



Webinar series 2021

Towards Sustainable
Healthcare Systems in Africa

The power of partnerships: Development partners' value creation in the healthcare sector

A Webinar Report

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Curated by



AHB
AFRICA HEALTH BUSINESS

Speakers



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SPEAKER
Dr. Karim Bendhaou
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SPEAKER
Mr. Ian Wakefield
General Manager,
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SPEAKER
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Event Partners



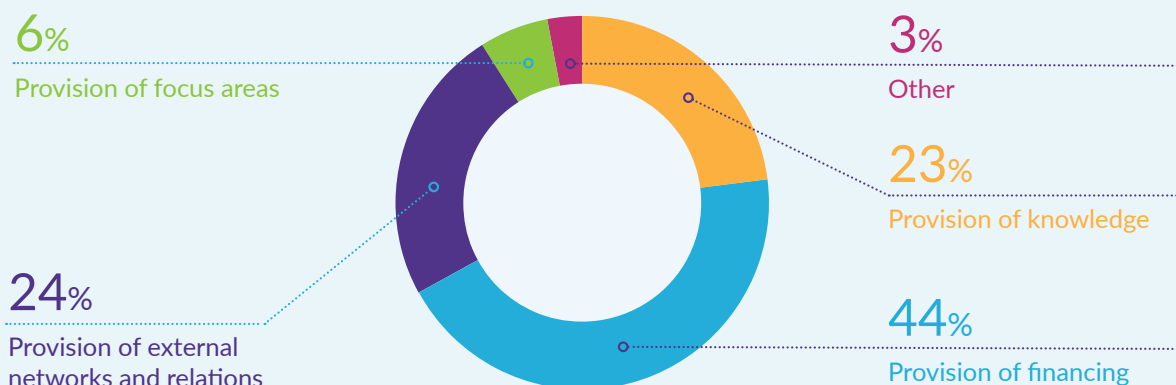
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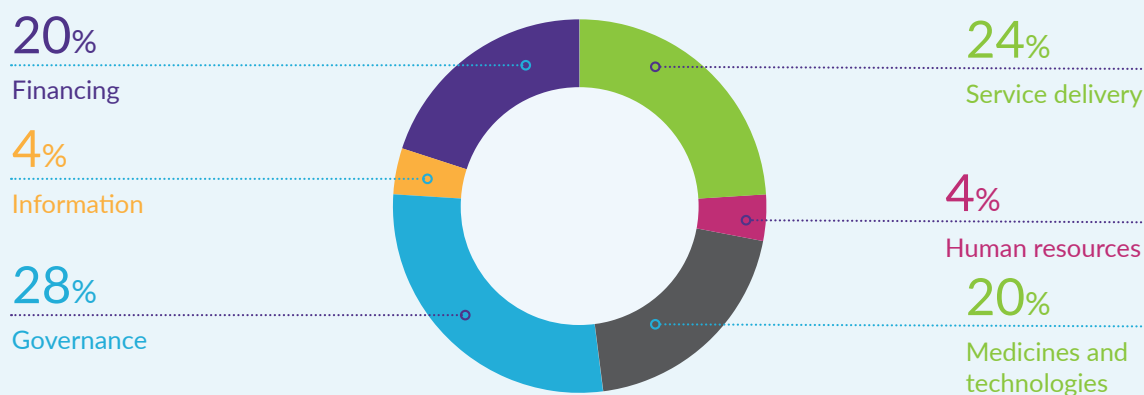
Poll Results

During the webinar, we ran polls on the topic to gather opinions, insights and feedback from our attendees.

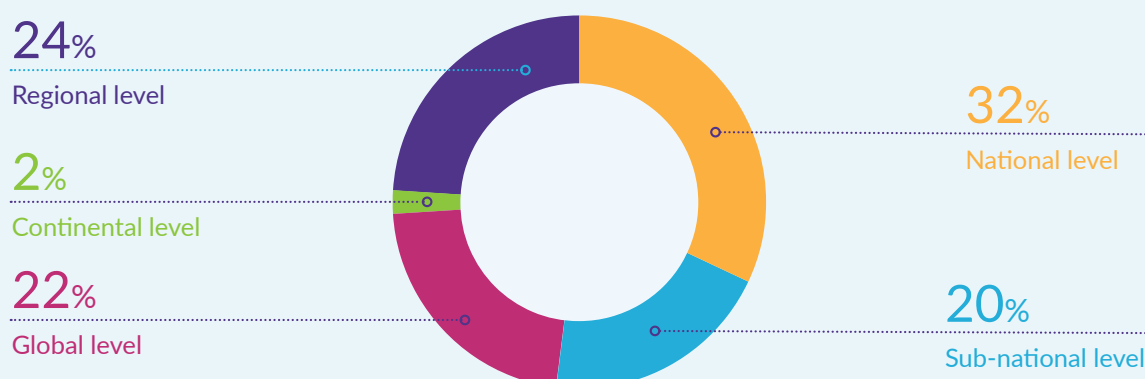
In what way do development partners add most value into the development of Africa's healthcare sector?



Which of the below sub-sectors in the African healthcare space would lend itself best to spearhead improved health outcomes under the auspices of a PPP?



At which level do you believe partnerships in health in Africa would be most effective and achieve most impact?



Background

Africa Health Business (AHB) values partnerships and works with and for a wide variety of stakeholders in Africa's healthcare space. AHB adheres to the philosophy: "If you want to go fast you go alone, but if you want to go far you go together". AHB is at the forefront of fostering partnerships that support an enabling environment for all stakeholders to deliver quality, affordable, accessible, and equitable healthcare for all in Africa.

AHB facilitates the identification of obstacles and development of solutions by convening stakeholders across healthcare systems. It focuses on strengthening health systems by advising on policymaking, structuring accountability mechanisms, identifying system bottlenecks, planning process flows from grassroots to national levels and capacity building.

PARTNERSHIPS IN HEALTH IN AFRICA: CHALLENGES AND SOLUTIONS

There are a lot of challenges facing partnerships, and in particular public-private partnerships (PPPs) in Africa's healthcare space. In most cases, donor and government interests are not aligned and this brings about multiplicity of donor interests. Generally, there is a lack of a holistic view of what is happening in terms of different partnerships and available resources and some partners may tend to go to government subnational levels instead of the national level for engagements.

Most governments in Africa are overdependent on donor funding and this creates a challenge in terms of ownership at the local level and towards sustaining health programs after the donor funding period. The level of engagement can be skewed to one side, and this brings about issues like lack of knowledge transfer and ownership of programs. Engaging the private sector can also be difficult because of its fragmented nature.


To help mitigate challenges, actors need to jointly plan programs for a common understanding to align and tap into areas of interests for a win-win situation for all. For sustainable programs, there is need for enough investment from the start and government buy-in (ownership). Donor funded projects and programs should be designed to utilise the existing income tree structures.

There needs to be commitment to the measures and agreements put in place by all partnership actors.

In Ghana, the Ministry of Health has prioritised and institutionalised some of the partnership engagements and processes.

- It has a Common Management Arrangement (CMA) that establishes the collaborative and coordination arrangements, and it also includes the interrelationships, roles, and responsibilities.
- It also has a health sector working group forum, which provides a platform for effective engagement between the ministry and its partners around policy dialogue.
- There is an inter-agency coordinating committee, a multiparty committee that provides the forum for the ministry to facilitate discussion on technical issues related to certain diseases and systematic areas.
- There is also an annual summit which brings together all our partners to discuss sector performance as well as agreed sector priorities.

"Nothing can happen if you want to do it by yourself, especially in health. I strongly believe that there is need to put diplomacy of health in place."

 Dr. Karim Bendhaou

- The aid memorandum is a product of the annual summit which outlines the key decisions that have been made. This document is co-signed by government and development partners and is critically monitored to ensure that those decisions are implemented during the year.
- Ghana also jointly undertakes monitoring activities with development partners to access implementation of its programs.

When trying to partner with local governments, it is good to start at the national level. This makes it easier to roll out to the subnational level as there is need for a commitment at the national level for the success of partnerships. When aiming to work with the public sector, focus on the impact that can be made in terms of number of lives saved and overall improvement of health outcomes.

Systems for comprehensive tracking of partnerships should be put in place both at national and sub-national levels and governments should continue to advocate for a unified voice of the private health sector.

EXAMPLES OF PARTNERSHIPS IN HEALTH IN AFRICA

- **Global Polio Eradication Initiative (GPEI)** - Sanofi Pasteur has been the World Health Organization's (WHO's) number one partner for polio eradication since 1982. It is the primary supplier of Immunization Polio Vaccine (IPV) and in the past 10 years, it has delivered one billion doses of the Oral Polio Vaccine (OPV).
- **Sanofi Pasteur and Biovac Institute** - The aim of the partnership is to develop unique local vaccine manufacturing capacities in Africa. This relationship has been in existence for two decades. The ambition of this partnership is to enable Biovac to become a fully-fledged local vaccine manufacturer and supplier.

The mandate of the partnership is to:

- Secure vaccine supply through local manufacturing development.
- Achieve optimum protection for the population against vaccine preventable diseases.
- Execute the production operation.
- Continuously support transfer of technology by Sanofi Pasteur.
- Increase and sustain local manufacturing capabilities.
- Continuously look for new opportunities of elevating partnership.
- **Labs for Life** is a response to weak laboratory infrastructure systems across Africa. It is a PPP between CDC, PEPFAR, Becton, Dickinson, BD, and Ministries of Health in select developing countries (Kenya, Ethiopia, Uganda, Mozambique, India, Rwanda, and Haiti). The aim is to strengthen healthcare and laboratory systems. PEPFAR has been providing funding and support in managing the distribution of essential lab supplies.
 - BD has deployed 75 staff members from its global workforce to personally mentor lab personnel in each of the partner countries.

“Partnerships are ultimately about bringing together key players and recognising that only jointly we can do more. Each partner brings unique strengths to the table that makes it possible to achieve more together than any partner could do alone.”

Ian Wakefield

- The CDC provides lab-specific expertise e.g. training and technical support in identifying and preventing disease, monitoring patients and training healthcare workers (HCWs).
- Health ministries are key to implementing the partnership and ensuring that initial success is sustainable. The engagement has been specific to the local context.
- In Ethiopia, the aim is to standardise and streamline movement of TB specimens from clinics to laboratories, increasing timely access to treatment.
- In Kenya, the Ministry of Health has asked for help to improve safety and quality of blood draws (phlebotomy).
- In Uganda, the aim is to strengthen the transport system of TB specimens and train healthcare workers to accurately diagnose TB so patients can start treatment.
- In Mozambique, the Ministry of Health has asked for help to establish a national laboratory quality assurance (NLQA) program with standardised steps to improve lab quality.
- **Project Last Mile (PLM)** is a partnership that leverages private sector expertise and the business intelligence of the Coca Cola supply chain system to improve access to life-saving medicines through supply chain and strategic marketing support throughout the African continent. The actors are USAID, the Coca-Cola Company, Coca-Cola Foundation, the Bill and Melinda Gates Foundation, the Global Fund, and the Foreign Commonwealth and Development Office (FCDO). PLM enables local manufacturing of supplies and equipment required for the COVID-19 response, including masks, mask filters, nasal swabs, and ventilator filters in South Africa. PLM selected six South African manufacturers to support, and who in six months have produced over two million units of Personal Protective Equipment (PPE).

“The only solution to current and long-term health problems is partnerships.”

Mrs. Ishrat Z. Husain

- **PPE and sanitiser manufacturing in Ghana.** USAID and the FCDO partnered with the Total Family Health Organization (TFHO) in Ghana to scale up local manufacturing of PPE and sanitisers in the wake of COVID-19. The partners supported a large garment manufacturer through infrastructure improvement, product development, market analysis and strategy, to scale the production of PPEs to one million units per month significantly increase the production of litres of sanitizer liquid.
- **Open Doors Africa Private Healthcare Initiative (ODAPHI)** is investing to stabilise clinics during COVID-19. The actors of the initiative are the Rockefeller Foundation, Skoll Foundation, the MCJ AMELIOR Foundation, USAID, DFC, Medical Credit Fund and US Presidents Malaria Initiative. During the pandemic, private facilities have experienced a staggering revenue drop of 40% combined with stricter lending criteria for SMEs. The ODAPHI partnership enables access to capital loans for private clinics in Ghana, Kenya, Nigeria, Tanzania, and Uganda. The average loan taken up is USD 17,000 per health facility, enabling them to continue providing essential health services during the COVID-19 pandemic.
- **Individual perspective on the power of partnerships**
“The power of partnerships is the key and important. Up to now we have managed to treat more than 300 million children and donated more than 1 billion tablets in the quest to conquer the chicken pox disease in Africa. Without the support of local NGOs and FBOs and WHO this could not have happened.” **Dr. Karim Bendhaou, Head of Africa Bureau, Merck Group & Chair of the Africa Committee IFPMA**

“We are not public or private people; in the end, we are all human beings.”

Mrs. Marloes Kibacha

Health Diplomacy

Global health diplomacy focuses on globalisation. It can help promote social justice, peace and stability and should be a mechanism to avoid conflict, as well as to ensure solidarity and multilateral coordination. Health diplomacy can be an opportunity to ensure equality in vaccine administration.

USAID APPROACH TO PRIVATE SECTOR ENGAGEMENT AND SELECTION CRITERIA FOR CREDIBLE PRIVATE SECTOR PARTNERS

USAID has developed an approach for private sector engagement which promotes enterprise-based development and market-driven solutions. It usually gauges the following questions when engaging private sector actors:

- Can the private sector solve this problem by itself?
- Could there be a market-based approach to addressing this challenge?
- What are the roles and interests of the private sector in addressing this challenge?
- Are there factors constraining the private sector from involvement and investment?
- Is there a role for USAID to help alleviate or eliminate these constraints?

These questions can be used as a guideline, not only for USAID engagements but also with other development partners. For credibility purposes, private sector actors need to ensure:

- Scale, Sustainability, and reach
- Ability to influence policy.
- Innovation, expertise, and capabilities
- Flexibility and pace
- Efficiency and effectiveness



AHB

AFRICA HEALTH BUSINESS



We are a boutique consulting and advisory firm that aims to improve access to equitable healthcare in Africa.

Through a private sector lens, we provide organisations with actionable insights to grow their health agenda in Africa.

We advise some of the largest institutions, companies and investors on the African continent, helping them to manage challenging relationships with demanding and critical stakeholders and understand complex market dynamics.

Our team of specialists provides a range of strategically blended services.

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