



# A Decade of Investment *Generations of Healthy Returns*

Accordia Global Health Foundation | 2013 Annual Report





ACCORDIA GLOBAL HEALTH FOUNDATION is committed to permanently transforming health in Africa, through the establishment and support of locally-owned health institutions across the continent.

We believe that the only way to promote the permanent improvement of health systems in Africa is to help Africans change those systems from within. Our investments in sustainable African health institutions – or centers of excellence – yield lifetimes of positive returns for millions of individuals... long after Accordia's work is finished.





Dear Friends,

Ten years ago, Accordia's founders formalized and institutionalized their long-standing vision... a vision of an African-led transformation of the continent's health landscape.

For years, infectious diseases had crippled communities throughout Africa, adding to the other pressures of life in resource-limited countries, and threatened to continue unabated. By 2004, massive international funding mechanisms like PEPFAR and the Global Fund had finally been launched in response to Africa's major epidemics, and lifesaving medicines were being made available.

But little attention had been paid to the underlying lack of capacity in the national health systems of most African countries, and the factors that perpetuated those deficiencies... too few strong institutions, too limited career options for talented individuals, and too little local evidence to inform appropriate programming.

Accordia and our Academic Alliance felt that delivering drugs and services was only part of the solution. What could a determined network of health specialists from around the world do, to ensure that donated drugs were accompanied by training and mentorship opportunities for African doctors? How could they help African researchers test innovative approaches to improving care in their own particular context? How could they help ensure that the unprecedented levels of international aid would finally result in more permanent improvement of the healthcare systems in Africa?

The answer was establishing the Infectious Diseases Institute – a regional center of excellence launched by Accordia in 2004 and granted to Makerere University in 2005. As a locally-owned and locally-led institution, IDI is better equipped than any international organization could ever be to strengthen the local health workforce, generate essential evidence in support of improved national health policies and programs, and introduce new standards of quality for health service delivery to their communities. As we approach the 10th anniversary of IDI's establishment, we are so gratified that our approach has stood the test of time – today IDI is a powerful engine of change for the region. Everyday, IDI provides hope, support, instruction, and

inspiration to millions through its visionary leadership, dedicated staff, and committed local partners.

Accordia and our Academic Alliance remain committed to the notion that locally-owned health institutions like IDI will yield the single greatest return on investment for Africa's health systems of the future. While IDI will always remain our greatest pride, we have since expanded our mission to include the launch of two other advanced institutes in needed parts of Africa. As you will read in this report, we have formally established the West African Infectious Diseases Institute in Nigeria, and we are currently pursuing a vision for an Institute for Child Wellness in Malawi. In 2014, we also plan to formalize a network of more than 25 African centers of excellence that we have convened since 2011.

Allow me take this opportunity to sincerely thank everyone who has contributed to Accordia in so many different ways over the past 10 years. The past decade of investment will truly yield generations of healthy returns.

Sincerely,

Kelly S. Willis  
Executive Director

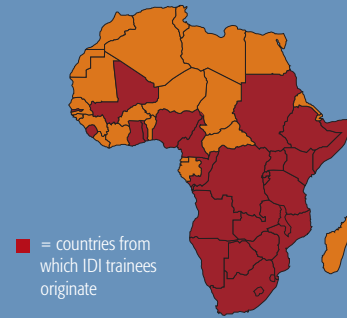


# THE INFECTIOUS DISEASES INSTITUTE: 10 YEARS OF IMPACT

Established by Accordia Global Health Foundation and a diverse coalition of partners a decade ago, IDI is now an Ugandan-owned and -led Center of Excellence in health that combines innovative and locally-relevant research, training, and clinical services to strengthen health systems throughout the region.



Over **13,000** healthcare providers from **28** African countries trained in infectious disease care and treatment, laboratory services, clinical pharmacology, research practices, and other aspects of systems strengthening



274 research publications, 200 abstracts, and 49 current research projects, all aimed at improving policy and practice, and helping to develop a new generation of independent African researchers



IDI's award-winning laboratory, **1** of only **7** College of American Pathologists accredited research facilities in Africa, enables the Institute to conduct the majority of its research projects on site



**Good Governance & Leadership**

- > International-caliber management team, with **7** of **10** leadership positions held by African nationals
- > **12** local and international Board of Director members who ensure global standards of governance and financial accountability

Providing care and treatment to over **112,000** patients with outreach to over **1 million** individuals

**Transferring Excellence**

- > Building capacity for family-based care at 10 Kampala City Council Authority clinics
- > Strengthening health systems (including human resources for health, training, lab services, pharmacy, clinical care, and physical infrastructure) in 6 rural districts with a catchment area of 3 million



# 2013 HIGHLIGHTS

## IDI LEADERSHIP RECOGNIZED GLOBALLY

In 2006, Accordia's founders, Dr. Merle Sande and Dr. Hank McKinnell, created the Sande-McKinnell Executive Leadership Endowment at IDI to ensure that the institute would have top-level leadership in perpetuity. In 2007, the IDI Board appointed Dr. Alex Coutinho as the first Ugandan Executive Director, helping to ensure that IDI and its programs would be both internationally-recognized and locally-led. Today Dr. Coutinho's unwavering leadership and commitment to the health of his home country and continent can be seen and felt throughout IDI, Uganda, and across the region. Under Dr. Coutinho's direction, IDI has developed and implemented high-quality training, prevention, and treatment programs, as well as conducted world-class research to evaluate the effectiveness of health interventions.

In recognition of Dr. Coutinho's contributions to healthcare in Africa, the government of Japan awarded him the 2nd Annual Hideyo Noguchi Africa Prize for Medical Services in 2013. The prestigious prize recognizes individuals or organizations who are committed to combating infectious disease in Africa and who have made a substantial contribution to medical research or medical services.

Congratulating Dr. Coutinho on this honor, Accordia Board Member Ambassador Eric Goosby, said: "He was at the forefront of the AIDS pandemic, showing exemplary dedication as a clinician, public health leader and advocate for people living with HIV/AIDS. From treating some of the first HIV cases in Uganda to scaling up HIV care and treatment for thousands of people, he has been instrumental in people living with HIV, not dying from HIV."

As Dr. Coutinho concludes his tenure as IDI's Executive Director in 2014, he leaves behind an institute well positioned to transform healthcare in Africa for generations to come.

## SOUTH-SOUTH COLLABORATION BUILDS LABORATORY CAPACITY

IDI is regionally recognized for its expertise in providing technical assistance to other organizations and governments throughout Africa. In 2013, IDI was asked to deliver technical assistance to develop laboratory systems in the Kingdom of Swaziland. IDI was the first laboratory in East Africa, and only one of seven in Africa to date, to receive accreditation from the College of American Pathologists. The IDI team used that expertise to develop a corrective action plan for Swaziland to be implemented in phases over a seven-month period, which included: developing leadership, organization, and management; improving policies, strategic planning, and monitoring and evaluation; and strengthening laboratory quality management systems. IDI is working with Swaziland Health Laboratory Services to complete the next phase of mentorship and technical assistance activities in 2014. By providing this training and capacity building in the region, IDI is fulfilling its mission and improving health systems across Africa.

## CONSTRUCTION BEGINS ON NEW LEARNING CENTER

The Infectious Diseases Institute officially opened its doors in October 2004. A decade later, IDI's programming and staff have grown well beyond what the main building can accommodate. In 2013, construction began on the Henry A. McKinnell Learning Centre, which will serve as a central location and resource for IDI's training and research activities, as well as other special projects moving forward. Centralizing these activities and projects in the new learning center frees up additional space in the original IDI building for treatment, care, and prevention services. Construction is expected to conclude in early 2015.



Throughout sub-Saharan Africa, children are almost 20 times more likely to be malnourished and have a life expectancy 20 years below that of children born in North America. To change these statistics, the ICWA will focus on stimulating international collaboration and innovation to help Africans develop new, culturally appropriate ways to improve children's chances of living long, productive and happy lives.



## INSTITUTE FOR CHILD WELLNESS IN AFRICA

The Institute for Child Wellness in Africa (ICWA) will convene global leaders in the health, education, agriculture, and business sectors, uniting them under a single vision to improve child health and wellness through disease prevention and the optimization of health. The ICWA will be a world-class research institute, housed within the University of Malawi, for the design and evaluation of improved approaches to ensuring child health and wellness in resource-limited settings.

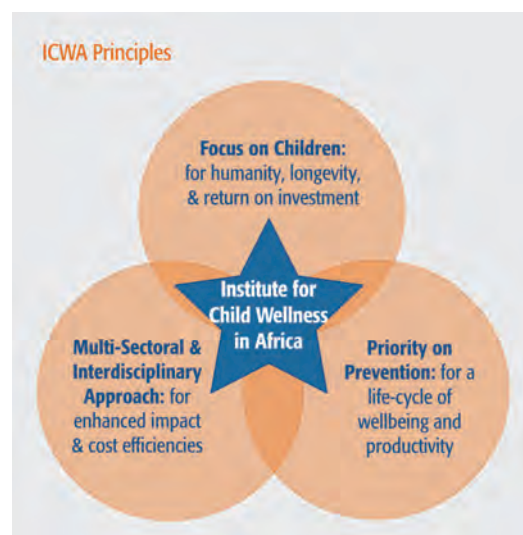
### SUMMIT ON CHILD WELLNESS RESULTS IN BLUEPRINT FOR NEW INSTITUTE

Accordia Global Health Foundation, the University of Malawi, and Michigan State University co-hosted the 2013 Summit on Child Wellness, to invite insights and inform the vision of the Institute for Child Wellness in Africa. The 2013 Summit on Child Wellness was an important opportunity to gauge global interest in our vision, solicit specific input to help shape a strategy and business plan, and begin the collective process of determining a research agenda.

The 2013 Summit on Child Wellness brought together 46 participants (pictured above) from seven countries including Malawi, Uganda, Zambia, and Nigeria. Summit attendees were selected for their diverse expertise and leadership roles in pediatric medicine, early childhood development, education, nutrition, and agriculture.

During the Summit, attendees were asked to examine barriers to and opportunities for advances in child wellness in Africa. They then used their findings to help create a framework for the new institute:

- **KNOWLEDGE HUB:** A central repository and resource center providing access to vital information and core research services that aid in developing more impactful programs
- **INNOVATION LAB:** A platform for multiple high-impact large-scale research programs to design and evaluate novel strategies and programs to improve child wellness
- **GLOBAL CLASSROOM:** A collection of channels through which existing and emerging knowledge is disseminated externally, to inform and influence policy throughout the world, and to build better prepared professionals in a variety of disciplines



For detailed findings from the Summit on Child Wellness, visit [www.accordiafoundation.org](http://www.accordiafoundation.org).

## WEST AFRICAN INFECTIOUS DISEASES INSTITUTE

Based in Abuja, the West African Infectious Diseases Institute (WAIDI) is a multi-institutional center of excellence for advanced research and training in Nigeria. A locally-owned and autonomous institute, WAIDI brings together researchers and academicians from across the region's universities to collaborate and innovate to address Nigeria's most pressing infectious disease challenges.

Accordia has been able to establish WAIDI thanks to the generous support of ExxonMobil.

### FIRST RESEARCH PROJECT DEMONSTRATES WAIDI'S IMPACT ON REGION

In 2013, Accordia supported WAIDI's first research project, *Strengthening Patent Medicine Vendors' Associations in Nigeria for Improved Malaria Management (SPANIMM)*. When faced with symptoms of malaria, over half of Nigerians visit chemists and patent medicine vendors (PMV) for treatment. However, recent studies have shown the malaria treatment provided by most PMVs, who often have a secondary school education and no clinical background, is poor. The SPANIMM project seeks to improve the management of malaria in Nigeria's private sector by exploring ways to educate and equip PMVs to provide higher quality malaria services to their customers.

This research was funded by ExxonMobil and conducted in collaboration with two Nigerian universities - the University of Ibadan and Niger Delta University - and Nigeria's Federal Ministry of Health. This collaboration demonstrates the strength of WAIDI's multi-institutional approach, which creates linkages between universities, builds south-south dialog, and connects leading experts from a variety of institutions.

The first phase of this research, completed in late 2013, showed that PMVs provided an appropriate anti-malarial with correct dosage advice during only 27 percent of client visits. Additionally, they did not use any diagnostic tests, opting instead for presumptive treatment.

It was also revealed that PMVs are eager to receive additional training on malaria treatment, and welcome the idea of adding malaria testing using rapid diagnostic tests to the services they provide. The next phase of the research will build on these findings and examine whether PMVs can learn to safely and effectively use rapid diagnostic tests and whether PMV professional associations can be used to educate and train their members in a sustainable and cost-effective way.

Upon completion, research will inform the development of an intervention that is likely to result in sustainable improvement in antimalarial service provision in the informal health market in Nigeria and potentially, save thousands of lives.



*The establishment and support of sustainable health institutes is a critical component of any long-term strategy to build permanent health capacity in Africa. These institutes are well positioned to respond effectively and efficiently to the most urgent needs on the ground, ensuring that Africa is well prepared to overcome any future health threats.*



## PFIZER GLOBAL HEALTH FELLOWS: A DECADE OF PARTNERSHIP AND COLLABORATION

Accordia Global Health Foundation and Pfizer have collaborated for the past decade to advance the activities and impact of centers of excellence in health in Africa. One of the most effective alliances has been through the Pfizer Global Health Fellows program, which places Pfizer employees with international development organizations to improve health services for underserved people in developing countries. During assignments, Fellows transfer their professional medical and business expertise in ways that promote access, quality, and efficiency of health services for people in greatest need. In an effort to ensure that these improvements continue after they return to their jobs at Pfizer, the Fellows are often paired with local staff members to help them build skills and confidence. At the same time, Fellows gain insights into health challenges in emerging markets and build leadership skills.

### MEET THE 2013 FELLOWS

In 2013, Accordia placed three Pfizer Global Health Fellows at the Infectious Diseases Institute in Uganda, who represented a broad and diverse set of skills and experiences. Each of the fellows contributed greatly to IDI, leaving a lasting impact on the institute's operations and staff.

"Coming from an environment where I have education and healthcare as a right, I want to use my skills and the opportunities I have benefited from to make a positive difference in the world," said 2013 Global Health Fellow **Beverley Abbott**. In April 2013, Abbott traveled to Kampala for her fellowship. The main objectives of this placement were to support IDI as a center of excellence for research in sub-Saharan Africa, to build capacity for conducting clinical trials, and to attract research and investment from global sponsors as well as national clinical trials.

During his fellowship, biostatistician and epidemiologist **Richard Chambers** hoped "to improve the return on IDI's investment in biostatistics...elevating its status in line with the operations of a true center of excellence in statistical analyses and data management." He believes his work has helped strengthen IDI's capacity to use global standards to run Phase I-IV clinical trials.

When **Inka Shuermann** arrived at IDI, she spent time with all the Prevention, Care, and Treatment team leaders to understand how the clinic operates. To ensure quality patient care, she developed and implemented a clinic-wide quality assurance program with the local clinic staff. She set up internal and external audit systems and implemented new strategies to establish quality assurance in everyday work. She also assisted research teams in assessing and strengthening their capacity to conduct Phases I to IV clinical trials, adhering to global standards.

## ASSOCIATION OF SUSTAINABLE AFRICAN HEALTH INSTITUTES

African centers of excellence are uniquely positioned to improve the continent's health outcomes. Centers of excellence in health combine robust research programs; innovative approaches to training; and locally-relevant strategies for prevention, treatment, and care to transform the health of the communities they serve. Because they understand the local culture, customs, and people served, they operate more responsibly, cost effectively, and with greater impact than a foreign entity can. They are also successfully preparing new generations of African health leaders who are likely to remain in Africa. Together, these institutions have enormous potential to achieve lasting improvements in health outcomes across the continent.

### A SHARED VISION FOR HEALTH

Accordia is working to leverage the collective potential of African centers of excellence in health, to ensure that they are a critical component of long-term strategies to build permanent health capacity. Advancing the financial viability and the sustainability of these institutions is essential so they can more effectively drive improvements in Africa's health sector and the health of Africans.

At the end of the 2012, representatives from 24 institutions voted to formalize a coalition of African centers of excellence, with Accordia's help. Accordia plans to formalize this network through the Association of Sustainable African Health Institutions, creating a permanent health infrastructure and enabling African innovation and leadership to improve the continent's future.

Critical collaboration roles filled by the network include:

- Facilitating discourse on strategies to catalyze innovation and optimize institutional operations and sustainability.
- Establishing learning opportunities and forums to increase south-south dialog.
- Launching shared programming activities to increase collective impact, promote permanent capacity building, and provide growth opportunities.
- Connecting centers for collaborations, including technical assistance and research partnerships, for increased access to international funding.
- Creating a unified voice for advocacy toward favorable funding and policy that drives the global health agenda.

# A DECADE OF INVESTMENT GENERATIONS OF HEALTHY RETURNS

In 2013, Accordia Global Health Foundation celebrated its 10th Anniversary. As we look back on the past decade, we are so thankful to our many friends and supporters who have helped make these and other milestones possible. We look forward to increasing this impact for years to come and seeing the best return on our investment: a vibrant, healthy Africa poised for economic growth and success.

**OCTOBER 2004**  
The Infectious Diseases Institute – a world-class center of excellence in health – officially opens. Dr. Keith McAdam appointed as first Executive Director of IDI. *Read more about IDI's 10 years of accomplishments on page 4.*



**APRIL 2006**  
Dr. Hank McKinnell and Dr. Merle Sande establish the IDI Leadership Trust to ensure excellent leadership for IDI for generations to come.

**NOVEMBER 2008**  
The Bill & Melinda Gates Foundation grants Accordia \$12.5 million to identify the most effective and cost-efficient way to prepare healthcare workers in sub-Saharan Africa to treat infectious diseases.

**SEPTEMBER 2012**  
The West African Infectious Diseases Institute is incorporated in Nigeria and the West African Chapter of the Academic Alliance is established. *Read more about WAIDI on page 7.*

**OCTOBER 2011**  
Accordia first convenes the Association of Sustainable African Health Institutes during the 2011 Centers of Excellence Summit. *Read more about the ASAHI on page 9.*

**OCTOBER 2013**  
Malawi Summit on Child Wellness drives the launch of the Institute for Child Wellness in Africa. *Read more about the Summit and ICWA on page 6.*

**2003**  
SEPTEMBER 11, 2003  
The Academic Alliance establishes the Academic Alliance Foundation. *Read more about the Academic Alliance on page 19.*

**2004**  
First Accordia Professor in Residence visits IDI. PIRs are international physician-scientists, who spend two to four uninterrupted weeks at African universities and medical institutes as supplemental faculty.  
First Pfizer Global Health Fellow arrives at IDI. *Read more about the Global Health Fellows Program on page 8.*

**2005**  
JUNE 2005  
IDI ownership is formally transferred to Makerere University.

**2006**  
JUNE 6, 2006  
The 1,000th health professional graduates from IDI's training programs.  
JULY 2006  
Sewankambo Scholar Program launches, with financial support from the Gilead Foundation, to provide international mentorship and protected research time to young African scholars.

**2007**  
OCTOBER 2007  
Dr. Alex Coutinho appointed as first African Executive Director of IDI. *Read more about Dr. Coutinho on page 5.*  
In partnership with BD, IDI's first laboratory training program is launched.

**2008**  
APRIL 13, 2008  
Accordia's Summit Series launched. *Read about the 2013 Summit on page 7.*  
MARCH 2008  
The Academic Alliance Foundation changes its name to Accordia Global Health Foundation.

**2009**  
FEBRUARY 2009  
IDI launches Outreach Programs in rural districts in Uganda to expand impact throughout the country.

**2010**  
OCTOBER 2010  
The Merle A. Sande Health Leadership Award is established to recognize outstanding young African physician-researchers. *Read about the 2013 award recipient on page 12.*

**2011**  
Accordia and IDI begin work to establish a new learning center in Uganda, with construction expected to be completed in 2015. *Read more about the Henry A. McKinnell Learning Centre on page 5.*

**2012**  
APRIL 2012  
IDI trains its 10,000<sup>th</sup> trainee.

**2013**  
WAIDI launches its first research project, bringing together a unique coalition of universities and government entities to improve treatment of malaria by private medicine vendors. *Read more about the first WAIDI research project on page 7.*

## MERLE A. SANDE HEALTH LEADERSHIP AWARD

The award – created in memory of Dr. Merle Sande, a founder of Accordia and renowned infectious disease specialist – recognizes the efforts of emerging African healthcare leaders who have contributed significant improvements to the health of their home communities and embody Dr. Sande’s passion, intellectual drive, and spirit.

Dr. Merle Sande was a visionary known for his enthusiasm for work as well as life, his joy in teaching, and his outstanding leadership abilities. He was a renowned infectious diseases specialist with a brilliant career and a passion for medicine. Dr. Sande had an indomitable spirit, a remarkable breadth of knowledge, and a knack for persuading his students and colleagues that they were as excited about the subject as he was. His dreams knew no boundaries. He was an inspiration to all who surrounded him in life and in the field of medicine.

### DR. DAMALIE NAKANJAKO NAMED 2013 AWARD RECIPIENT

Damalie Nakanjako, MD, PhD, is an internist whose work focuses on optimizing HIV treatment outcomes and reducing HIV-associated morbidity and mortality in sub-Saharan Africa. She is currently a Lecturer in Makerere University’s Department of Medicine and a Wellcome Trust post-doctoral Research Fellow in Infection and Immunity at the Infectious Diseases Institute (IDI).

In April 23, 2013, at Davis Hall at Makerere University in Kampala, Uganda, Accordia presented the award to Dr. Nakanjako. After accepting the award, she delivered a keynote address entitled, “Optimizing HIV Treatment Outcomes in Sub-Saharan Africa.” The lecture outlined her research at IDI.

Dr. Nakanjako was the fourth recipient of the annual award. Previous winners include Dr. Kamija Phiri from the University of Malawi, Dr. Christian Happi from the University of Ibadan in Nigeria, and Professor WD Francois Venter from the University of Witwatersand in South Africa.

*“Damalie has proven herself as a leader and mentor. She is a bright, committed, productive woman who is focused on academic medical research which is hypothesis-driven and translational with clear relevance for Sub-Saharan Africa.”*

*Dr. Yuka Manabe  
Professor of Medicine,  
Johns Hopkins University  
Accordia Academic Alliance Member*



## FINANCIAL SUMMARY

Accordia is committed to the highest levels of fiscal responsibility and accountability — both in our own operations and in the organizations we support. We work with leading institutions in Africa that aspire to international standards of excellence — not only in research, training, and clinical care, but also in financial transparency and governance systems. Our commitment to transparency is of paramount importance in creating the type of institutional leadership that will drive results well into the future.

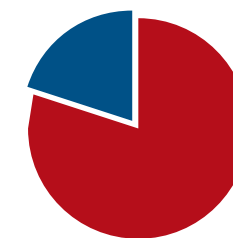
### 2013 FINANCIAL STATEMENTS (AUDITED)

Statement of Activities and Change in Net Assets	Assets, Liabilities, and Net Asset Summary
Contributions, grants and contracts . . . . . \$2,726,512	Cash and cash equivalents . . . . . \$745,188
Other revenues . . . . . 559,716	Investments* . . . . . 5,194,908
<b>Total support and revenue . . . . . 3,286,228</b>	Accounts receivable and other assets . . . . . 1,297,926
Program . . . . . 3,591,676	<b>Total assets . . . . . 7,238,022</b>
Administration . . . . . 480,072	Accounts payable & accrued liabilities . . . . . 127,359
Fundraising . . . . . 391,839	Grants payable . . . . . 1,602,900
<b>Total expenses . . . . . 4,463,587</b>	Net assets . . . . . 5,507,783
<b>Change in net assets . . . . . (1,177,359)</b>	<b>Total liabilities and net assets . . . . . \$7,238,022</b>

#### Program Summary

Program expenses as a percentage of total expenses: 80%

\* includes permanently restricted assets \$2,000,000 and temporarily restricted assets of \$2,864,061



■ Program Expenses  
■ Fundraising and Administration Expenses

## THANK YOU TO OUR SUPPORTERS

Accordia Global Health Foundation is grateful for the many generous individuals, corporations and foundations who continue to make smart and serious investments in Africa. In 2013, our donors provided critical funding for our core activities and have made key investments in our initiatives in Uganda, Malawi and Nigeria.

We want to extend a special thank you to donors who have been giving generously for 5 or more of the past 10 years since Accordia was founded (indicated with an asterisk). Your consistent support and loyalty has allowed us to expand our impact in Africa enormously.

### 2013 DONORS

#### \$500,000+

The Henry A. McKinnell Foundation\*  
ExxonMobil Corporation\*

#### \$100,000+

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Donald & Jennifer Holzworth\*  
Gilead Foundation\*  
US Department of Defense\*

#### \$50,000 – \$99,999

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Mr. Lowell S. Young

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Thank you to the exceptional generosity of donors who have provided more than \$500,000 over the past 10 years towards Accordia's vision and approach. Your support is enabling Accordia to transform Africa's healthcare systems from within.

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ExxonMobil Corporation  
The Bill & Melinda Gates Foundation  
Gilead Foundation  
Drs. Sue Desmond-Hellmann & Nick Hellmann  
Donald & Jennifer Holzworth

The Henry A. McKinnell Foundation  
Pfizer Inc  
Merle A. Sande  
US Department of Defense HIV/AIDS Prevention Program

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While Africa has experienced many improvements in the health sector over the past several decades, there is still a long way to go before every individual has access to quality care and a healthy living environment. We seek paths to a future where, moving beyond mere sustenance and survival, Africans have the health—and opportunities—that many of us take for granted.

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