

REPORT

ROUND TABLE REPORT

Engagement with the private sector in the field of SRHR and HIV: *What are key factors that contribute to successful public private partnering?*

Introduction

There are clear grounds for engaging the private sector more strategically in the SRHR and HIV sector and in Share-Net. At the same time, several members of the private sector share the commitment for SRHR, including HIV and bring expertise into the platform. We believe that the Share-Net International secretariat can develop to provide a central brokering role to ensure effective linkages between private sector and the SRHR and HIV developing field to benefit both. Share-Net is therefore in the process of developing strategy to encourage involvement of the private sector in our activities, and the SRHR and HIV sector. This thematic round table meeting that was organized on 19 November 2015 has been part of this process. The meeting was organized by the Female Health Company, dance4life, PSI Europe, The Ministry of Foreign Affairs, Simavi and Share-Net.

This meeting focused on the dialogue between public and private sector partners in the field of SRHR and HIV, and addressed the following questions:

- What are the expectations of both public and private sector participants of partnering, what are their needs and their motives?
- What are encountered or envisioned challenges and opportunities when developing public private partnerships a
- What are key factors for successfully working together?

This is the report of the round table meeting on *engagement with the private sector in the field of SRHR and HIV: what are key factors for contribute to successful public private partnering.*

Welcome

Colin Dixon, Share-Net International Coordinator emphasized that this meeting had the intention to explore relationship between sectors to be mutually beneficial. Rogier Elshout facilitated the round table meeting.

Session 1. Roles and responsibilities

This session had the aim to identify perceptions, expectations and misunderstandings of partnering, to prevent potential misunderstandings for successful partnerships. Additionally, in the plenary part the ground rules – such as ensuring trust, transparency and mutual respect - could be brought into the discussion.

A role play (see attachment 1) was used as an exercise. All participants switched roles (NGOs are private companies, and vice versa). The assignment in the format of instruction letters from headquarters was to make a money deal (more than the company was willing to give) versus a logo deal (which the NGO was unwilling to give). The background information in the letter included ingredients that could be used to make a win-win deal (for example, available research data and unused trucks of the company). There were also some tricks and traps included in the assignment, for example the discussion around homosexuality and morality.

Plenary discussion

- Several groups indicated to be (partly) happy with the deal that was made, while others gave away something they did not want to give (for example logo on the condoms) but with gains in return (sustainable income from condom sales). The other ingredients included in the assignment such as research data and trucks were used in the negotiations. Most groups expressed that there were still some gaps in order to be able to make a deal, but all parties indicated to be very interested in what the other party could contribute (for example research). Common grounds to move forward were identified in the group discussions. Transparent and honest discussions were appreciated by the participants.
- Mutual respect and acceptance were issues for discussion in the groups: a win-win situation can be created contributing to the objectives of the NGO (additional funding for programs) and the company (expanding market share). For NGOs it is also beneficial if the company is able to boost their commercial market and increase the supply side for services and commodities. For companies ties between NGOs and local governments are beneficial to strengthen their partnerships across sectors (public/government, NGOs and private/companies).
- The participants indicated that assignment was realistic and recognizable: you try to find mutual ground between an NGO and a commercial organisation where the NGO wants to maintain its independency and commercial organisation wants sustainable business without giving the money. The result of this exercise was that a long-term partnership was envisioned.
- For companies the reasons for engaging with NGOs are not always obvious. Also NGOs themselves do not always realize what they have to offer to a partnership, such as knowledge and access to target groups, trust of the communities. It is crucial to find common grounds, to be able to create a win-win situation for all parties involved. To explore the benefits of collaboration takes time.

Questions raised for further discussion

- There are a lot of NGOs: it is difficult for companies to understand with what NGO a partnership has potential to create this win-win. How do we get these partnerships to work?
- The question was raised on how to find a new business model in a partnership that goes beyond social corporate responsibility towards a real collaboration with a mutual strategy contributing to each partner.

Session 2. Mutual benefits: Understanding motives for a partnership

The aim of this session was to address the goal of this meeting: for participants to gain understanding of their own participation and potential interest in partnerships and of others.

Share-Net specified their reasons for hosting this meeting:

- This theme was selected a key priority. The complex problems that are being addressed cannot be addressed by one sector only. The international development context is changing, and since SDGs all eyes are on the local governments and private sector. All partners have their own roles in these partnerships: NGOs have knowledge, hands on the ground and private sector can bring their own expertise and commercial thinking. The value of a partnership is to create a win-win situation. We have been talking about this for a long time: we have seen partnerships shine and fail. What do we as Share-Net want to do about this: what works (not) and why (not)? We believe these partnerships have the potential to shine. This first exploratory meeting is organised to get to know each better and understand our motives, challenges and dilemma's. Share-Net is developing a strategy.

Private companies indicated their reasons for participating:

- It is crucial to become transparent, honest and communicate in the same language. Partnership should go beyond money deals as both NGOs as companies have a lot to offer. We are now at the momentum that all sectors should become engaged in this conversation. Companies and NGOs cannot be generalized and there are specific potential collaborations to be formed. Therefore it is crucial to be transparent and open.
- There have been many meetings around the cross-sector partnering. It is important to keep in mind that within partnerships there should be agreement about the targets and the way towards these targets (how to achieve them): this requires more than just money. We can bring more to the table than money: resources, experiences, (managerial) skills. It is also important that the impact and success of the partnership is measured, which can be challenging as for example behavioural change is difficult to measure. It is crucial to see what happened within a partnership, what went wrong and what can we change to improve. And on another topic: most of the donor funded projects have a time limitation of 3-4 years, and in order to achieve any change, this is a tight target. Finally, the appreciation was expressed for each NGO that take the initiative to collaborate, even though it is not always possible to actually collaborate.

The Ministry of Foreign Affairs expressed their reasons for support:

- The policy of the Ministry is shifting from aid to trade. Therefore, there is the aim to facilitate and support platforms that encourage and facilitate these dialogues. The participants are encouraged to seek tangible examples of collaborations. For example Philips has a cooperation with Amref, they found a format of synergy. Milestones need to be agreed upon, ensure effective communication and visits in the field, share knowledge, experiences and skills. A real partnership goes beyond exchanging only money.

Session 3. Objectives of effective partnerships

The aim of this session was to inspire the participants by sharing examples of partnerships in which a shared vision of objectives and outcomes was achieved.

Pitch by dance4life

Public private partnerships can be successful. Since the beginning dance4life has been engaged in several long-term partnerships such as the coca cola Africa foundation and Durex. To bring knowledge and skills together, dance4life shifted to resource mobilization partnerships, based on needs at country level or topic level. A success case: 2 years ago dance4life started working with the MAC Aids Fund, after the Gates Foundation the second biggest foundation globally. MAC cosmetics is a huge cosmetic brand, their foundation is called the MAC Aids Fund and they sell a lipstick (Viva Glam) and of the selling price, each cent goes directly to the fund: up to a total of 35 million per year. Their mission is to serve all people affected by HIV and Aids. Dance4life and the MAC Aids Fund started working together. The exploration phase takes time. The success of the partnership was defined on forehand and should have a positive quantitative and qualitative impact. MAC wanted to look at employee engagement, and how to reach their engagement. Ddance4life wanted to educate young people around sexuality. And positive outcomes were measured: positive attitudes towards condom use, young people found it less challenging to discuss their sexuality. In total over 200,000 young people were reached directly. Additionally, 25% of the employees of MAC acted in our program as volunteers. Both MAC and dance4life were able to reach their goals. It is key to have a shared vision, to create mutual goals and objectives, it needs to be a win-win situation for all. For 2016, together we developed a partnership strategy, to be implemented in 10 countries where both parties are active. This partnership example could be exemplary for future collaborations..

Pitch by Philips

In the current knowledge economy, people do things themselves. In future there will be a transformational economy with big societal challenges, looking at the SDGs. These challenges are too big to be addressed by one organization: we foresee consortiums around these global challenges, where different parties come together to own these societal issue (universities, NGOs, governments, private companies, etc.), and models need to be created. Philips is already working together with civil society: partnerships where we try to come up with new innovations, e.g. with UNICEF. In another example NGOs will be fitted into the business model, for example with Amref: creating a holistic package for health care. These packages are sold to clients, and Amref trains the health workers. Another example is the partnership with Red Cross to implement programmes in hard to reach areas. What you get for free when you have a partnership is stakeholder engagement in conference, joint panel discussions, that's where you can benefit.

Pitch 3 Heineken Foundation

Heineken Africa foundation was established in 2007, and active in providing basic health care for employees and families. This foundation funds health care projects in communities where Heineken is active in sub-Saharan Africa. Heineken Foundation has no experience with PPP's but is often mentioned in light of agriculture projects. Now, the foundation included a local company, who are the ears and eyes on the ground: what is needed, where can we make a difference. The third party in this partnerships is the local government.

The ideal partnership: needs to fit the theme of health care of the Heineken Foundation, active in countries where Heineken is operating, and needs to meet the budget (800,000 euros annually). After these practical points, you enter a greater part of discussion: what will be the share of Heineken Foundation in this partnership? Relatively small projects are being funded, where Heineken has a big say. What will happen if Heineken Foundation enters a bigger partnership? The local breweries now play key roles, will there be a role for them in those partnerships or not? And conflict of interest: the Foundation has a big company behind them and need to see if it's a good fit, and what are the risks involved?

Session 4. Develop a partnering vision and strategy

In this session, the aim was to identify potential objectives, challenges and opportunities. The participants continued their group work and addressed the following questions:

- *What does the perfect partnership look like to you? Please highlight from both a commercial as well as non-profit perspective.*
- *What are some of the possible obstacles and dilemma's that are in the way to form a partnership between a public and private organization? How can we overcome these obstacles?*

Plenary discussion

Participants identified that there is a common ground for partnerships: there is more alignment than expected. When looking at partnerships, challenges are not only encountered when it involves different partners from private and public sectors but also within consortia consisting of NGOs only. The need was expressed to go beyond identifying and explaining the goals and expectations, but also focus on conflicts of interest, competition, claiming the same domains. In order to prevent scattered programs and to ensure impact in the long term, upscaling is needed: partnerships that can make the change in scale. Resources are declining, but innovations from small test pilot programs need to be brought to scale. Small but competent local NGOs with experience on the ground with an entrepreneurial approach can move to scale but that takes time. Different sector also need to learn how to work together. If the collective factor on what to add and what to take is identified, impact and scale can be reached. A scale was developed by one of the groups with social impact on the one side and financial impact on the other side. In the future these need to come closer together, in light of reaching scale, in light of the SDGs, and based on common grounds and benefits. Challenges were mentioned regarding selecting the appropriate NGO partner as there are so many NGOs and private companies are not informed about their missions and activities. Mutual respect, common understanding and trust were identified to be crucial for potential partnerships. There are many misconceptions towards each other that prevent potential successful partnerships. There are three steps: enter into a partnership, maintain a partnership and close a partnership. Each step requires different skills. And celebration is also crucial when closing a partnership.

Wrap up and closure

Share-net International has a broad network but wants to include private companies as well: a membership based organization is only as strong as its members. The question coming into this process: can Share-net as a knowledge platform contribute to this, and how? Share-Net will look into the roles of existing platforms and their approaches. Many have been involved in this for a long way, what can we contribute to take this forward? Share-Net has already commissioned some research (literature review) into best practices of partnerships and private sector involvement. This research will include literature and experiences. The participants were invited for an interview with the consultant to share their experiences and references. The aim of this research is to give some insights in what is necessary for private sector involvement and what are obstacles towards cooperation? Additionally, there will be the report of this from this meeting. Based on these reports, there will be a follow up strategic meeting next year to look at developing a broader strategy. Share-Net has resources to initiate such research and to disseminate this through our website and newsletter. Intelligence is needed, therefore all participants were invited to stay engaged to take this a step further.

Annex 1. Role Plays

Case study 1. Global Soft



From: Justin Side, chief marketing officer
to: negotiation team
concerning: PPP with Youth matters

Dear team,

Last month I met the president of Youth matters, a Ugandan NGO. Youth matters is a nationwide operating NGO that strives for youth rights, but also wants to educate people about safe sex. They are very well known in Uganda and very much trusted by people. They could be of great value for us.

With the established brands in Europe, it proved almost impossible for us to gain more share of the market. Even our big promotion tour last year where we drove with more than 100 music trucks around Europe had no impact and proved to be a very poor investment. So, we need to find new markets. Our overproduction is so huge that we have warehouse issues. Therefore our sales team decided to focus on Africa: in emerging markets we still have a chance to become market leader or at least one of the best known brands.

Therefore we could use our connections with “youth matters” as our entry point. We don't know much about the market there (and still figuring out how to conduct proper market research), but we assume that if we are associated with them it will be easier to be trusted by the consumers and sell more products. So far, our sales are very bad, that must be because we are unknown. Therefore we should get their permission to use their logo and name on our advertisements. Something like: “Youth matters recommends GlobalSoft as the most trustworthy condom”, that must boost our sales.

We understand that they will want money for that. We have a budget of \$100.000 to invest in a partnership. But don't give it away at once. Try to get as much out of it as possible. Go only to \$100.000 if we may use their logo on all advertisements and our packages.

Also, see if there are possibilities to promote our “extra strong and lubricated man2man” condoms.

So, go out there and lure them into becoming our sales agent there, but don't hand out the money too easily! We are not Santa Claus.

Regards,
Justin

Case 2. Youth Matters



Youth Matters

“because youth matters matter”

From: Nkokonga Mbatu, president
to: negotiation team
concerning: PPP with Globalsoft

Dear team,

Last month I met the CMO of GlobalSoft, a big condom producer from Europe. They seem very rich, so they could be very beneficial for us! Maybe from them we can finally get the money we need to start our big “safe sex tour”. So try to get as much money out of it as you can!

We plan to do a big tour round the country to promote condom use. From our many years of research into why people don't use condoms consistently, we know the biggest barriers, besides poverty, remain refusal to use condoms by male partners, and beliefs that condoms ‘kill the mood for sex’. Acceptance is rising, and people are more open to try it, but still these barriers are huge. Therefore we plan to tour around the country to educate people about the importance of condom use and the risk of HIV/STIs. We are still \$200.000 short for it, so try to get \$200.000 from them. I'm pretty sure he will give that because he said he cares about Africa. And he should. He is taking so much money from people by selling them life essentials, it is time for him to give something back. It might be a good idea to remind him!

But be careful: Their CMO indicated that he wanted to use our name and logo in advertising campaigns in Uganda. Never allow that! We have a good reputation in Uganda as independent and trustworthy. With the recent anti “ Neo-colonialist” feelings in Uganda, we should not be too much identified with a European company.

Just a word of warning when I spoke with him, he talked a lot about the gay market. You know as well as I, the sensitivities here, don't accept anything that would damage our reputation with the public, especially with the government.

So, go get the money and we will do good with that!

Nkokonga



Annex 2. List of Participants

ROUND TABLE 19 NOVEMBER 2015

Engagement with the private sector in the field of SRHR and HIV:
What are key factors that contribute to successful public private partnering?

1. Odette Hekster, PSI Europe
2. Klaus Brill, Bayer HealthCare Pharmaceuticals
3. Patricia Dias de Almeida, Triggerise
4. Katinka Lansink, dance4life
5. Suzanne Giele, Heineken Foundation
6. Denise van Dijk, Female Health Company
7. Ruben Korenvaar, Simavi
8. Gitta van der Meer, Nationale Postcode Loterij
9. Joost van Engen, Health Entrepreneurs
10. Maarten van Herpen, Philips Africa Innovation Hub
11. Marco Gerritsen, Ministry of Foreign Affairs (DSO-GA), the Netherlands
12. Kathy Herschderfer, TNO
13. Jos Dusseljee, Rutgers
14. Frank Roijmans, i+solutions
15. Remco van der Veen, Cordaid
16. Janharmen Drost, STOP AIDS NOW!
17. Colin Dixon, Share-Net International
18. Aryanti Radyowijati, resultsinhealth
19. Anke van der Kwaak, KIT
20. Charles Picavet, independent consultant
21. Karen 't Hooft, Share-Net Netherlands

Facilitator: Rogier Elshout