



A Global Consensus on Partnership

How the introduction of public-private partnerships in emerging market economies can transform the fight against HIV/AIDS and tuberculosis



Booz | Allen | Hamilton



WELCOME

Every day, public-private partnerships (PPPs) are changing the world around us. Business and government are working together to expand our transportation networks, improve water quality, and build new schools. Projects that once seemed insurmountable are now feasible in partnership.

But can these cross-sector partnerships also turn the tide in the fight against the world's deadliest diseases, including HIV/AIDS and tuberculosis? The answer is a resounding "yes." As the cases outlined in this publication illustrate, the models for collaboration have been tested and the results are clear. Our challenge now is to multiply and scale up these efforts.

This is not a task for just one or two corporations, NGOs or government agencies. Working alone, we are losing the fight against these epidemics. For every person who gains access to anti-retroviral treatment, six more become infected with HIV. Meanwhile, lethal strains of TB are emerging in regions across the globe. These are colossal global challenges that require concerted involvement from every company and every government.

As local, national and international leaders from business, government and civil society gathered in Moscow for the Leaders Forum on Public-Private Partnerships on October 22-25, 2007, the atmosphere was hopeful, yet filled with a sense of urgency. We know what needs to be done and together in partnership we have the skills and resources to win this battle. Now the task is upon us to move from ideas to tangible actions.

Each of us has an important role to play.



Dr. John E. Tedstrom
Executive Director, Global Business Coalition
on HIV/AIDS, Tuberculosis and Malaria

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INTRODUCTION

During the past few decades, rapidly changing political and economic forces have created an environment in which leaders from government, civil society and business have begun to overlook the barriers that once separated their work and recognize the tremendous results that can be achieved through cooperation and sharing resources and expertise. This cooperation, referred to as a *Public-Private Partnership* (PPP), is an institutional relationship between the public, represented by government bodies, and private organizations, whether that be business and/or civil society, in which the different public and private actors cooperate to solve a problem or provide a service with a joint definition of objectives, methods and implementation.

There is ample evidence that the engagement of all sectors – governments, the private sector, and civil society – is vital for sustainable and effective prevention of HIV/AIDS, tuberculosis (TB) and other global epidemics, and that cross-sector cooperation, resource- and expertise-sharing demonstrate outstanding results. *Governments can provide leadership and legal environments for progress*, but they too often lack the financial resources, the expertise and the necessary personal connections. *Businesses have the resources and skills*, but tend to be uninformed about both the threat of disease on their bottom line and their ability to change the situation. Finally, *civil society organizations possess the necessary knowledge and best practices and/or the connection to the local level*, but lack implementation resources.

Within this framework, Global Business Coalition on HIV/AIDS, Tuberculosis and Malaria / Transatlantic Partners Against AIDS (GBC/TPAA) organized a first-of-its-kind *Leaders Forum on Public-Private Partnerships* in Moscow, Russia on October 22-25, 2007. More than 180 leaders from around the world convened for these events which included a *two-day scenario-building workshop*, led by the international firm Scenario Development; *an interactive workshop with panel discussions and breakout groups*, led by Booz Allen Hamilton; and a *plenary session on October 25th*, featuring high-level speakers and the presentation of case studies on successful PPPs in Russia, China and India.

The key conclusions and outcomes of these events are included in the pages that follow, along with a closing declaration by Leaders Forum participants. Together these proceedings point the way forward toward greater collaboration between government, business and civil society in the area of public health. They also present GBC/TPAA with a unique opportunity to help facilitate the development of new public-private partnerships in the area of HIV/AIDS, TB and malaria.

THE THREAT OF HIV/AIDS AND TB IN RUSSIA, CHINA AND INDIA

Overview of the Epidemics

Throughout the 1980s and early 1990s – while countries around the world battled the rapid onset of HIV – Russia, China and India, which represent 40% of the world’s total population, were rather untouched by these epidemics. Now, more than a decade later, all three countries are home to rapidly progressing epidemics that threaten not only the region’s emerging economies, but also the international community as a whole. The number of people living with HIV (PLWH) and the number of people receiving anti-retroviral treatment (ART) in Russia, China and India is on the rise, as is the death toll related to AIDS.

Fortunately, the HIV/AIDS and TB epidemics in Russia, China and India are still at relatively early stages and can be effectively addressed through a combination of political will and the development and implementation of comprehensive, coordinated and potent prevention measures. To this end, governments, the private sector, NGOs and other national HIV/AIDS stakeholders in Russia, India and China will benefit from lessons learned in other countries, which have already gained substantial experience dealing with HIV/AIDS and TB. Instead of devising programs from scratch, stakeholders in Russia, India and China should analyze and adapt best practices and implement evidence-based global strategies that have proven effective to curbing the spread of HIV and TB.

According to a survey of experts from Russia, China and India that was conducted by TPAA/GBC and the firm Scenario Development, the majority agree that the main political and economic factors underlying the development of HIV/AIDS and TB in Russia, India and China over the last 20 years were the collapse of USSR, the opening of borders, economic liberalization, and issues of public morality. Meanwhile, instability in the region’s economic development (including unemployment, poverty, and a lack of confidence in the future and/or limited social protection) also triggered the expansion of high-risk groups, such as injecting drug users (IDUs), sex workers, and migrants, which fueled the spread of HIV infection.

Efforts to combat the spread of HIV were hindered by economic reforms underway in the region and the

weakening of traditional values and social norms. A shortage of governmental leadership and political will also resulted in failures to set needed priorities and secure an adequate response to these epidemics. These trends are changing, however; in recent years, the region’s governments have started to show a greater understanding of the threat posed by HIV and TB and have helped to initiate a multi-sectoral response to these epidemics.

Plausible HIV/AIDS and TB Scenarios for the Future

Scenarios are a consultative method for constructing plausible futures with the help of experts; they provide a unique way to “experience the future.” In the context of epidemics like HIV/AIDS and TB, scenario-building exercises help us prepare for a range of possible outcomes and recognize signs of change. Scenarios provide plausible future environments to build policies and to test strategies.

Over a period of two days during the Leaders Forum, the firm Scenario Development facilitated a series of exercises within which international leaders of government, business and civil society explored the potential paths of HIV/AIDS and TB in emerging market economies like Russia, China and India, and the impact and role of the public and private sector action within these alternative futures. The participants emerged with four distinct scenarios outlined below. The fundamental factor for all scenario building was public and private sectors’ involvement.

Scenario 1: “Uncontrolled Epidemics”

Key characteristics:

- The state is uncooperative and corrupt
- Political will is low
- NGO activities are restricted
- Foreign investments and international funding (e.g., Global Fund, World Bank, USAID, etc.) are phasing out
- People living with HIV and TB are isolated and their rights are restricted

Scenario 2: “President’s Plan”

Key characteristics:

- HIV and TB epidemics affect country leaders personally

- Fighting HIV/TB epidemics becomes national priority
- All three sectors (governmental, private, civil society) demonstrate high level of commitment
- Resources allocation grows, cross-sector collaboration coordinated
- Business and civil society engagement in HIV/TB fight are properly stimulated and supported
- Universal access to medical services is secured
- Large-scale medical staff trainings and nation-wide awareness campaigns

Scenario 3: “Global Warning”

Key characteristics:

- Global commitments (Millennium Development Goals, etc.) are not met by 2015
- Civil Society demands concrete actions
- High levels of commitment and involvement of all three sectors (government, business, NGOs)
- Concrete and decisive activities and actions of key partners
- National Anti-AIDS funds are established
- Change of public attitude towards PLWH

Scenario 4: “Survival of the Fittest”

Key characteristics:

- Each sector works separately, striving to its own purposes, relying on internal resources

- Pharmaceutical companies suspend ARV research and development as economically non-beneficial
- Governments prioritize HIV and TB as low as international attention is diverted to climate change and other priorities
- Large-scale ARV and TB drug resistance is observed
- HIV/TB mortality grows
- GDP falling, economic recession
- Restrictive sanctions towards people living with HIV/TB

Key Areas for Public-Private Partnerships to Fight HIV/AIDS and TB

In the context of these scenarios, the following key areas were identified as having the greatest potential for public-private partnerships in the fight against HIV/AIDS and TB.

- Development of vaccines and medicines
- Wide-scale informational and education awareness campaigns
- Public health infrastructure
- Development of integrated/coordinated strategies in fighting HIV and TB epidemics
- Enhancing the legislative framework

A Statistical Look at HIV/AIDS and TB in Russia, China and India

- Russia has more people living with HIV than any other country in Europe; *80% of people living with HIV in Russia are under the age of 30 – the heart of Russia’s workforce.*
- The number of *new TB infections in Russia has more than doubled between 1990 and 2004*, according to the Ministry of Health. WHO estimates that about 80% of the Russian population are carriers of TB.
- According to the Chinese Ministry of Health, *18,543 people were diagnosed with HIV during the first six months of 2007, nearly as many people as were registered in all of 2007.*
- More than 130,000 people die from TB in China each year. It is estimated that *400 million people have been infected with TB in China.*
- According to India’s Ministry for Health and Family Welfare, *there are approximately 2 million-3.1 million people living with HIV in India.*
- India accounts for one-fifth of the world’s new TB cases, making it the highest TB burden country in the world. *TB is responsible for the deaths of 2 persons every 3 minutes, nearly 1,000 every day and 400,000 people each year in India.*

CROSS-SECTOR SUPPORT FOR PUBLIC-PRIVATE PARTNERSHIPS

Each sector – business, government and civil society – plays an equally unique and significant role in the fight against HIV/AIDS and TB. Based on their core competencies, governments are best positioned within PPPs to provide leadership and a supportive legal environment, businesses can contribute resources and skills, and NGOs ensure access to affected populations and advise on best practices.

Role of Government

No public-private partnership can work without the full commitment of governments, which are critical in providing leadership, policy direction and infrastructure and health resources to meet the challenges.¹ Government involvement may come from bi-lateral development agencies, national agencies, and provincial, local and municipal agencies.²

Governments must provide leadership in:

- The development of evidence-based policies and programs;
- The enactment and enforcement of necessary laws and regulations for PPPs to operate smoothly and efficiently;
- Funding for education, health care and support services; and
- Ensuring the active engagement of all relevant governmental sectors.

Perspectives from Leaders Forum Participants

“The Global Fund strongly encourages [public-private partnerships] at the highest level. But quite frankly, local ministries of health all over the world block public-private partnerships because they threaten Ministry of Health control of the health sector. And so we have a real bottleneck to break through here.”

Ambassador Richard Holbrooke, President and CEO, Global Business Coalition on HIV/AIDS, Tuberculosis and Malaria

“The realization of socially valuable projects in the context of public-private partnerships has wide application in global practice. Russia does not stand apart from such practice where cooperation of government and business is conducted in several

directions. Deriving conclusions out of these experiences and analyzing related foreign activities helps us find the optimal forms for using PPPs in our country as an undoubtedly effective economic instrument.”

Message from Sergey Lavrov, Minister of Foreign Affairs of Russia, delivered by Aleksandr Konuzin, Director of the Department for International Organizations, Ministry of Foreign Affairs of the Russian Federation

“As stated by our Vice-Premier Wu Yi in 2005, China welcomes the support of the international business community to join the fight against HIV/AIDS. Combating AIDS, however, is not just a government obligation. It is also the common responsibility of society as a whole, including business.”

Sun Xinhua, M.D., Director of AIDS Control Department, Bureau of Disease Control and Prevention, China Ministry of Health

Role of Business

One of the most important trends in international development has been a growing awareness of the crucial role that a productive, competitive, well diversified and responsible private sector plays in society, and more specifically, in controlling the spread of diseases such as HIV/AIDS, TB, malaria, polio, etc.³ By making contributions in areas they are most capable, businesses can use their unique skills to fight against HIV/AIDS and TB and tackle problems with the insights and capabilities that have worked well in the private sector.⁴

These areas include:

- Mobilizing networks of highly skilled individuals and resources;
- Implementing evidence-based workplace policies to prevent stigma and discrimination and raise awareness about HIV risk reduction;
- Providing support to employees living with HIV/AIDS;⁵
- Providing expertise in areas such as research and development, technology, manufacturing, distribution, marketing and management,⁶ and
- Extending public health services by using business infrastructure and supply networks.

1. <http://www.globalhealth.org/reports/text.php3?id=295>

2. http://www.eu2004.ie/templates/document_file.asp?id=6200

3. https://www.weforum.org/pdf/ppp_health_summary.pdf

4. <http://www.globalhealth.org/reports/text.php3?id=295>

5. http://www.eu2004.ie/templates/document_file.asp?id=6200

6. <http://www.globalhealth.org/reports/text.php3?id=295>

Workplace programs are ideal for providing education and treatment to employees and their families; however, extending well-managed programs into the community and expanding infrastructure and access are equally important.⁷ This can be accomplished most effectively with government and civil service partnerships to reach rural and at-risk populations.

Perspectives from Leaders Forum Participants

“What is so unique about the private sector is that you have skills, expertise, capacity that we urgently need to implement programs. It’s not just the money and it’s not just the drugs, we need skills in management and financial accounting and procurement and supply management, and so on and that is where many of the private sector companies can make a huge impact on the epidemics.”

Dr. Christoph Benn, Director of External Relations at the Global Fund to Fight AIDS, Tuberculosis and Malaria

“PPPs really leverage expertise and talent and resources. They also help to build capacity within companies and the communities where we work... The choice of partners really is critical. At Chevron, we seek out partners that can best complement our capabilities.”

Peter J. Robertson, Vice-Chairman of the Board, Chevron

“There is a growing confidence in the power and attributes of corporate sector involvement in health programs, and of course there are some problems that we have learned over the years. There is an inadequate interface between the partners creating skepticism about motives of each...there is not enough sharing of risks and liabilities between public and private partners... there is lack of proper classification in PPPs ...and there are a number of bureaucratic hassles and stringent administrative norms.”

Shefali Chaturvedi, Director and Head of Social Development Initiatives at the Confederation of Indian Industries

Role of Civil Society

NGOs, non-profits, and multinationals are vital in PPPs since they evoke trust in member country governments and enable collaboration between public and private sectors.⁸

Civil society can:

- Encourage collaboration among key stakeholders throughout the region;
- Provide knowledge and information on best practices, bringing together countries and aid partners across borders;⁹
- Possess a comprehensive understanding of problems faced by hard to reach populations because of their direct contact individuals;¹⁰
- Ensure that medicines or health care get to the people who need them and that PPPs stay attenuated to the intended beneficiaries;¹¹ and
- Provide funding for a broad spectrum of activities, from procuring drugs to analyzing the epidemiological situation.¹²

Perspectives from Leaders Forum Participants

“The only way to deal with this very serious situation is to confront it and use every single tool that we have available to combine and coordinate to fight these epidemics. That is the only way that we can at least have a more secure world.”

President Jorge Sampaio, UN Secretary-General’s Special Envoy to Stop Tuberculosis

“The question of HIV/AIDS concerns not only the governmental structures, but nongovernmental organizations and business communities as well. NGOs and international structures undertake enormous work in Russia. This vital role in Russia is played by NGOs on different levels, starting from the regional and going to the federal level. The examples of that are the projects by the Russian Media Partnership and Transatlantic Partners Against AIDS who have made great contributions to the understanding of HIV/AIDS in politics and society ... NGOs can act not only as experts, but also as organizers of the programs which are realized.”

Mikhail Grishankov, State Duma Member; First Deputy Chair of the State Duma Committee on Security; Member of the Russian Government Commission on AIDS

“To assist an appropriate community-owned and driven response to HIV/AIDS, operators of large projects must focus on early engagement of key stakeholders... Investment in the dollar and the cents to prevent is far lower than the investment to recover...By strengthening the capacity of local stakeholders, Shell continues to contribute to a sustainable solution to address HIV/AIDS.”

Frank Denelle, Vice President, Technical, Production and HSSE, Shell Exploration & Production Services (RF) B.V.

7. https://www.weforum.org/pdf/ppp_health_summary.pdf

8. https://www.weforum.org/pdf/ppp_health_summary.pdf

9. http://www.eu2004.ie/templates/document_file.asp?id=6200

10. http://www.icnl.org/journal/vol2iss3/p_ngogov.htm

11. <http://www.globalhealth.org/reports/text.php3?id=295>

12. https://www.weforum.org/pdf/ppp_health_summary.pdf

CASE STUDIES: RUSSIA, CHINA AND INDIA

Russian Media Partnership to Combat HIV/AIDS

Russian Media Partnership to Combat HIV/AIDS (RMP) is a unique collaboration of over 40 top media companies and consumer products companies that mobilizes the communication power of mass media to fight HIV/AIDS in Russia. RMP develops and implements the StopSPID (StopAIDS) campaign, a coordinated, cross-platform, multi-year public awareness campaign to prevent the spread of HIV/AIDS and eliminate stigma and discrimination against people living with HIV. Since its beginnings, RMP has provided support for the development and placement of information campaigns valued at more than \$25 million dollars by the end of 2007.

Initiated in the context of the Global Media AIDS Initiative, the Partnership was recognized as best practice at the Special Session of the UN General Assembly on AIDS in June 2006, and is highlighted in Russia's first Country Report on Response to HIV/AIDS as a key awareness-raising initiative. Partnership's campaign, "StopAIDS: Affects Every One," aims to slow the spread of the epidemic and build tolerance towards people living with HIV. GBC/TPAA is replicating the model in Ukraine and China.

The StopAIDS campaign includes (1) an integrated information campaign in TV, radio, printed media, outdoor venues, cinemas and advertising for consumer goods; (2) integration of HIV/AIDS-related topic into informational, analytical and entertainment programming; (3) public access to information resources; (4) briefings and workshops for media organizations and journalists; and (5) special projects aimed at involving target groups in the fight against AIDS. According to a national survey conducted in 2007, 62% of respondents reported being familiar with the StopSPID campaign; of these, 14% have taken concrete action to learn more about HIV/AIDS.

In 2007, the Russian Media Partnership created an opportunity for a first-of-a-kind public-private partnership on HIV/AIDS. The StopAIDS campaign focused on driving target groups, particularly youth and young women, to information on HIV/AIDS – the campaign's online resource, www.stopspid.ru, and the national hotline on HIV/AIDS, which is run by the Ministry of Health in the context of the

national project "Health." Over 40% of all calls to the national HIV/AIDS hotline during summer months were a result of the StopSPID campaign.

Sakhalin Energy Investment Company Project

The Sakhalin Energy Investment Company (SEIC) Ltd, of which Shell is a principal owner, is currently working to transform Sakhalin, a remote coastal island in the east of Russia, into a major energy province. Approximately \$20 billion is being invested into the construction of an energy plant and three pipelines of 800 km each across the length of the island. At the peak of construction, SEIC had roughly 25,000 workers and takes its responsibilities to manage the social, economic and health impacts of its activities very seriously. Central to this commitment is SEIC's work with Sakhalin Regional Authorities and other key local stakeholders to jointly address HIV/AIDS on the remote coastal island in the east of Russia.

In March 2004, SEIC initiated a jointly organized (SEIC/UNAIDS/Sakhalin Oblast Authority) high-level workshop on HIV/AIDS/STI entitled "Business and Community Leaders' Response to STI/HIV/AIDS and Other Diseases of Social Character," as the first step in a coordinated approach on Sakhalin Island. Participants included federal, regional and local government, NGOs and other organizations. This resulted in an outcome declaration by Oblast authorities to prevent and address HIV/AIDS on the island in a multi-sectoral and cooperative manner. A Health Advisory Committee and an HIV/AIDS/STI sub-committee were formed and have met regularly to monitor and manage the regional response on the issue, including participation by the SEIC Corporate Health Manager.

A lasting partnership of SEIC with a key HIV/AIDS stakeholder, the Sakhalin Oblast AIDS Center (SOA), has been enabled by an innovative solution to arrange supportive funding of SOA program services via the NGO Anti-AIDS Organization. This is necessary because as a government agency, SOA cannot directly accept private sector funds. Community contributions by SEIC have included: an annual donation of \$10,000 and 10,000 male condoms on World AIDS Day to the Regional AIDS

Center, hospital upgrades to improve controls for blood borne pathogens, and peer trainer school awareness programs. In addition, equipment has been donated and in-kind technical support provided to enable development of community HIV/AIDS/STI information website.

SOA and Anti-AIDS Organization have provided technical support for HIV prevention programs delivered to the SEIC workforce along the project pipeline route and have also developed an innovative train-the-trainer program for development of teenage peer educators to help protect young people at risk on the island. SEIC's approach is rooted in capacity building and the early engagement of local stakeholders to ensure a sustainable response and ongoing partnership.

Merck/Government of China Partnership

In May 2005, Merck announced the establishment of a public-private partnership with China's Ministry of Health to address HIV/AIDS prevention, patient care, treatment and support. The project focuses on education, counseling, testing, harm reduction and health services, including treatment and care for people living with HIV/AIDS. The program represents the largest public-private partnership on HIV/AIDS in China to date.

The Merck/Government of China Partnership seeks to build a comprehensive, integrated approach to HIV/AIDS management, focusing its efforts in six critical areas: (1) Identifying high risk populations that drive the epidemic, such as intravenous drug users and commercial sex workers; (2) Conducting disease awareness and education programs; (3) Expanding prevention strategies, such as condom distribution and harm reduction; (4) Offering care and treatment programs; (5) Enhancing healthcare worker training and patient management skills; and (6) Providing social and economic support, ranging from establishing community networks to job skills training.

The Merck Company Foundation has committed USD \$30 million to support the partnership over five years. The Government of China, through the leadership of the Ministry of Health, will provide resources such as staff, facilities and equipment. The partners introduced the program in Liangshan Prefecture, Sichuan Province in the winter of 2005. The program will be expanded to other areas of China over five years. The strategic direction and progress of the Partnership is guided by an

Oversight Committee comprised of representatives of all coordination levels of the Chinese Governments and MSD, with two Co-Chairs from the Ministry of Health and Merck. The Committee guides, evaluates, reviews and approves the management mechanism, annual work plan, budget and report and discusses and resolves major issues.

Initial reflections on the project suggest that the formation of the PPP has acted to strengthened government leadership and coordination of HIV control at different levels. In addition, the roles of the partners have also become more clear with the passing of time.

TB and HIV/AIDS Partnerships in India

With 57 offices in India, eight overseas in Australia, Austria, China, France, Japan, Singapore, the United Kingdom, and United States, as well as institutional partnerships with 240 counterpart organizations in 101 countries, the Confederation of Indian Industries (CII) serves as a reference point for Indian industry and the international business community. From this vantage point, CII has played a central role connecting business and the public sector to fight HIV/AIDS and TB in India.

Within the context of India's Revised National TB Control Programme (RNTCP), CII initiates public-private partnerships in which the public sector provides technical expertise, training, guidelines and consumables for diagnostic services and anti-TB drugs. The business sector, in turn, advocates for TB awareness and implements TB prevention, diagnosis and testing services for their employees and the greater community. The advantages of partnership include increased coverage of quality- and value-added services to a larger population.

CII has also acted as a catalyst and a facilitator of public-private partnerships to fight HIV/AIDS in India, in conjunction with the National AIDS Control Organization (NACO). CII has developed services delivery models for different kinds of corporate health facilities which can be adopted by the corporations interested in setting up ART centers. Models of corporate ART centers include ACC in Wadi, ACC in partnership with CMC in Vellore, Ballarpur Industries, and Godrej & Boyce. In addition, the following companies are establishing ART centers: Bajaj Auto, Reliance Industries, and Larsen and Toubro.

ADVANCING PUBLIC-PRIVATE PARTNERSHIPS TO FIGHT HIV/AIDS AND TB

GBC/TPAA, in partnership with international consultancy and GBC member, Booz Allen Hamilton, convened a multi-stakeholder meeting which gathered 40 global leaders representing business, government and NGOs to work together to turn the tide of the battle against HIV/AIDS and TB through public-private partnership.

The goals of the facilitated session were to identify key challenges and opportunities for PPPs to address the epidemics of HIV/AIDS and TB in Russia, and share experiences in China and India, reach agreement on specific areas for collaboration on concrete PPPs, and create new ideas for PPPs in the three countries.

Opportunities for Action in Russia

Through discussion and breakout sessions, the following key opportunities were identified.

- Strengthening senior level leadership in government and industry
- Developing a national strategy
- Reshaping and refocusing of healthcare system to encourage individual healthy behaviors
- Improvement in technical, analytical and general understanding of the epidemiology of the disease, including:
 - Raising awareness about modes of transmission
 - Enhancing prevention, care and treatment strategies
 - Involving government, church and industry groups in efforts to reduce stigma
 - Advancing collaborative scientific research on the topic of new treatments, diagnostics, and targeted public health strategies
- Mobilizing latent private sector resources

- Promoting the notion of “health=wealth”, that is, that the interest of economic development for the state and individual firms is aligned with the wellness and well-being of individuals
- Following up on President Putin’s recent endorsement of public-private partnerships

Concrete Next Steps

Following from these opportunities, a series of action steps were identified.

- Develop a national HIV/AIDS agenda to include:
 - Assessment of risk and ongoing risk approach
 - Prioritization and allocation of resources against prevention, care, and treatment initiatives
 - Assignment of timelines, responsible parties
 - Development of and ongoing measurement of criteria for success (i.e., incidence)
 - Establishment of program governance and rules of engagement
- Identify an initiative leader and small senior level leadership team made up of government, NGO, and private sector representative
- Strengthen existing media partnership programs and build communications strategies/plans to build awareness targeted at specific sectors:
 - Health providers
 - At-risk population groups
 - General public
- Engage leaders of “company towns” in rural areas to build training/awareness programs
- Establish a foundation to channel/combine resources in scientific research
- Develop a framework for mobilizing industry that is tailored to the Russia context

Common Challenges Facing Public-Private Partnerships in Emerging Economies

During the Leaders Forum’s Booz Allen Hamilton facilitated event and the two-day workshop on scenario building, participants identified the following common challenges when developing and implementing public-private partnerships.

- Partners/stakeholders not fulfilling their commitments

- Low level of trust between partners
- Business does not invest in public health
- Corruption of government officials
- Lack of engagement by regional authorities
- Inadequate legislation
- Changes in leadership
- Conflicting priorities

DECLARATION OF LEADERS FORUM PARTICIPANTS

Our Pledge to Take Action

On October 25, 2007, the Global Business Coalition on HIV/AIDS, Tuberculosis and Malaria/ Transatlantic Partners Against AIDS (GBC/TPAA) convened the *Leaders Forum on Public-Private Partnerships* in Moscow, Russia.

The event united local, national and global leaders from business, government and non-governmental organizations (NGOs) to fight growing HIV/AIDS and tuberculosis (TB) epidemics in emerging market economies, advance public-private partnerships (PPPs) as a proven and efficient approach to curb HIV/AIDS and TB, recognize PPP successes, and provide frameworks for further application and development of the PPP model.

As participants in this landmark event – and as representatives of business, government and civil society – we hereby affirm our commitment to these aims and pledge to take action.

We recognize that we cannot remain silent on these issues and we cannot afford not to act.

- HIV/AIDS, TB and other global epidemics constitute an immediate threat to the well-being of populations, and affect not only the emerging economies of Europe and Asia, but also the international community as a whole.
- The future economic and social vitality of emerging economies can be strengthened with increased capacity to prevent a generalized HIV/AIDS epidemic and stem the spread of TB, including increased access to prevention and treatment services.

We recognize that together we have the collective power and means to turn the tide of these epidemics.

- Winning the fight against HIV/AIDS, TB and other global epidemics requires the active engagement of all sectors – governments, the private sector, and civil society. Collaborative action promises the best way forward.
- Sustainable and effective prevention of HIV/AIDS, TB and other global epidemics necessitates cross-sector cooperation, sharing of resources and expertise, and an emphasis on best practices.

We commend and endorse commitments to public-private partnership from political leaders, including, most recently, statements by Russian President Vladimir Putin.

- On October 11, 2007, during a meeting of the Russian State Council on investment in regional economies, President Putin asserted: *“The regions should be more active in undertaking ...projects based on public-private partnerships ...we all know that the most effective means of implementing this or that project is to harness the combined efforts of the state and private business, and so we need to draw up a clear mechanism.”*
- We urge leaders in all spheres to promote such collaborative action and thus to help usher in a new era of public-private partnership in the area of public health.

We are prepared to collaborate in the development of new public-private partnerships and to commit our resources and core competencies to ensure their success.

- We welcome President Putin’s call to action and are ready to collaborate in concrete initiatives with the Russian Ministry of Health and Social Development, including both Health and Labor Authorities, and others to the benefit of the Russian people.
- Similarly, political leaders in China and India can count on our support and partnership. We are eager to explore potential collaborative public-private partnerships in response to the region’s surging HIV/AIDS and TB epidemics.

We will hold ourselves accountable to these pledges and declaration.

- We call on the Global Business Coalition on HIV/AIDS, Tuberculosis and Malaria (GBC) to follow up with participants to secure their commitments to the development of new public-private partnerships.
- We also call for a review meeting no later than two years from now to assess progress and examine potential projects.

PARTICIPANTS IN THE LEADERS FORUM ON PUBLIC-PRIVATE PARTNERSHIPS

Evgeniya Alekseeva,
Director, FOCUS-MEDIA Foundation;

Julia Avetova,
Corporate Affairs Associate, The Coca-Cola
Company;

Christiane Baleux,
Corporate Medical Advisor, Solvay;

Helena Barroco,
Adviser to President Sampaio, United
Nations;

Zhanna Baskakova,
Project Manager, IBLF;

Charley Beever,
Booz Allen Hamilton;

Sucher Bernard,
Head of Global Markets, Merrill Lynch;

Victor Boguslavsky,
Country Director, University Research Co.;

Michel Bonnier,
Public Health VP, bioMerieux;

Aleksey Burlak,
Director, Positive Initiative, NGO;

Ricardo Cabeza de Vaca,
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About GBC

The Global Business Coalition on HIV/AIDS, Tuberculosis and Malaria (GBC) is an alliance of 220 international companies leading the business fight against HIV/AIDS, TB and malaria. GBC works to leverage the private sector's unique skills and expertise in the global response – including developing comprehensive workplace policies; supporting community programs; utilizing core competencies; facilitating leadership and advocacy by business leaders; and brokering public private partnerships. The official focal point of the private sector delegation to the Global Fund to Fight AIDS, Tuberculosis and Malaria, GBC maintains offices in New York, Paris, Johannesburg, Beijing, Geneva, Nairobi, Moscow, and Kyiv.

Announced in the spring of 2006, GBC and Transatlantic Partners Against AIDS (TPAA) are currently undergoing a merger process. TPAA is an international non-governmental organization that was founded in 2003 to fight HIV/AIDS in Ukraine, Russia and neighboring countries. TPAA raises awareness and builds political will; provides high-quality policy research and analysis; strengthens civil society; forges innovative global partnerships; and, supports policymakers, business executives, and media leaders in their efforts to stem the growing tide of HIV/AIDS in the region.

www.businessfightsaids.org • www.businessfightstb.org • www.businessfightsmalaria.org • www.tpaa.net

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