) to update and consolidate standard procedures for malaria control management in six states, reaching over 90 Local Government Authorities and 2,000 Primary Health Care (PHC) facilities. Other Malaria initiatives HPI have supported include:

HP network

One of HPI's strengths is an established dynamic network of self-standing organisations, with a shared commitment to accessible and affordable health care, HPI maintains long-term relations with other stakeholders in the health sector, based on mutual interest to find effective solutions to the challenges in health service delivery.

- Health Partners Southern Africa (HPSA)
- Health Partners Ghana (HPG)
- GRID Consulting Limited, Nigeria
- HEART Consultancy
- Health Information Systems Programme (HISP), South Africa

- Support to malaria prevention and control, phase II, Uganda
- External evaluation of the WHO Roll Back Malaria Cabinet Project and Global Partnership in Kenya, Zambia, Eritrea, Malawi, Burkina Faso, Bolivia and India

HPI supports and works closely with the Malaria Consortium, a not-for-profit organisation dedicated to combating malaria and other communicable diseases among the poorest and most vulnerable people in Africa and Asia and thus can access the Consortium's Malaria specialists and network of offices.

Access to medicines

HPI managed the [Medicines Transparency Alliance \(MeTA\) International Secretariat](#) (February 2008 -December 2010). MeTA is a global initiative to increase access to essential medicines by improving transparency and accountability in the selection, procurement, sale, distribution and use of essential medicines in developing countries. The MeTA Secretariat worked with seven countries (Uganda, Zambia, Ghana, Jordan, Kyrgyzstan, Ghana, the Philippines, and Peru) to introduce more transparency and accountability into the medicines supply chain and significant structures, systems and tools were put in place, which aimed to allow countries to pursue this goal independently. The MeTA programme strongly advocated creating the conditions for multi-stakeholder processes, coordinates action, and collects and synthesises knowledge that enables social learning to resolve issues on medicines collectively. This multi-stakeholder approach, involving government, pharmaceutical industry, civil society and international development partners was central to the MeTA Secretariat. This approach results in more equitable decision making and ultimately improved access and health outcomes for the poor. HPI facilitated multi-stakeholder consultations and joint accountability planning and assessment processes. HPI led the overall management of MeTA, including communications, knowledge sharing and capacity strengthening, particularly of civil society groups and government institutions.

HPI offices

UK (Lewes)

South Africa (East London)

HPI programme offices

Nigeria (Kano)

Zambia (Lusaka)

Immunization

The [Partnership for Reviving Routine Immunization in Northern Nigeria \(PRRINN\)](#) programme is a five-year, £19 million DFID-funded programme to revive routine immunization in four states of Northern Nigeria with 18 million people. The aim of PRRINN is that by the end of the programme, 60 per cent of children will have been fully immunized before their first birthday and 70 per cent of women aged 15-49 will have had the appropriate tetanus toxoid (TT) doses. The programme uses routine immunization as an entry point for broader strengthening of the Primary Health Care system. A significant achievement of PRRINN has been the extensive community mobilization it has helped achieve in support of routine immunisation and higher immunisation rates in an extremely challenging implementation environment.

HPI provided immunization support to recommend ways of integrating and coordinating immunization-related activities of the DFID-funded Change Agents Programme (CAP) with the [Partnership for Transforming Health Systems 1 \(PATHS 1\) Programme](#). HPI developed a methodology and plan of action to jointly implement surveys on vaccines forecasting and availability at point of use, on monitoring and evaluation, and on consumer perceptions and preferences in relation to immunization services.

Spotlight on selected services

Recognising the importance of building systemic and institutional capacity, HPI's approach to capacity building goes well beyond training. It involves an engagement process that strengthens the knowledge, abilities, skills and behaviour of individuals, while creating the institutional incentives, structures, processes and systems to ensure it is both sustainable and self-reinforcing. This process includes explicit skill transfer to individuals and entails addressing circumstances of individuals in groups and how those groups relate to others: the so-called enabling environment. In our experience, only capacity building that transforms institutions as well as individuals can lead to tangible results and lasting change.

Healthcare technology management

HPI provides specialised technical support and capacity building for managing all aspects in the extensive field of managing health care equipment, buildings and maintenance - from needs assessment to procurement; facility planning to rehabilitation, construction and upkeep; and from equipment specification to installation, commissioning, user training and maintenance. A significant achievement in this area is the [PLAMAHS](#) programme, extremely useful software for planning and managing equipment, buildings and other physical assets for the health sector. PLAMAHS, (Planning and Management of Assets in Health Services), collates data on health sector physical assets to provide:

- information on the status of the present asset base, for inventory records, maintenance information or identifying future requirements
- a reference to the health and equipment policy in order to assess compliance with the policy
- budgets in order to plan and allocate available funding for procurement
- procurement information that radically simplifies the acquisition of appropriate equipment.

The PLAMAHS database is easily adapted to the particular needs of individual health services, health systems, individual providers or donor organisations. It enables comparison between norms and standards of established national health facility infrastructure and the actual situation within the health facilities. Some of our recent projects include:

- Inventory of Medical Equipment in all Governmental Hospitals - Liberia
- [Maternal, Newborn and Child Health \(MNCH\) Program](#) - Northern Nigeria
- [Partnership for Reviving Routine Immunization in Northern Nigeria \(PRRINN\)](#)
- [Partnership for Transforming Health Systems 1 \(PATHS\) Program](#) - Nigeria

Further information is available at [Health care technology management](#).

Human resource management and development

HPI has delivered on a range of initiatives related to human resource management and development within the health sector. One of our most significant achievements has been the development of The Human Resources (HR) Database. The HR Database provides a tool for health planners and ministry managers to improve management and planning of human resources within health systems and facilities.

It aims to address some of the acute problems that arise as a result of the current shortage in skilled, motivated health workers. This is a worldwide challenge, but is particularly so in sub-Saharan Africa, which bears 24 per cent of the global burden of disease but has only three per cent of the world's health workforce. It is estimated that another one million health workers are needed in the region in order to meet the Millennium Development Goals.

The HR Database, developed by [Health Partners Southern Africa](#), consists of two main modules, which can be used either together or separately:

- [Module 1: Health Resources Planner \(HRPlanner\)](#) is a practical tool linked specifically to a project. Its primary purpose is to generate staff establishments in the format required locally in the public sector
- [Module 2: Human Resources Administration \(HRAdmin\)](#) can be used as a stand-alone tool. It enables the effective management and administration of human resources.

Further details are available on request.

Health Financing, Finance Planning and National Health Accounts

HPI have provided extensive technical support to strengthen public financial management, including financial management systems and health sector financing, at all levels, federal, state/district and local, for more than 15 years.

More specifically we have worked on:

- Performance based financing
- Budget cycle management (linking budgets to health plans and assisting with reporting and performance monitoring)
- Assessing, planning and establishing effective accounting systems at every level (including for referral hospitals)
- Planning, introducing and reviewing district, regional, state and national budgeting and management systems
- Developing Medium -Term Expenditure Frameworks (MTEF)
- Developing National Health Accounts
- Reviewing financial management of the national referral centres and advising on reforms
- Supporting financial modelling of service provision
- Planning and establishment of district and regional financial planning and management
- Designing and implementing SWAPs (particularly in Ghana and Malawi)

GRID, a financial management consultancy, is an integral part of the HPI network. GRID has extensive experience in both health sector financing and financial management. Having worked together for 15 years, GRID and HPI have interlocked governance and management systems leveraging a powerful combination of African insight with global best practice.