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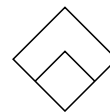
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AHBS II: “Transforming PPPs for Health in Africa”

6th - 7th November 2017, Dakar, Senegal

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Rapporteurs: Joelle Mumley, Parul Budharaja Khanna

Acronyms

AHB	Africa Health Business
AHBS	Africa Health Business Symposium
AHF	Africa Healthcare Federation
AU	African Union
EAC	East African Community
ECOWAS	Economic Community of West African States
GDP	Gross Domestic Product
HIS	Hospital Information System
HMIS	Health Management Information System
HRH	Human Resources for Health
JCI	Joint Commission International
MNCH	Maternal, Neonatal and Child Health
NCD	Non Communicable Disease
NGO	Non Governmental Organization
PPP	Public Private Partnership
UHC	Universal Health Coverage
WAHO	West African Health Organization
WAPHF	West Africa Healthcare Federation
WHO	World Health Organization



Testimonials

I would like to take the opportunity to thank you and your team for the excellent symposium that you have hosted in Dakar this year. We are honored to be a part of the dialogue and to have been invited as a keynote speaker. We appreciate your collaboration and partnership.

Faheen Allibhoy, IFC



I found the event (and generally speaking the Federation) really fantastic. I love the energy and humanity that emanates from the team, notwithstanding the fact that this mission is of course very needed. The fact that the focus on my activity lies around PPPs in digital health in developing and emerging countries of course helps me being part of your "fan club".

Florence Gaudry-Perkins, Digital Health Partnerships

I wish to congratulate your team for the wonderful organization of the 2nd Africa Health Business Symposium - for me and the EAC, it has been an empowering opportunity which in effects gives more clarity on what we can do at the regional level to advance PPPs in the health sector.

Rogers Ayiko, EAC



On behalf of IntraHealth, we would also like to thank you for the great collaboration during AHBS II as well as for the planning of this productive co-sponsored lunch session. Thanks for sharing the photos of the lunch and for following up with a thank you to the participants.

Melanie Joiner
IntraHealth International

Thank you for the opportunity. You all did a great job with the symposium We were thrilled to be an active part of the program. Congratulations on the event and on all the work your team put in to ensuring success.

Natalie Africa
EWEC 2.0 / UN Foundation





I would like to say a big thank you to the Africa Health Business team for creating a wonderful platform for this discussion to occur, and the entire conference. It has been an amazing individual experience to explore the reality on the potential of PPPs to accelerate access to quality healthcare for millions of people .

Dr. Egbe Osifo-Dawodu
Anadach Group

Thank you for being such graceful hosts. Ann and I are most grateful for all your help in the run up, and we really enjoyed our time with fellow participants at AHBS.

Jason Shellaby
Novartis Foundation



Thanks for been a wonderful host and for putting together such an impressive event with key health stakeholders from the public and private sector. We find the discussions very useful.

Ochuko Keyamo
GBC Health

I am glad Gilead Sciences, Inc. was able to contribute to the success of AHBS II.

Amadou Diagne
Gilead Life Sciences



The symposium was a very rich experience for me and the SHOPS PLUS field office staff. Looking forward strengthening our collaboration.

Isseu Toure
SHOPS Plus Senegal

I had very positive feedback from our partner VoloTrust, and I am glad that they have been able to participate. This is definitely the beginning of a strong partnership. Thank you again, and looking forward to more for the next year edition.

Djiba Diallo
Microsoft 4 Afrika





Message from the Minister of Health & Social Action, Senegal

In the human rights, the right to health is one of the categories belonging to the third generation of rights, that is to say economic and social rights. Highlighting the relationship between human rights and public health can only be a reality in a partnership framework.

It's obvious that Public-Private Partnerships (PPPs) are known to unleash an unrestrained passion, and the issue of the real contribution of PPPs in the improvement of the public action is hot news in Senegal.

The search for better aid effectiveness in health and health systems has led to the emergence of coordination spaces: PPPs.

Public-Private Health Partnerships (PPP Health) are a new paradigm of public action, likely to combine the efforts of the public sector with efficiency, usually known as Corporate Social Responsibility (CSR). Nowadays, PPPs in health are rare or nonexistent.

The success of an African strategy for an effective management of our populations' health care can be considered only within the framework of a PPPs, given the lack of health facilities and the difficulty of achieving SDGs on health.

Senegal is one of the first West African countries to launch PPPs. In this dynamic, the Ministry of Health and Social Action signed in 2016 a partnership agreement with Alliance du Secteur Privé de la Santé du Sénégal / Senegal Private Health Sector Alliance (A.S.P.S.).

One of the aims of this convention is to involve ASPs in improving healthcare services and building capacities of private health actors.

A health PPP is a way to solve public health and social development problems by combining the efforts of public and private organizations. From my point of view, the very approach being used by this symposium has proven its relevance through the choice of its theme: **"Transforming PPPs for Health in Africa"**.

PPPs have the compelling obligation to synergize efforts to meet our populations' health needs. Thus, your working sessions will, I am sure, contribute to accelerate the growth of professions in the health sector and ultimately promote close collaboration links throughout Africa.

As political authorities, we are expecting from your sessions, quality proposals for the efficient provision of healthcare to our populations as well as the appropriate response strategies to current health scourges.

Mr. Abdoulaye Diouf Sarr



**MINISTÈRE DE LA SANTÉ ET
DE L'ACTION SOCIALE**

Ministry of Health & Social Action, Senegal





Welcome Note from the Chairman Africa Healthcare Federation

Greetings! It is with great excitement and pride that we welcome you to the second Africa Health Business Symposium in Dakar! We unite here today because of our shared belief and hope— in spite of challenges, that a promising future awaits us. With this symposium in West Africa, we re-affirm our commitment and dedication to creating significant strides towards achieving Sustainable Development Goals (SDGs) in the continent, enriched by the spirit of Pan-Africanism.

The biggest challenge in achieving equitable healthcare across our continent is the lack of information sharing between all stakeholders. High quality of knowledge exchange about all healthcare requirements and activities is the first step towards strengthening the quality of policies and regulations that form the bedrock of robust national programs. Hence, it is critical to focus on dialogue and strong partnerships between the governments and private sector at the national, regional and continental level.

We must encourage the development of a level playing field for both public and private providers by ensuring fair policies and frameworks, including improvements in financing mechanisms, that would enable them to deliver their expertise, and to support one another, thus leveraging the power of PPPs. Improving healthcare in Africa is a long-term task that will require commitment, consistency and compassion. This requires strong leadership that is willing to invest in solutions that may not have immediate results and can persevere in the face of obstacles.

Innovations have proved that this task is achievable, and the shifting paradigm has proved that this task is critical. Our goal now is to solve the healthcare challenges through determined leadership and innovative partnerships that would supplement the shortcomings. This platform magnifies the strengths driven by multi-dimensional collaborations and accelerate the efforts that can harness and capitalize on Africa's in-house and on-the-ground capacity. Indeed, it is the opportune time to be a part of this dynamic industry.

A PPP effort in itself, AHBS II leads the way by example. The Ministry of Health Senegal, the Private Sector Health Alliance of Senegal (FOASPS) and Africa Health Business Ltd., have jointly collaborated to make this symposium a reality.

I believe that healthcare in Africa is at a tipping point. We have the foundation of good leadership, knowledge, partnership and technology and, if we are able to bring these things together, we can propel Africa towards a drastic improvement of health indicators. It is true that we are experiencing a constantly changing dynamic in the African healthcare landscape, but one thing that must stay consistent is our commitment towards this grand endeavor. Together, ordinary people can do extraordinary things. Let us redefine leadership and partnerships that will carry us forward together, beyond borders!

Dr. Amit N. Thakker
Chairman



Africa Healthcare Federation





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Remarks from the President, West Africa Healthcare Federation

PPPs in my opinion, is the royal road towards satisfaction of the initiatives of the African States, and fulfillment of the fundamental healthcare needs of our population.

How will we manage to protect and care for our populations, in the face of the ever-present threat of serious epidemics? How do we ensure a cross-border joint response?

How do we provide quality care accessible to all? How do we prioritize on effective prevention in order to reduce the therapeutic costs? How do we enable the adequate and regular distribution of drugs and pharmaceuticals in remote, underserved areas? How do we ensure the training and the employment of efficient human resources?

How do we appropriately use new technologies? And how do we ensure better access to financing, as well as a guarantee of development? How ...? How ...? How ... ?

Policies and programs are developed and implemented, development partners are ubiquitous, the political will of our leaders is real, despite it being expressed differently from one country to another.

In spite of the noted progress, dissatisfaction is experienced by the populations as well as the authorities, healthcare implementing bodies and partners. One of the well-established reasons for this is the weak collaboration between the public and private sectors.

An example that corroborates this, is that in Africa, the few countries that are on track towards achieving the MDGs in health are those where collaboration between these two sectors is established and very advanced.

This is why our authorities, strongly supported by their partners, have spurred a Public-Private Dialogue that has led to a PPPs, and encouraged the creation of Private Sector Health Platforms and Alliances.

The initiatives taken so far are largely amenable to improvement.

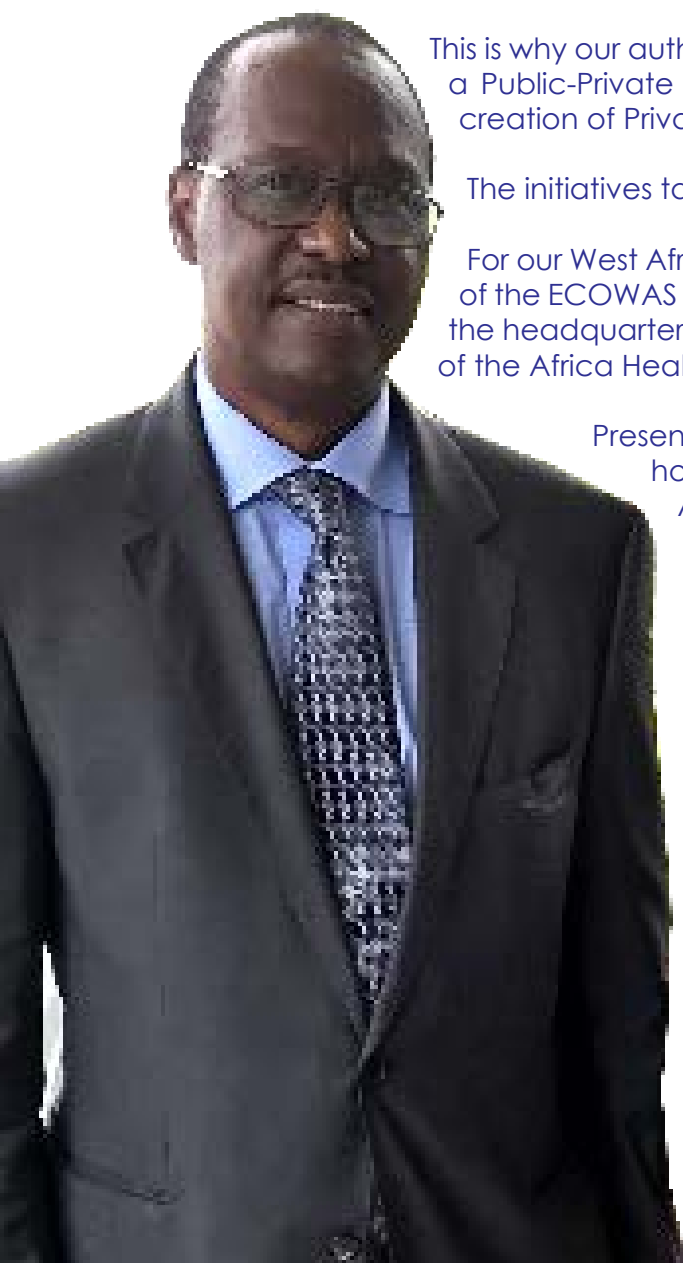
For our West African sub-region, a Federation of Alliances and a Platform of the ECOWAS Countries (FOASPS) was created last year. Dakar, which is the headquarters of FOASPS, was delighted to co-host the second edition of the Africa Health Business Symposium.

Presenting concrete examples and leading the reflection on how to bring improvements and innovations in PPPs in Africa, the organizing partners for this years AHBS were: Africa Health Business Limited, the Ministry of Health and Social Action of Senegal, the West African Private Health Sector Federation and the Private Health Sector Alliance of Senegal as well as the Development Partners.

Dr. Ardo B. BA
President



West Africa Healthcare Federation





Foreword from the Director

Ministers of Health, the African Union, Private Sector Healthcare Champions and Development partners met on 6th-7th November 2017 in Dakar, Senegal at the midst of a deep transformation of the healthcare landscape on our continent, to construct an inclusive future with shared values. AHBS II was not just an "African" meeting, but present with us were also global stakeholders that see increased potential in our continent. Our task now is to capitalize on this potential for the greater social good, over our own interests.

Over the past 2 years, both the symposium and the organization have grown substantially. This rapid growth has been very rewarding, but it has also re-instilled our conviction towards bettering healthcare in Africa as a fundamental right for every citizen, as well as towards reinvigorating the African economy. In addition to being a moral obligation, the case for healthcare is also economic. At the inaugural Africa Health Business Symposium (AHBS) in Nairobi, Kenya during October 2016 we laid the foundation of building the bridges towards "The Business of Healthcare in Africa" between the public sector, the private sector and development partners. We also launched the Africa Healthcare Federation (AHF), the umbrella body uniting and representing the private health sector of the continent. In this spirit of inclusivity and Pan-Africanism, we decided to host the second AHBS in West Africa, with the full support of the regional private health federation leaders of the newly established AHF.

Fueled by insufficient investment, growing pressures on government budgets and a general concern about service provision by state enterprises, PPPs have emerged as one of the most effective ways to foster development and encourage innovation. Although health investments will undoubtedly bring economic and social benefits to the continent, they will also generate population growth and intensify the demand for additional healthcare needs. Moreover, an increase in investments does not necessarily correlate with an improvement in health outcomes.

Hence it is important to build capacity with resilient and efficient health systems, and also to ensure that there is health equity that is capable of guaranteeing healthcare on demand. Public, private and development partner cooperation is required for such solutions that will be sustainable and that can surpass borders.

We would like to thank the Ministry of Health and Social Action Senegal, West African Private Health Sector Federation (FOASPS), Alliance du Secteur Privé de la Santé Senegal (ASPS), our sponsors and partners for their support in making this a well defined and recognized platform that addresses the key challenges and solutions for healthcare in Africa. With governments across the continent and the support of our partners, PPPs are the key to driving the continent towards UHC that can soon be a reality for the people of Africa.

Healthcare is an investment in our future and must be a priority. I wholeheartedly commend you for your commitment to our continent, and I thank you for bringing your expertise to our gathering. I am sure that your efforts here will further the development of healthcare that is responsive to the demands of a globally competitive economy and better meets the needs of our fellow citizens.

In taking this momentum forward; it is also our pleasure to invite you to Johannesburg, South Africa from 8th-9th October 2018, for AHBS III themed **Achieving UHC in Africa: Stronger Together!** The future awaits, forward together!

Nishit N. Shah
Director



Africa Health Business





*Welcome
Cocktail*

5th November 2017
5:00pm - 7:00pm





Opening Ceremony

Speakers: Dr. Tedros Ghebreyesus (WHO), Hon. Mr. Abdoulaye Diouf Sarr (Ministry of Health & Social Action, Senegal), Dr. Ardo BouBou Ba (FOASPS), Dr. Amit Thakker (AHF)



PPPs have emerged over the last decade as one of the best ways to foster development, fueled by insufficient investment, growing pressures on government budgets and a general concern about service provision by state enterprises and agencies. In the spirit of PPPs, AHBS II was held at the King Fahd Palace Hotel in Dakar, Senegal from 6th – 7th November 2017. The event had active participation and representation from the Public Sector, Private Sector, and Development Partners with delegates spanning over 30 African countries and 52 countries from across the globe.

For more PPPs to emerge in Africa, countries need to improve the business environment. At present, serious constraints exist in many countries. These constraints include: inadequate legal and regulatory framework for PPPs; lack of technical skills to manage PPP programs and projects; unfavorable investor perception of country risk; Africa's limited role in global trade and investment, small market size, limited infrastructure and limited financial markets.



 African countries represented at AHBS II

Participants were honored by the presence of the Minister of Health and Social Action, Senegal, Honorable Mr. Abdoulaye Diouf Sarr. He officially welcomed the guests to his home country and emphasized the need for collaboration in the health sector. On behalf of the private sector, Dr. Ardo Ba, President of the West Africa Healthcare Federation (FOASPS), expressed his excitement for the conference ahead and the unique opportunity to bring private and public sectors together to address the many challenges in health in Africa.





Health Ministers Panel

Moderator: Mr. Farid Fezoua, President & CEO of GE Healthcare Africa

Speakers: Dr. Jane Aceng, Minister of Health Uganda, Dr. Mpoki Ulisubisya, Permanent Secretary, Ministry of Health of Tanzania, Dr. Idi Illiassou Mainassara, Minister of Public Health, Niger, Dr. Arlindo do Rosário, Minister of Health and Social Security, Cape Verde, Dr. Saffie Lowe Ceesay, Minister of Health and Social Welfare, Gambia



African Ministries of Health have seen that when the public and private sectors come together and integrate, there is shared value creation that maximizes the investment of each partner. In partnership, the power of innovation is unleashed. If this does not take place, however, there is a risk of establishing two parallel health systems, which promotes inefficiency, confusion and a poor use of resources. It is the public sector's responsibility to lead the way and provide an environment that promotes discussion between the two sectors.

Governments also need to attract the private sector to invest, whether it be through tax rebates on medical equipment, subsidies for certain types of products or services that benefit the population, or even adequate revenue from the services they offer. The government should assess the feasibility of the investment to ensure that it is beneficial to their citizens, considering how it affects job creation, health outcomes, infrastructure development, and health facility improvements.

One potential area of investment is in health service delivery. In many countries in Africa, fewer patients need to be sent abroad for care because expertise is becoming more local, but there is significant room for improvement. Specifically in oncology, many African countries do not offer the breadth of services needed and very few people can afford to go abroad for treatment. The burden of ill health is much larger than governments' ability to sponsor international trips. If, however, international hospitals establish facilities in African countries, more patients would have access and it would not restrict them from the support of their country's national social health insurance schemes for payment. This is an example of investment that benefits both the people and the government. The best investors are those who plant seeds, take root, and remain in the country.

Private sector federations have been a great help in fostering conversation and partnership between the public and private sectors. National and regional federations have been formed across the continent, including the continent-wide Africa Healthcare Federation, and these have made it possible for the private sector to engage with the public sector as a unified body.

A significant challenge facing the health sector in Africa, which also represents opportunities for investment, is in the area of data. Data is essential for planning and decision-making, goal setting and evaluation. Data gives the government a reflection on their performance and contributes towards periodically reevaluating and updating frameworks and partnerships. It helps ensure that initiatives are continuing to address the current context and needs of the country. Tanzania, for example, is undertaking a review of its PPP framework, primarily to take into account the rural to urban migration. Data is also the primary language for the Ministries of Finance and Planning, which play a significant role in determining budget allocations. In order to advocate for funding, Health Ministries need to have sound data to back up their requests.



Another significant challenge for governments across the continent is the complexity of balancing



different priorities. Money is needed to ensure health, but there is competition for funds, including maintaining agriculture and ensuring food security; promoting sectors that are central to the economy, like tourism; combating threats to national security; addressing financial deficits; and so on. Often, because of these other demands, the government can not meet health demands. For example, Niger's contribution to health averages around 6% or 7% of the total GDP. This reinforces governments' need for partners, because the public sector cannot afford to accomplish its goals on its own.

Each nation is different but can learn best practices from others and apply them in their own contexts. The public sector wants to have a good working relationship with the private sector. Together, they can form PPPs, ensure that funds are managed well, and after there have been success stories, communicate what was learned so that others can take that information and implement in their own countries. Ultimately, health needs to be viewed as an investment and not just an expenditure. The responsibility must be shared between the public and private sector; to invest together and also share the results together.





Session 1: Optimizing the Role of the African Private Health Sector in Achieving SDG3

Moderator: Dr. Ademola Olajide (UNFPA)

Speakers: Dr. Amit Thakker (Africa Healthcare Federation), Marie-Goretti Harakeye (African Union), Hon. Dr. Jane Aceng (Minister of Health, Uganda)

In order to achieve better health outcomes in Africa, bringing the private sector to the table is essential. The private sector is strong and if they have an enabling environment, businesses will invest in the healthcare sector and get a fair return on their investments. Because the private sector pays for their own human resources, supply chain, clinics, and other costs, they must charge a fee for service and this requires effective regulatory frameworks. This regulation should take into account small health businesses, as they play a unique role in the health sector but can be easily overshadowed by large corporations. The private sector can also play a key role in solving employment issues. Africa has the youngest population in the world, which gives it immense potential. If these youthful populations, however, are unable to find work, this could lead to a crisis.

One of the challenges of incorporating the private sector is the lack of a uniform agenda in healthcare across the continent. Although the private sector is making attempts, they have historically approached things from a very individual standpoint. The formation of the Africa Healthcare Federation gives the opportunity to engage directly with the African Union, encouraging cross-continental uniformity in healthcare and the formation of an institutional framework on a regional and even continental level.



The private sector is eager to be a part of advocacy. Through federations, the private sector has a unified voice to engage with the government. If the African Union and the private sector work together, meaningful progress can be made toward reaching the Sustainable Development Goals (SDGs). One of the primary areas in health where partnerships can have a significant impact is in pharmaceuticals. The main challenge with medications in Africa is that most pharmaceutical companies are not well regulated. The Africa Medicine's Agency was formed to create a level playing field for the continent and to create the right environment for manufacturing, as well as the import and export of medicines. This has had significant support, with endorsement from all ministries, but the dilemma has been how to start it. Ingredients are still needed to make it come to life. The health sector needs to invest in manufacturing plants that are sustainable, prequalified by the WHO, with a patent owned by Africa, and registered by the FDA. If these things can be achieved, it has the potential to be very successful.

Health must be thought of in a holistic manner. Healthcare is much broader than clinical care and many major illnesses are preventable. Ultimately, success is not based on the number of partnerships formed or projects implemented, but on health outcomes. Therefore, PPP formation requires the development of a clear value proposition, a defined framework, a strategic advocacy plan, pledging commitment to best practices, and interrogating the plan to refine and improve it. These partnerships then need to be evaluated and adapted so that they achieve their intended outcomes. When this is carried out, proper partnerships will not only be formed, but will be successful.





Session 2: Private Sector Driven PPPs

Moderator: Egbe Osifo Dawodu (Anadach Group)

Speakers: Julius Muia (Kenya Vision 2030), Samba Bathily (ADS Group), Soraya Ramoul (Novo Nordisk), Belinda Ngongo (Medtronic Foundation), Dr. George Uduku (Philips), Bertrand Chane-Sam (Sandoz)

PPPs in health are not simply an opportunity, but represent an essential part of governments achieving their goals. In the case of the Kenyan government, for example, PPPs are pursued out of necessity, as it is estimated that 70% of contributions toward their Vision 2030 will come from outside the public sector. Additionally, PPPs need participation from many different stakeholders, including other ministries, such as finance, education, and infrastructure.

The first challenge in forming PPPs has to do with trust. Many private sector organizations are initially met with resistance from government, but significant progress has been made in this area. Once these partnerships are formed, they need to be about more than just supplying a product, but also need to be sustainable and scalable and actually make a difference to the patient. Although high standards are essential and it is important to be thorough and careful, it is also necessary to move forward. Organizations can talk forever about why partnerships are important and how they should be formed, but if they don't try them in practice, they will never get the desired results. Another challenge that the private sector has with the government is the reality of changing administrations after elections. The government needs to find ways to create partnerships that will not be in jeopardy if the individuals in government change.

The African region faces a huge infrastructure gap as the result of a very large finance gap. Many private sector for-profit companies have realized that they must contribute and play an important role in closing this gap. The reality is that PPPs deliver better outcomes to the population and, in the absence of PPPs, poor populations would have less access to affordable healthcare. Additionally, the private sector should play a more active role in conceptualizing and initializing PPPs rather than waiting for the government to reach out. However, private sector suggestions for PPPs need to be in line with the vision of the government. In the context of PPPs, the health sector needs to think about health specifically, but also needs to consider the broader context of the overall economy of each country. Health provides jobs and a healthy population, which also means a more productive population.

One example of a PPP is a project launched by Novo Nordisk called "The Base of the Pyramid," which attempts to address supply challenges. It targets those who have some disposable income, but aren't able to access expensive medications. In Kenya, they were able to reduce the price of insulin by 75%. The public sector's role in the project is to monitor and ensure the project is doing what they promised to do. Working with the MOH in 15 countries, they have ensured that children get access to life-saving medicine. Because of this, 20,000 children have survived who would not have otherwise. This example shows that, although partnerships are not easy, they are very worthwhile.

Medtronic Foundation with the goal of improving health outcomes and healthcare efficiency, especially as it relates to NCDs, currently has three large programs over 7 countries and 20 sites. They seek to build the capacity of frontline health workers, advocating for community health workers and trying to involve the population as much as possible. They want to elevate the voice of the patient, which requires education at the grassroots level. They make sure their programs are measured to determine whether they are cost-effective and to ensure a return on investment. They don't want to fund for the sake of funding, but actually want to improve health outcomes.

Novartis participates in several PPPs around the world, including in Africa. Their Novartis Social Business program is focused on improving access to medicines for patients in lower-income countries. They have tailored their approach to income segments, targeting different income levels with different interventions based on their needs. It offers commercial solutions to expand the reach of public health services, prioritizes the treatment of infectious and chronic diseases, and partners with private and public sectors to build capacity. They also have PPPs that focus on malaria, health education



for rural communities, and mobile and digital technology to increase quality of care. The challenge ahead is how to adapt these approaches to other contexts, knowing that each is unique and will require a slightly different intervention.

From the perspective of the public sector, a project is successfully launched when it is being implemented and there is a monitoring and evaluation framework in place to ensure it is accomplishing what it set out to do. The primary goal of partnerships is to harness the strengths of the different players in the health sector and integrate them, rather than creating parallel systems. The public sector needs financing, innovation and sustainability from the private sector. The private sector needs regulatory frameworks, infrastructure and trust from the government.





Session 3: Innovation and Partnership for Maternal and Child Health

Moderator: Dr. Ian Clarke – International Hospital Kampala

Speakers : Natalie Africa (Every Woman Every Child), Dr. Data Santorino (CAMTech Uganda), Dr. Peter Kamunyo (Kenya Healthcare Federation), Dr. Jane Ruth Aceng (Minister of Health, Uganda)

Launched at the United Nations Millennium Development Goals Summit in September 2010, Every Woman Every Child (EWEC) is a program committed to improving the health of women, children and adolescents, acknowledging the impact their health has on the wellbeing of their communities. At its foundation is the recognition that all players can have an important role in improving health. In order to address specific needs and challenges related to innovation, EWEC Innovation Marketplace was launched to respond to the reality that many innovations do not move beyond the funding phase and are unable to transition to scale. This program brings together innovators and organizations that can provide expertise and funding. The goal of this initiative is that at least 20 of the best innovations would be significantly scaled by 2020, and that at least 10 of these will be implemented throughout the world by 2030. So far, there are four innovations that have been curated.

One of the challenges of African innovations is that they are viewed by the rest of the world with skepticism or as only applicable to the developing world. With the knowledge that this attitude exists, however, African innovators can proactively develop strategies for convincing otherwise. CAMTech Uganda developed a device that supplements existing resuscitation equipment and gives data on patients as well as the training of the medical provider performing the resuscitation. In order to be taken seriously and to convince people that this device could be useful worldwide, they partnered with a U.S.-based organization and did their testing in both Uganda and in Boston, Massachusetts in the U.S., proving the need for the device in any context.



MedSource, based in Kenya, is another example of an innovative company bringing exciting interventions to the African context. They train community pharmacies, clinics, and hospitals in management and then collect data on the same. They are currently testing point of sale technologies that identify counterfeits and are also developing an app that will allow patients to interact with their healthcare providers directly. These kinds of improvements can benefit all areas of the health sector, from service provision to pharmaceutical manufacturing to supply chain management.

When it comes to bringing innovative ideas to scale, financing is just one aspect. Many small organizations, even if they have funding, do not have the skills or experience to make their ideas commercially successful or sustainable. Partnership, therefore, is not only about finances, but also about donations in kind, such as contributing expertise or sharing success stories and lessons learnt. Innovation is needed, not only in the development of ideas for intervention, but also in the structure and formation of the partnerships themselves.





Gilead Life Sciences: Treatment Expansion Program

Speaker : Amadou Diagne

Gilead is a biopharmaceutical company that develops innovative medicines and, especially through their Treatment Expansion Program, seeks to promote access to those medicines for everyone who needs them, regardless of location or ability to pay. Gilead's efforts focus primarily on HIV/AIDS, hepatitis B, and visceral leishmaniasis (VL). Each of these areas of intervention have unique strategies based on the type of disease and the primary locations where it is a significant problem. However, there are several overarching strategies that have proved effective and are cross-cutting.



Gilead works with local pharmaceutical manufacturers to produce generic versions of the medication Gilead has developed. This has several benefits, including the fact that it lowers the cost for the low- and middle-income countries that need the medication most. Over the past eight years, pharmaceutical partners that have been licensed by Gilead have been able to decrease costs by 80%. This effort also supports the local pharmaceutical industry, creating a more sustainable future for the production of medicines. Gilead also works to increase access to new medicines through partnership. With partners in India and South Africa, Gilead's cutting edge technology is quickly made accessible to a wider number of people as the partners begin producing for themselves once they receive U.S. regulatory approval. Additionally, Gilead was the first company to join the Medicines Patent Pool (MPP), which is a platform to share medical patents, thereby making the production of these life-saving medicines more accessible to a wider group of people.



Gilead also works with regional business partners to help register products for their country's context so that it is not only approved by Gilead and the U.S. government, but is locally supported as well. Additionally, Gilead's support extends to continuing education for health workers, specifically in the area of the proper use of medicine. Using mobile phone technology, they provide text message support to health workers in remote areas. Additionally, Gilead participates in collaborative research, partnering with others to solve some of the most pressing issues facing the health sector today, specifically in the developing world.





Session 4: Improving Quality through Investment

Moderator: Clare Omatseye (Healthcare Federation of Nigeria)

Speakers: Virsay Sirleaf (SnapperHealth Clinic), Diane Jegam (Agence Française de Développement), Dorien Mulder (PharmAccess)



In order to provide quality healthcare, investment is absolutely essential. Most entrepreneurs in health identify access to finance as a primary challenge to starting and scaling a successful program, especially long-term financing with reasonable interest rates. Financial institutions often seem tentative about loaning money to healthcare institutions because the lack of familiarity with the sector can lead them to consider it to be high risk, which poses a significant challenge.

Established in 1983 in Liberia on the idea of “courageous healthcare,” Snapper Hill Clinic provides a positive example of seeking investment in order to improve quality. During the height of the Ebola crisis, when many surrounding clinics and health service providers were retreating, they decided to start investing in quality improvement. Documenting their journey, they created a guideline for attracting investment that captures their own experience in order to help guide others.

Their five-step journey included:

1. Establishing a quality framework
2. Utilizing market economics to drive investment decisions
3. Funding initial improvements with internal funds
4. Leveraging internal funds to attract external funding
5. Installing mechanisms to ensure sustainability



As the Snapper Hill example illustrates, investors often need to see an assessment of quality standards before moving forward. However, becoming certified by international standards, such as Joint Commission International (JCI) is often quite expensive, requiring high fees and flying in experts from outside of the country. To many African healthcare providers, it makes much more sense to implement systems that are developed locally. SafeCare Quality Standards was developed in 2011 by PharmAccess, along with several public and private sector partners. This standard is simple, straightforward and holistic, addressing all aspects of a clinic. SafeCare gives a rating that helps identify gaps and assessments are carried out on a regular basis to monitor progress. It improves quality, grows the business and attracts investors.

The French Development Agency (AFD) is a development bank that offers financing to health initiatives in all sectors, including public services, NGO-run projects, and private healthcare organizations. AFD is able to offer long-term maturity loans with low interest rates to initiatives that have a large social impact. Training is another important aspect of what AFD offers. The government plays a primary role in this area of healthcare growth, specifically in quality assessment and designing and implementing regulatory frameworks for both public and private sectors.

There are many significant challenges when it comes to investing in healthcare, specifically in the private sector. It can be challenging to find market information about private sector organizations, including who are they, what they are doing, what financing they need, and so on. Private sector federations will be key in improving this and, as African economies continue to grow, local resource mobilization needs to be explored rather than depending only on international investment.

International development banks want to work toward a sustainable solution, educating local banks in the area of healthcare investment, including convincing them that the loans are worthwhile. PharmAccess loans, for example, have a repayment rate of 96-97%. Another challenge is that free services are often not taken into account when financial institutions are determining the value of healthcare facilities. There needs to be innovative ways for financial institutions to assess the financial viability of organizations that do not fit traditional structures. Until financial institutions reform to take these things into account, the private sector will need to be creative in finding other sources of funding.



Session 5: Human Resources for Health: Bridging the Work Force Gap in Africa

Speakers: Dr. Neil Sheth (Global Ortho), Steve Justus (Touch Foundation), Sylla Thiam (Amref Health Africa)

Advances in science and technology have revolutionized the way practitioners approach healthcare. There are more effective medicines and treatments available now than at any other time in human history. People are living longer and the potential for health and wellbeing is constantly expanding. However, many populations on the African continent are living with limited access to healthcare because of a shortage in the workforce. According to the WHO, this global shortage of the workforce could increase to 18 million by the year 2030, but this can be avoided if appropriate measures are taken.

Human resources in healthcare, which include the clinical and non-clinical staff responsible for carrying out health services, is arguably the most important resource of any health system. The performance of the health sector depends largely upon their knowledge, skills, diversity and motivation. It is, therefore, absolutely essential to build the capacity of the local workforce in order to achieve SDGs. This will require collaboration between educational institutions, the government, and the private sector, along with a robust strategy for implementing systems in an efficient and sustainable way.

The Touch Foundation, an organization seeking to capitalize on the knowledge and strategies of both public and private sectors to improve health in Tanzania, is currently working to strengthen the health system across all levels of care. They focus on problem solving, with rigorous analysis upfront and by attracting and coordinating funding and expertise. They have core partnerships with local and national Tanzanian partners, NGOs, professional firms, and private sector strategic and investment partners, along with advocacy and policy dialogue organizations.



They are concurrently working towards increasing the availability of human resources for healthcare while also addressing Tanzania's health priorities and sharing their knowledge globally. Touch is developing private health sector solutions to increase healthcare personnel absorption, reduce the shortage of the workforce and create business value. It implements healthcare professional training using a private practice business model, while collaborating with successful health entrepreneurs, training and creating awareness among local banks and investors, investing in innovative business solutions to support and grow health entrepreneurs, and ensuring open dialogue with the Tanzanian private sector both in and outside the health sector.

In addition to human resource shortages, there are also deficits when it comes to the qualifications of the existing health workforce, who often lack training and retraining. In 2005, Amref created an eLearning program for nurses, which proved to be a more efficient and cost-effective alternative to traditional training. It was applied in various African countries and has had fruitful results. Amref is also making use of mobile technology to train community health workers through the leap healthcare platform, showing that the virtual university provides an integral part of the human resources for health solution.

The human resources for health crisis is a significant obstacle in achieving the SDGs. Collaboration between the two health sectors is essential in prioritizing, coordinating and strengthening the health workforce. Not only do the number of health workers need to increase, but those who are already actively working need to be trained and retrained in order to carry out effective medical treatment that benefits the population. A well-trained and adequate health workforce is an agent of change. It is time for concrete resolve to end the global health workforce crisis. The world will be a much better place when everyone has access to a health worker.



Keynote Address

Faheen Allibhoy (International Finance Corporation)



The World Bank, ministries of health and other partners have worked together to support the creation of several private sector healthcare federations, including the formation of the Pan-African Africa Healthcare Federation. The IFC's "Business of Health in Africa" shows that the private sector provides fifty to sixty percent of healthcare service delivery in Africa, from a large pharmaceutical company to a midwife who sets up their own clinic. The private sector is, therefore, absolutely essential to successfully carrying out healthcare service delivery in Africa.

In the same way that the private sector should not be ignored, the public sector is also absolutely essential in carrying out effective healthcare service delivery. Neither the private or public sectors should attempt to work on their own, unaware of the work that the other sector is doing. In order to capitalize on both the public and private sectors in health, PPPs are, therefore, necessary. In order for this to be successful, international development partners need to provide regulatory support to the government in order to foster PPPs and the private sector needs to provide data to the ministry of health on their activities and interventions.

The health sector in Africa needs to grow in several areas, including establishing universal health coverage, ensuring health service delivery in rural areas rather than only prioritizing the urban centers, and how to better utilize technology to improve health systems and outcomes. In order to achieve these things, the World Bank is working in and across the public and private sectors to promote better health. The private sector has to be included in healthcare and governance is a key part of this. The World Bank Group is committed to promoting health throughout the continent, especially in the area of fostering PPPs and integrating the work of the public and private sectors.

Susan Ross (USAID)



In order to encourage an enabling environment, language is important. The public and private sector often don't speak the same language, which can keep them from effectively working together. The role of the private sector has evolved significantly over past few the years, and is now acknowledged as a vital part of successfully delivering healthcare.

Despite the many improvements that have been made both economically and socially worldwide, the current economic model is deeply flawed and requires continued examination and refinement.

The Global Goals for Sustainable Development, developed in 2015, provide a helpful growth strategy for both individual businesses and the world economy at large. If these goals are achieved, it would open up anywhere from 12 to 30 trillion USD of economic opportunities for the private sector, with at least 50% located in developing countries.

The world, and the African continent specifically, are facing many health challenges. There is a worrying decline in the power of drugs to treat communicable diseases, especially antibiotics. Demographic changes are putting new pressures on the health system, including a youth bulge and changes in disease patterns. Additionally, basic medical services are still lacking in many developing countries and there are significant skills gaps in medical professionals.

There are, however, many business opportunities that can help Africa overcome these challenges. In relation to the Global Goals, the 12 trillion USD can be gained through four economic systems, including food and agriculture, cities, energy and materials, and health and wellbeing. This has the potential to create 380 million new jobs by 2030, with almost 90% in developing countries. McKinsey Global Institute has published research asserting that achieving gender parity alone would add at least 12 trillion USD to global growth by 2025. Specifically in health, 60% of the economic opportunities are in developing countries, with an estimated possibility of 28 million new health jobs



created in Africa. The biggest health opportunities are in risk pooling, remote patient monitoring, and telehealth.

The Global Goals are set up in a way that requires integration. Private sector federations are going to significantly contribute toward reaching these health goals, as they often provide the bridge between the public sector, private sector and Development Partners. Additionally, new and innovative business models provide significant promise, approaching and solving problems in new, more collaborative ways. Only one-third of organizations have embraced the Global Goals, limiting the possibilities they represent. More participation is needed to fully realize the potential of accomplishing these goals.

Dr. David Luu (The Heart Fund – Equally)



The primary question we as a continent need to ask is how to solve the universal healthcare equation. The solution is complicated and no one fully understands. Health providers have other equations to solve, diagnosing and treating patients. Progress in health is not made through the treatment of one patient, but in the repeated treatment of patient after patient, creating checklists, improving systems, and forming partnership as they go. One hundred years of training goes into one four-hour heart surgery. A hospital, data, connectivity, financing, government, compliance, risk assessment, medical guidelines, pilot programs to train, monitor, test, and so many more things are needed before any surgery can take place.

In the same way, we do not yet know the formula for universal healthcare. However, the health sector can pilot, test, experiment, assess, and improve until we have the equivalent of a successful surgery. For universal healthcare to be successful, there are many things that need to be in place, which is why it is so complex. A country needs optimized infrastructures, incentivize health professionals, sustainable business models, an improved healthcare value chain, and a disruptive digital health solutions.

There is no denying that the health sector has incredibly challenging problems to solve. Because of this reality, it is essential to have stakeholders who will invest, commit, and carry out the work. These include the public sector, civil societies, international organizations, and the private sector. All of these partners play an essential role in the efforts to solving the most complex and serious challenges facing the African health sector.







Ministries of Health, Africa Panel

Moderator: Dr. Amit Thakker (Chairman, Africa Healthcare Federation)

Speakers: Dr. Sossa Edmond GBEDO, Technical Advisor, Health Partnerships, Ministry of Health, Benin; Ms. Kamaria Ahamada, representative from Ministry of Health, Comoros; Mr. Potougnima Tchamdja, Technical Advisor to the Minister, Ministry of Health, Togo; Mr. Mohammed Yarbd Meinine, Ministry of Health Mauritania



Healthcare demands in Africa are changing. Africa's healthcare systems are at a turning point and the reforms that governments undertake over the next decade will be crucial in improving overall health in the continent. For productive change in the healthcare sector to be effective, the system needs to be united. PPPs are a collaboration between the public and private sectors to ensure funding, construction, renovation, management or maintenance of the provision of a health-related service. The risks are shared and there's a process of continual improvement.

Benin represents a positive example of how PPPs can succeed. Out of 29 regional hospitals, nine of them are from the private sector, representing both faith based and corporate institutions. They receive support from the government and have accountability and autonomy of management. An MOU has recently been signed between Benin's Ministry of Health and the private sector to create a platform for the private sector, which will help in the fight against illegal medical practice, improve treatment of transmissible diseases, and improve health service delivery. Financing is still a significant challenge in Benin, but the possibility of partnerships means that it is possible to make the necessary transformative changes.

The island of Comoros has limited experience in PPPs, but are in the process of setting up a committee that voices and mediates the discussion between the public and private sectors. The private sector in Comoros is organized by civil servants; 75% of civil servants work in private clinics and therefore the time they need to be devoting to the public sector, they give it to the private sector. This results in an urgent need to define private sector through legislative text and outlines if a civil servant can work in a private sector clinic. The vision of Comoros is to bring together all stakeholders in the health sector and find unifying objectives in order to move forward in partnership. In order to do this, it is essential to have a health sector that is regulated and organized.

PPPs are a necessity in Togo and has recently started to take shape in the country. A project financed by the French Development Council has been a positive example of reducing maternal and child mortality. Additionally, the Ministry of Health has established a partnership with several NGOs who will implement the training of medical staff, paramedical staff and other healthcare professionals. This will aid in reducing the burden of the health challenges being confronted in Togo. Both public and private sectors need to operate in a complementary way, working together to improve the health of the entire society.

Mauritania has experience with PPPs and, although there is room for growth, it has significantly affected the health sector. For instance, the World Bank is the cornerstone of the health system in every aspect. This partnership has been established for some time, but it needs to be better organized and institutionalized. Additionally, the UNFPA works in mother and child health, which looks after the training of professionals. Despite successes, it needs to be legally organized through a federation. The next step is to form a pathway to set a legal framework that would benefit all in Mauritania.

Experiences of PPPs around the continent are varied, with some more positive than others. However, each nation represented acknowledges the needs to pursue, improve and capitalize on the opportunity presented by PPPs in health.



Session 6: Supply Chain Management: Partnerships for Improved Access to the Underserved

Moderator: Jean Bedel Evi (Chemonics)

Speakers: James Coughlan (UPS), Oumy Kalsoum (Intrahealth International), Adama Kane (Jokko Sante)



The healthcare supply chain is the holistic flow of relationships between suppliers and customers. Ideally, the supply chain will result in the efficient delivery of goods and supplies from point of purchase to point of use. When the supply chain is efficient, healthcare service delivery becomes more effective and affordable.

UPS is a company that has decades of experience in the shipping business, a key feature of any well-functioning supply chain. The UPS Foundation's goal is to bring innovation to this area of public health. In order to do so, they have partnered with GAVI, the World Food Program, the Global Fund, the American Red Cross, the United Nations Refugee Agency (UNHCR), and many others. UPS has been serving 170 countries worldwide and has been supporting over 4,300 NGOs annually, contributing almost \$95 million outside of the United States toward this cause. The work stream of the UPS humanitarian relief and resilience program consists of preparedness, urgent response, and post-crisis recovery. They empower global disaster relief assistance, increasing disaster relief, sector capacity and thought leadership, skill-based volunteering and engaging humanitarian relief organizations in key partnerships.



IntraHealth International has worked in Senegal for more than ten years, focusing primarily on human resources for health. In this work, they have identified an urgent need to supply medical services to the most remote areas of Senegal, specifically to address family planning and mother and child mortality. Rural clinical centers are completely dependent on the transportation of goods from urban areas, making a defective supply chain incredibly damaging. Therefore, IntraHealth partnered with the private sector in order to achieve an improved distribution model. The partnership with Chemonics International, an organization responding to challenges with a multi-sector approach, has resulted in significant progress: reducing shortages of essential medical supplies, providing data from rural communities, and establishing a sustainable institutionalization approach.

Jokko Sante is a digital community pharmacy that capitalizes on the role of engineers in the health sector. Some of the challenges faced in the Senegalese supply chain include the illegal sale of drugs, self-medication, environmental threats, and a lack of a system for accepting and rejecting drugs, and only half of the Senegalese population is currently covered by the healthcare system. This digital community pharmacy is able to assist the underserved. The program currently has 2,000 members in its pilot phase and, partnering with the private sector, they were able to capitalize on their expertise in the area of pharmaceutical financing. This is a one-of-a-kind award-winning innovation, with a market of \$120 million in Senegal alone. Jokko Sante's next step is to have 3,000 members by 2018 and a million in the next few years.

When it comes to supply chain management, innovation and partnerships are essential to success. Because the supply chain includes and effects every aspect of healthcare, it requires participation from all types of organizations and ministries, from manufacturing all the way to service delivery. The only way to successfully address the challenges will be through collaboration and partnership



Session 7: Digital Technologies & Disruptive Innovations

Moderator: Florence Gaudry-Perkins (Digital Health Partnerships)

Speakers: Akram Bouchenaki (Gilead), Hocine Mahdi (QuintilesIMS), Gitau Kinyua (GE Healthcare), Papa Gagny Sylla (SHOPSPPlus), A. Draman Touray (VoLo), Ibrahima Khaliloulah Dia (Cheikh Anta Diop University of Dakar), Olasupo Oyedepo (ICT4Health), Dr. Ann Aerts (Novartis Foundation)

Technology is developing and changing at an exponential rate, which offers exciting opportunities for the health sector. Digital technology has the potential to revolutionize the delivery of health services by improving quality, increasing access, providing greater efficiency, and empowering patients to be more involved in their own care. Non-communicable diseases represent the most pressing and concerning health burden today and digital health will play a pivotal role in addressing this. Accurate, up-to-date, and efficient data collection will be more possible and digital technology in health can help develop new drugs and ensure they are widely available. Digital health has the power to dramatically impact the health sector, but it has to be appropriately implemented so that it fits its intended purpose, is sustainable and operable.



Funding and the formation of long-term economic models are two of the challenges in capitalizing on the opportunity of digital technology. Even if funding needs are met at the implementation phase, it can be challenging to maintain it for continued operation. Additionally, common standards and appropriate legislation for digital health are needed to overcome fragmentation and inconsistencies, which currently make digital technology much less effective. The transition process from manual to digital systems can also be problematic, requiring careful management of the transfer of information as well as the need to continue operating during the course of the transition.

Despite the many challenges, digital technology opens up even more possibilities. The three critical factors required for success include consistent financing, established and effective governance systems, and a national ICT framework that connects the health and ICT sectors. Because digital technology is cross cutting, impacting every sector of the economy, partnerships are essential and make it possible to deliver holistic and scalable healthcare programs.

One of the areas of opportunity that GE has been working on is the formation of digital hospitals, which create end-to-end digital, automated, paperless experiences for all patients, staff and clinicians. A digital hospital has the potential to reduce inefficiencies, wastage, errors, negative environmental impacts, costs, and inappropriate and ineffective use of medicines. A significant risk of digital hospitals is creating a dependence on a system that may, for one reason or another, have glitches or technical problems. Digital hospitals must have safeguards in place to prevent potentially damaging results for their patients.

QuintilesIMS is an organization working towards an effective electronic prescription system (EPS) for Africa. Some of the primary areas of wastage in the health sector are in the inappropriate and ineffective use of medicines, operational delays, medical errors, and corruption or fraud. The use of an EPS would significantly help in reducing this wastage by connecting patients, providers, pharmacies and insurance companies. As a result, there is real-time validation and responses, efficient clinical and benefit checks, and improved quality. This provides a cost-effective solution to a health sector that is in higher demand than ever. It eliminates paper prescriptions, generates



data, has minimal set-up costs, and has the potential to be self-funding.



The goal of USAID SHOPS Plus is to harness the potential of the private sector in order to increase access to and use of priority health services. Their work in Senegal is focused on digital health and has identified 18 existing digital health investments, most of which are in the area of data collection. Private sector data collection needs to be harmonized and integrated with the government's Health Management Information System (HMIS) and the program is currently conducting research to understand the current context for the use of technology used for disseminating information so that a prototype of a digital protocol can be developed.

This will then be tested with providers in both rural and urban areas are then assessed by multiple stakeholders to identify successes, challenges, and areas of improvement. The end product will ideally be a digitized protocols and access to a sustainable digital health platform.

VoLo is a software service provider that seeks to use technology to promote economic development and enhance access to healthcare. They craft solutions that fit the African context and focus on the priorities of the continent. They began working with Microsoft to create an app that lets patients know the doctors that are nearest to them and where they can get a prescription. The app also helps providers, giving them necessary information about the patient, providing biometric identification for patients, and increasing checks and balances to ensure proper prescribing of medication.

Digital health is both complex and important. In order to capitalize on the many possibilities it represents, there are several challenges that must be overcome. However, for every challenge represented, there are even more opportunities, making the exploration of digital technology in health absolutely essential.





Session 8: Upholding the Public Interest in the Context of PPPs in Africa

Moderator: Suerie Moon (Global Health Centre)

Speakers: Dr. Issue Toure (USAID SHOPS Plus, Senegal), Jorge Matine (CIP), Julius Muia (Vision 2030)

The ultimate goal of PPPs in health is to benefit the general public, working to improve the lives of individual citizens through improved healthcare outcomes. African governments have recognized PPPs as essential in providing quality healthcare to the public, even integrating private sector involvement into government plans. Most governments are ready to welcome any private sector participation that brings positive changes.

SHOPS Plus is USAID's flagship initiative in the private health sector and works in eight countries globally, including Senegal. In order to increase access to health for the population of Senegal, SHOPS Plus has taken action in three areas. They have capitalized on the prevalence of social marketing opportunities, they try and focus on increasing health service offerings to the most vulnerable segments of the population, and they work to create a favorable environment for the private sector to participate in health.



Mozambique's Centro de Integridade Pública, or Center for Public Integrity (CIP), has experience that helps inform future investment in PPPs. Early in its history, the government went through a significant infrastructure privatization process and entered into PPPs with large corporations in order to make up for budget limitations. While these partnership helped the government carry out projects they would otherwise not have been able to afford, when their impact was assessed, it was determined that they did not actually help the public. The primary reason for this was that the government was weak, giving them limited negotiating power and handing too much power over to private corporations that did not have the same goals as the government.

The Mozambique experience provides a lesson to all African countries. PPPs need to positively impact the public or it will be harmful to the long-term wellbeing of the country. In order for PPPs to serve the public, the government has to negotiate contracts from a place of strength, with a focused goal and effective regulation in place to enforce the agreement. The government should also work with private sector partners that also have the good of the public in mind. Additionally, transparency is essential, for when PPP contracts are not published it creates a sense of mistrust and suspicion. The public needs to be assured that there are no conflicts of interest and that the goal and structure will be to their benefit. Mozambique has since implemented legislation on PPPs in 2011, establishing a framework that will help them succeed.

In order for PPPs in health to succeed, they must be formed in a way that fosters trust and implemented in a way that effectively reaches the intended beneficiaries. If PPPs do not actually improve the lives of individual citizens, they have not succeeded. Public and private health sectors must work together to form a shared vision where the good of the public is prioritized and promoted.





FSG: Shared Value Initiatives

Speakers: Laura Herman (FSG)



FSG is a consulting firm driven by the mission to create lasting, large-scale social change. Their global health agenda includes promoting partnerships, a systems strengthening approach, and increased access to quality health services. The current expectations for the private sector are profound. The most important questions are, "What are the business models that work to truly serve the poor? And if it works, how can we scale it up?" Shared value is a business model that seeks to increase profits, reduce costs, and enhance competitiveness by solving social problems. It is a framework that attempts to expand opportunities. It is not an ethical framework, as it is not shared 'values,' but shared 'value.' Impact is dependent on the scale of finite resources.

The health sector is unique in that the products themselves create social benefit; the impact is part of the business. However, they can be more intentional. Shared value creation comes in three areas: reconceiving products and markets, redefining productivity in the value chain, and enabling local cluster development, which includes health systems strengthening.

Novo Nordisk has successfully implemented shared value in China with regard to its insulin business. They developed insulin products that were adapted for Chinese patients, opened a local production facility in order to respond more effectively to market demand, and established an R&D center. They also funded the creation of the World Diabetes Foundation in order to increase awareness and worked with the Chinese government to develop national guidelines regarding standard treatments. Additionally, they provided training and information on the disease to Chinese physicians.

The dilemma that shared value presents is that, often, the biggest gains are the most difficult to unlock. It takes significant time to change consumer norms and behaviors, but these are essential aspects of impacting health in the long term.





Session 9: Policy and Regulations

Moderator: Lloyd Matowe (USAID West Africa) & Dr. Isseu Toure (USAID SHOPS Plus Senegal)

Speakers: Rogers Ayiko (East African Community), Zouma Salifou (West African Health Organisation), Ghada El Ganzouri (Chamber of Healthcare Providers, Egypt)



It is becoming more apparent that the public sector needs to be committed to effective policy integration, partnerships, and regulation frameworks in order to succeed in the health sector. African countries are becoming more connected, integrating through regional and continental platforms. The East African Community (EAC), for example, is a common market of 160 million people and 50% of that population is below 17 years. Through efforts carried out by the EAC and their partnerships in the area of health, life expectancy has steadily improved, but there is still a long way to go.

Clarity of the law, policy, and steps of PPP formation are needed, through structured and continuous engagement, to achieve successful PPPs and adequately address fears that surround the concept.

The PPP concept has been used in many countries throughout the continent and, although the most common application is in the area of infrastructure, it is also frequently practiced in the health sector. PPPs have been formed in the areas of health service delivery, health policy, supply chain management, and others. One consistently emphasized necessity in the formation of PPPs is the need for the partnership to benefit both sides. PPPs are not possible if it is seen that one side is taking advantage of the other.

The Abuja Declaration in 2001 saw African Union countries committing to allocating 15% of their overall budget to health. However, very few have been able to follow through on this commitment to date because of limited resources and/or competing demands. In order to solve this, PPPs need to be included in health financing frameworks, as they help government money go further by bringing in funds from the private sector that are spent in line with the government agenda. PPPs can play a significant role in reforming the health sector, using the strengths of each partner to improve other partners and meet the needs of the citizens they are serving.

Incentives need to be put in place to encourage the formation PPPs in health and to reinforce the contribution of the private sector and adequate policies and regulations in the area of PPPs can provide this. as they will create stability and encourage increased confidence in the partnerships. These policies will also increase the likelihood of success of PPPs, creating frameworks for each step, from formation to implementation and monitoring and assessment.





GE Healthcare: Radiation Protection in Africa

Africa is rapidly acquiring high-tech medical imaging equipment. However, without proper specialized support, this advancement in technology has the potential of significantly increasing unnecessary exposure to ionizing radiation.



The safe use of these technologies requires proper quality assurance procedures, calibration of imaging equipment and optimization of the radiation dose to the patient, which may not be properly done in the absence of a qualified, trained professionals. Often such equipment is installed in facilities with inadequate precautions towards radiation exposure and over-exposure of healthcare workers managing radioactive sources has demonstrated an increasing need to reinforce radiation safety and a dire need to implement sound policies and safety norms.



Most African countries have very limited law, policies and regulatory frameworks for managing radiation exposure in medical imaging facilities that require precise attention for radiation dose optimization and quality assurance procedures. This is partly due to the lack of awareness of the need for qualified professionals, or recognition of their role to ensure that patients are imaged or treated safely and effectively. There is an urgent need to address this problem through effective national measures.



GE Healthcare is keen to work with Ministries of Health across Africa to develop harmonised criteria to strengthen laws, policies and regulations for radiation protection. To address these challenges and to improve quality radiology and radiation safety in Africa, Farid Fezoua President and CEO of GE Healthcare Africa, encouraged Ministers of Health during the session to initiate a range of innovative actions, focusing on the capacity building of imaging professionals by education and training and the strengthening of region-wide radiation protection regulatory framework by collaboration.

Stakeholders need to work together by collaboration, advocacy, experience sharing, mutual assistance, and maximizing resources to improve awareness; education and training; provision of tools and guidance; radiation safety and radiation protection; system infrastructure and the implementation of effective policies. Leaders from professional organizations, institutions and regulatory authorities play important roles to improve the access to quality imaging and radiation safety in Africa.



Novo Nordisk: Driving SDG progress on Health in Africa – Access to NCD care and diabetes in particular, for all



On 6th November 2017, Novo Nordisk hosted an exclusive lunch event at the AHBS II in Dakar, Senegal focusing on their initiatives to help reduce the negative impacts of diabetes in Africa. Emphasis was placed on the importance of tackling the challenge of diabetes and to highlight what has been done thus far. Changing Diabetes, Novo Nordisk's response to the significant challenge of diabetes worldwide, has changed the lives of many children in Africa and was initially launched in Guinea in 2009. Following their success there, the programme will soon be implemented in Senegal and other African countries.



Guinea lacks qualified medical professionals, especially physicians, and the distribution of these staff also favors large cities, making rural regions significantly underrepresented. The ratio of doctors qualified to treat diabetes to those who need to be treated is staggering: around 60 doctors for the 14 million people in the population. It is, therefore, urgent to train medical professionals, not only in Guinea, but across the continent, as Guinea's situation is not unique but represents the same challenges as many other African countries.

Worldwide, Non Communicable Diseases (NCDs) cause the highest number of deaths resulting in deaths of people at an age when they are most productive and consequentially having devastating effects on economies. They are not simply diseases; they are obstacles to Africa's economic development. The burden of NCDs is very significant in low-income countries, as there is a very clear link between NCDs and poverty. Failing to prevent and treat them will cost much more money than implementing a program to fight against them.

In humanitarian disasters, patients with NCDs tend to be forgotten. It's only very recently that a kit addressing these needs has been promoted for humanitarian reasons. Gestational diabetes, the forgotten type of diabetes, is the primary reason for the drastic growth of diabetes in Guinea. A baby born to a mother with gestational diabetes has a higher chance of becoming diabetic themselves and it is a significant cause of maternal mortality, an area of health outcomes that has not seen much improvement.



Many people think of diabetes as related to elderly people, which is a misconception, representing the primary challenge with the disease in Africa, related to awareness and access to treatment. The use of traditional medicine is an important factor. Many patients' first response to a diagnosis from a doctor is to go to traditional healers rather than seeking treatment through modern medicine, which accounts for many unnecessary deaths. With this in mind, the Changing Diabetes project is working with religious institutions, educational institutions, and many other areas of the local community where they see the opportunity to educate the population.

The project also improves access to medication and aims to fight stigma by putting on camps for children with diabetes. The initiative integrates into the already-established government system, has participation from patients, and involves international organizations as well as the private sector. This buy-in and participation from partners in all sectors is what makes this project so successful. Since the start of the project, the number of people diagnosed in Guinea has increased each year, which represents a more accurate picture of what has been the case for years.

There is still a long way to go in the area of NCDs, but much has already been achieved. In 2011, the UN had a special session on the topic and they have been integrated into the Health and Wellness SDG3. It is essential for non-state actors to join the fight against diabetes and other NCDs. The health sector on its own cannot overcome the challenges. Health organizations, both public and private, need to cooperate with other sectors, such as education, transportation, and finance who have a part to play in impacting the health and lifestyles of the populations they serve.



Novartis Foundation & IntraHealth Better Hearts Better Cities



On 7th November 2017, Novartis Foundation and IntraHealth International hosted an exclusive lunch event on their exciting Better Hearts Better Cities project, a multi-sector approach to improving cardiovascular health in low-income, urban communities especially focused on the urban poor. The project will initially be launched in three cities: Ulaanbaatar, Mongolia; Dakar, Senegal; and Sao Paulo, Brazil with the hope to learn lessons from these first three pilot programs followed by an implementation programme in other cities around the world.

Due to their significant impact on the health of communities across the continent, NCDs need to be the new focus in healthcare. The Novartis Foundation has partnered with IntraHealth International, PATH and Ministries of Health to address hypertension, which currently kills more people than all communicable diseases combined: 10 million every year. Eight million of those deaths are in developing countries.

Africa is currently ill equipped to handle the NCD crisis and African health systems have generally been set up to handle acute conditions. Healthcare treatment has been physician-based and facility-oriented, which does not reach enough people. Instead, a community-based system of prevention is needed, and people need to be able to afford long-term treatments. This highlights the need for social insurance for the most vulnerable, as the primary reason people don't take medications is that they simply cannot afford to. Targeting young populations to educate them on healthy lifestyles is absolutely essential, as changing health habits early in life is crucial to preventing hypertension and other NCDs. The innovation of digital health can contribute to the affordability of prevention and treatment and also offers an inexpensive way to train frontline health workers.

Better Hearts Better Cities strives to strengthen health systems, encourage physical exercise and healthy eating, create a healthy food environment, implement policies that reduce smoking and alcohol consumption, and improve air quality while reducing other forms of pollution. These initiatives require input from urban designers, educators, legislators, and many others. One key focus area for forming better, stronger partnerships is in insurance, which is absolutely essential when to preventative healthcare and treatment accessible to the poor.

Institutions in every area of the health sector need to be implementers who are continually learning. The Better Hearts Better Cities project is embarking on an unknown journey to tackle an urgent challenge. This requires taking the project to scale as quickly as possible, which means learning and changing as they implement. NCDs represent a problem that will cause many more problems if not addressed adequately. The health sector needs to accelerate progress and, in attempting to accomplish this, there is only one guarantee: no single organization can do this alone. It is going to take significant effort, collaboration, and innovation to succeed.



The World Bank & AHF VIP Breakfast: The Role of the Private Sector in PPPs



THE WORLD BANK



AFRICA
HEALTHCARE
FEDERATION

Speakers: Kate Wathen (Devex), Dr. Amit Thakker (AHF)

Guest of Honor: Tulinabo S. Mushingi (U.S. Ambassador to Senegal)

Contributors: Jane Ruth Aceng (Minister of Health, Uganda), Dr. Idi Illiassou Mainassara (Minister of Public Health, Niger), Tshiya Subayi (World Bank), Farid Fezoua (GE), Dr. Ademola Olajide (UNFPA), Dr. Dr. Isseu Diop Toure (SHOPS Plus), Dr. Ian Clarke (UHF), Amadou Diagne (Gilead), Dr. Ardo Ba (West Africa Healthcare Federation)

Progress has been made, but there are still significant threats to health and we cannot achieve adequate health for all if we do not have reforms. In order to respond to the many threats, innovative partnerships and new financing are necessary areas of intervention. Right now the media is responding to the important role of the private sector in development, providing a unique opportunity to capitalize on the interest and publicity to promote public private partnerships. Effective PPPs require a shared vision and aligned priorities and the health sector is currently united around the SDGs. SDG 3 focuses on good health and SDG 17 focuses on partnership. Integrating these goals can help close the gaps that exist in health in Africa, which means unlocking a productive society, economic growth, and future prosperity and opportunity.



There are four primary themes that have emerged in the area of PPP: building capacity, finding the right formula to engage with the private sector, fostering trust between business and government, and ensuring the government and private sector can work together toward shared values. The organization of the private sector through the creation of private healthcare federations is a very important aspect of fostering PPPs and structuring the way the public and private sectors engage with each other. The private sector needs to be coordinated, well integrated, and self regulated in order to be seen as a credible partner.

The goal is not to replace what the public sector does with private sector interventions, but to integrate the private sector into public the health system in order to improve overall health. The public and private sectors are not separate systems, but represent the two hands of the same system.

Each PPP is different and unique, which makes it impossible to apply one PPP formula to every situation. There needs to be the flexibility and innovation to adapt to the particular situation. Additionally, engagement with the public sector should not stop at the Ministry of Health. Other ministries, such as finance and education, are vital in implementing successful PPPs. Instead of speaking to the converted, engagement needs to take place with those who are yet to be convinced. A healthy population can get educated and contribute to the economy and, therefore, health affects every aspect of government.



Financing is also a primary issue. PPPs should take some of the burden of financing off the government in order to make the PPP model economically sustainable and viable. The risk reward equation needs to be worked out so that it is not over-burdening the public sector and is also appealing to the private sector. It is not that all private sector companies are only worried about making major profits, but in order to be sustainable, they must be commercially driven. Additionally, the private sector is willing to go to the most remote areas in order to provide health to the entire population, but a financing mechanism needs to be established for this to be possible. The willingness is there, but it has to be viable.

Development Partners offer significant opportunities for PPPs in both the area of financing and expertise. Specifically from the perspective of USAID and the CDC, there are three primary things they are looking for when deciding where to invest their resources:

1. Ownership – Before looking for help, ownership of the problem must be demonstrated.
2. Accountability – Money spent on conferences, partnerships, and other health initiatives need to result in better health for the population. It needs to be clear that the money invested is making



a concrete difference.

3. Health Security – If there is no health security, any investment is high risk.

The public sector and private sector need to look at themselves as parts of one system, working together for a common cause. They need to begin to speak the same language. Advocacy, planning and strategy are important, but there must also be a transition to action. And, ultimately, the success of a PPP is demonstrated by better health outcomes for individual citizens. Even when progress is made, if quality of life has not improved, the progress has achieved nothing.



The World Bank & AHF VIP Breakfast: The Role of the Public Sector in PPPs



THE WORLD BANK



AFRICA
HEALTHCARE
FEDERATION

Facilitator: Barbara O'Hanlon (Africa Health Business)

Contributors: Dr. Arlindo Nascimento Do Rosario (Minister of Health and Social Welfare, Cape Verde), Dr. Mpoki Ulisubisya (Permanent Secretary of Health, Tanzania), Dr. Saffie Lowe Ceesay (Minister of Health and Social Welfare, Gambia), Dr. Idi Illiassou Mainassara (Minister of Public Health, Niger), Dr. Amit Thakker (AHF)

The public sector is not able to provide adequate healthcare to the entire population on their own. The private sector is needed. This can be difficult, but private sector healthcare federations are helping to foster effective partnerships as they organize what is normally a fragmented sector and establish frameworks for engagement, such as public private dialogue platforms.



Establishing a sound regulatory framework is a foundational step toward integration between the public and private sectors. These must move away from the frameworks established by colonial powers so that they fit the current context. Most Anglophone countries have made this transition, but Francophone countries have much more to do. Regulations need to protect each partner and need provide the private sector with the fiscal space to succeed as a business while also enabling them to enforce government regulations.

Historically, government initiatives can become inefficient, with bureaucracy and mismanagement slowing things down and making interventions less effective, even to the point of collapse. Governments also have competing priorities and it is often very difficult to invest enough money in health. The private sector is needed to improve efficiencies as well as to remove some of the financial burden on the government. In both the public and private sector, there need to be skills developed beyond just medical competencies. Health professionals need to not only carry out health services, but also be healthcare entrepreneurs, managing businesses with effective resource and financial management. It is also important to learn how to write effective contracts in order to engage in successful PPPs.



The public sector cannot provide everything on their own. The private sector is an essential partner in carrying out effective health service delivery. In order to accomplish successful partnerships, a journey of experimentation is required. The next step is for the Africa Healthcare Federation and its public sector partners to travel to countries that need help establishing private sector federations in order to provide information and support for the process. This will foster partnerships and will bring up the private sector where it has been absent in the past.





AHF & AHB: Harnessing Private Sector Strengths for Health in Africa



Moderators: Dr. Amit Thakker (Chairman, AHF), Barbara O'Hanlan (AHB)

The chief motives of Africa Healthcare Federation (AHF) encompass advocacy, mentoring, collaboration and unification of the private health sector of Africa so as to ensure the scaling up and strengthening of health systems. It also works to encourage greater investments and development of affordable, accessible and quality healthcare delivery across the continent in order to raise Africa to global standards.



The most common challenges confronted by the African private sector include fragmentation, competition within the private sector, revenue-driven motives, a small target market, low purchasing and limited infrastructure. Even in the current context, the private sector still struggles to provide affordable, accessible and quality care to all. The solution lies in addressing the market challenges but also harnessing the private sector's potential to improve access to healthcare. This can be achieved by replicating the country-level experience and expanding it to the continental level. Each country's healthcare federation has been able to play a major role in setting the stage and bridging the gap.

Therefore, increased emphasis on coordination and partnerships will favor positive results. The movement is gaining momentum, not only at the country level, but also at the regional and continental level.

Establishment, registration, membership, activities and partnerships have been identified as the five steps to a federation's success. The membership, activities and partnerships are the most essential steps and, in order for these to succeed, there must be a value proposition to members by creating business opportunities through PPPs and other arrangements.

There are many areas of the African health sector that need improvement and partnership between the public and private sectors is one of the ways to reach success. It is important to reinvent the way healthcare workers are trained in order to overcome human resource for health (HRH) shortages, of which both private and public facilities suffer. Additionally, UHC poses one of the greatest challenges and opportunities in the health sector and implementing it successfully will take significant innovation, creativity and collaboration. Digital health is one of the most exciting areas of the future of healthcare and a prime area for PPP. Private sector technology and financing along with public sector infrastructure can result in a revolutionized system for healthcare service delivery, capitalizing on technologies that already exist and continuing to adapt as more are developed.

Regulation from the public sector needs to be strong in order for these partnership to succeed. If the public sector can create an enabling environment for the private sector, there will be no need to import health devices from other countries because the local private sector will be able to produce them, making them more cost effective while also providing jobs and boosting the economy.

Ethiopia has been selected as the next to be registered under the umbrella of AHF. The membership consists of private businesses in each country, including insurance, pharmaceutical, hospital, research organization, academia, faith-based organization and so on. As AHF grows, one of the next steps is to sign an MOU with the African Union in order to build a strong relationship with them. Additionally, AHF wants to move toward bringing the five regions in Africa together, mentoring countries that are earlier on in the process and sharing best practices.





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