

Public-Private Partnerships in PEPFAR Countries

Strengthening HIV/AIDS prevention, care, and treatment efforts by scaling up public-private partnership building in the PEPFAR countries

Background

Since its authorization, the President's Emergency Plan for AIDS Relief (PEPFAR) has made tremendous progress in the fight against HIV/AIDS. Despite the increase in resources, however, the effort to turn the tide of the AIDS epidemic is not yet near the

ambitious goals set in PEPFAR's reauthorization. Given the enormity of the challenge, the Office of the Global AIDS Coordinator (OGAC) and its implementing partners Centers for Disease Control and Prevention (CDC) and USAID have spearheaded innovative approaches to leverage additional resources, increase the effectiveness of PEPFAR funding, and improve the efficiency of interventions by segmenting the markets for healthcare services and targeting populations through a public-private mix of service provision.

Public-private partnerships (PPPs) are increasingly recognized as an efficient mechanism to tap into additional sources of funds, technical skills, and various in-kind contributions; a more sustainable solution to addressing gaps in service provision; and a winning proposition for the private sector. The importance of PPPs as an element of smart power in the new global health

initiative was emphasized by Secretary Clinton in May 2009 "we have an opportunity to further leverage our technical knowledge and expertise, build stronger regional and global partnerships... and working with agencies across the government, with Congress, and with the private and non-governmental sectors to lead a coordinated and effective approach to global health."

Objectives

The objective of the five-year grant funded by the Centers for Disease Control and Prevention (CDC) is to support CDC and PEPFAR in their efforts to scale up public-private partnership building in the PEPFAR countries. Cardno Emerging Markets USA, Ltd. serves a "Secretariat" function by assisting CDC to manage and administer the growing number of PPPs. In this role, Cardno:

- Provides support and technical assistance to CDC staff at headquarters and in the field to mainstream and sustain PPP models
- Provides knowledge management and analytical services to inform the scale-up of public-private partnership building; identify promising PPP models; and aggregate, manage and disseminate the knowledge and technical expertise acquired during project implementation
- Provides specialized fund management services to ensure that public and private resources leveraged through the PPPs are disbursed and spent in the most efficient manner



The CDC-funded Public-Private Partnerships in PEPFAR Countries project (2009 – 2014) aims to improve knowledge, fund management services, and to mainstream and sustain public-private-partnership (PPP) initiatives in fighting HIV/AIDS.

- Develops an overall monitoring and evaluation framework to quantify impact and the contributions of PPPs towards the PEPFAR goals
- Assists in the organization and implementation of communication and outreach activities aimed at publicizing the successes of PPPs and the broader goals they help to achieve
- Coordinates implementation, planning and progress reports with CDC, PEPFAR, and other stakeholders across PPPs and PEPFAR countries.

Methodology

The CDC initiative for PPPs in PEPFAR countries is a key element in the new and evolving “whole of government” approach to addressing development priorities, and specifically the global health initiative. Cardno’s understanding, depth of experience with, and embrace of the new dynamics, energy, and opportunities to be tapped by this approach was key in winning this grant.

- **Build on the synergies of inter-agency coordination** (State Department, USAID, CDC) through mainstreaming the PPP model in CDC projects; institutionalization of standardized tools and methodologies; reinforcing performance-based reviews and funding principles; and setting up communication and knowledge dissemination channels to improve overall efficiency in managing a growing number of PPPs in the PEPFAR countries.
- **Support the efforts to engage the African private sector**, including forging country-based PPPs (country’s private and public sectors) in order to promote comprehensive prevention, treatment and care efforts that will lead to sustainable results.
- **Recognize and incorporate local priorities and cultural dimensions in the technical approach.** Local ownership will ensure that implementation strategies go beyond formulaic approaches to the place of traditional leaders and traditional providers of health services in the communities; the role of ethnicity, culture, and customs; and issues of gender, poverty and power dynamics.

- **Implement sound financial management, verification, internal audit, and reporting systems** and supplement these with capacity strengthening assistance, tutorials, templates and flexible technical support to ensure capacity and technology are transferred to each in-country team and local stakeholders prior to the end of the project.



- **Develop a multi-dimensional performance monitoring and evaluation framework** that adequately captures the multi-faceted nature of the project. Cardno works with CDC to develop PPP-specific targets based on the PEPFAR priorities addressed by the PPP and country- and PPP-specific PEPFAR prevention, care and treatment targets. Further, Cardno will assist CDC to determine and validate PPP-specific targets; quantify PPP in-kind contributions; model cost-benefit and return on investment scenarios; and develop reports and case studies to showcase the range of PPPs and meet the performance monitoring, verification, and risk mitigation requirements of all stakeholders.
- **Provide analytical support and assistance with strategic planning** to translate USG strategic priorities into action; identify potential new PPP counterparts and the PPP models best suited in specific contexts; and highlight issues of relevance to the private sector (patents, privacy, protection of proprietary information) and ways to address them during the formation of PPPs through the development of thought pieces, background studies and policy papers.

Measures of Success

- CDC’s leadership role is expanded due to focused efforts to deploy technical solutions and the adoption of standardized project methodologies, communications strategy, and knowledge management systems. The approach recognizes and manages complexity by ensuring convergence of thinking and practice to manage the organizational complexities of multi-stakeholder PPPs across countries.
- CDC projects adopt useable knowledge management systems which are carefully targeted to deliver tangible and visible benefits.
- Through needs assessments, tools and products are identified and prioritized and returns on investments are tracked.
- PPPs leverage additional resources, capacities, and technologies and thus multiply the effects of development assistance funds. This is at the core of the USG mandate to develop deeper and more strategic private sector relationships and grow the quality and quantity of PPPs.
- The CDC project is successful in providing a range of technical services – from strategic to operational, tactical support; and administrative and financial management. As the volume and complexity of the PPP program grows, the project provides reinforcements for the Global AIDS Program (GAP) staff.

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