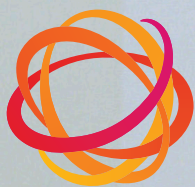


# Building Partnerships that Work:

## Practical Learning on Partnering in mHealth



**GBCHealth**

Mobilizing Business for a  
Healthier World





# A Message from Pam Bolton

## Vice President, Membership & Advisory Services



Over the decade that GBCHealth has mobilized business action in global health, we have repeatedly confirmed the value of partnerships in driving measurable results. GBCHealth plays a unique role as partnership facilitator to the private sector, linking companies with strategic partners including other corporations, governments, UN agencies, NGOs and grassroots community groups. Partnerships increase health impact through several mechanisms: greater efficiencies, shared risk and responsibility, easier scalability and strategic blending of assets. GBCHealth's role is to create and nurture strategic partnerships and collaborative actions where the unique skills and assets of corporations can be tapped and targeted to areas of need where business can make a real difference.

The strongest partnerships establish clearly-defined goals to meet a clearly defined problem. They may be focused in geographies of shared interest, such as a specific market or region, or can stem from shared priorities in particular issue areas, such as economic empowerment among women or access to medicines in low-income settings. Clarifying each partner's priorities as early as possible helps increase the odds that the partnership will advance those priorities.

At GBCHealth, we have facilitated many public-private partnerships that defy the conventional wisdom that competitors and companies within the same industry

"can't be friends." When it comes to joining forces to advance shared public health objectives, we have seen even fierce competitors work together in partnership. If each company assumes clear and fair responsibilities, and remains transparent about expectations, there are great gains to be reaped by all actors.

When forging partnerships around health goals, it is helpful to think broadly and creatively about what each player can contribute. In mHealth, for example, a common misconception is that the technology and healthcare sectors are the only ones who can play. Yet in our experience that is quite untrue; there are opportunities for companies in many industries to contribute meaningfully—in ways that extend beyond their commercial focus. Business can lend expertise in marketing, management, operations, communications—the core functions that all companies cultivate to support their ability to compete in the business they are in.

As the development world increasingly applies technology to solve global health challenges, GBCHealth is accumulating case examples and data to support the notion that mHealth partnerships can produce cutting-edge results. And companies across all industries will have meaningful roles to play in getting there.

### Co-authors

Vicky Hausman, Associate Partner, Dalberg Global Development Advisors  
Kelly Keisling, Co-Chair, mHealth Working Group

### Contributors

Frédéric Chenais – Rio Tinto; Paul Ellingstad – HP; Arun Gowda – Nokia; Erica Kochi – UNICEF Tech4Dev; Daniela Mohaupt – Stop TB Partnership; Erin Mote – USAID Global Broadband and Innovations Alliance; Chinwe Okala – Chevron Nigeria Ltd.; Sunday Okegbemiro – Chevron Nigeria Ltd.; Sandhya Rao – USAID Bureau for Global Health; Sarah Sanders – Vodafone; Rodrigo Saucedo – Carlos Slim Health Institute; Karen Spencer – Intel Education Transformation; Mathew Taylor – Intel World Ahead; Jon Tigges – Deloitte

### Special Thanks

Rich Scarfo and Peggy Diab – mHealth Summit/FNIH

### GBCHealth Staff

Project Lead: Beth Breslauer  
Writing and Editing: Dean Mudgett, Jill Berman  
Research, Layout and Support: Helen Marks, Hinna Khan  
Graphic Design: Helene Coulson  
Additional Staff Contributors: Pam Bolton, Jimmy Lee, Ilze Melngailis, Shuma Panse



## Table of Contents

A Message from Pam Bolton	2
Introduction	3
Realizing the Global mHealth Opportunity:	4
The Role of Partnerships	
Building Partnerships in mHealth:	6
Approaches and Challenges	
Partnership Fundamentals	8
Partnership Best Practices in mHealth	9
Carlos Slim Health Institute, Deloitte, HP, Intel	
Corporation World Ahead, Nokia Life Tools,	
Novartis, Stop TB Partnership, UNICEF Tech-	
4Dev, USAID, Vodafone	
Partnership Insights Beyond Mobile	17
Chevron Nigeria Limited, Intel Corporation	
Education Transformation, Rio Tinto	
Business Action on Health 2011 Award Winners	19

## Introduction

Partnerships have long served as a critical tool for actors to amplify and maximize their health impact. The field of mHealth—the use of mobile technologies to improve health—is a nascent sector, but one with tremendous promise and potential. As players investing in mHealth seek to move beyond existing, small pilots and create mainstream, global opportunities, partnerships will play an essential role. Existing partnerships - both those in mHealth or global health more broadly - serve as excellent reference points for anyone looking to inform and shape future opportunities in ways that ensure success.

In this publication, GBCHealth, along with stakeholders across multiple sectors, explores the experience of companies, non-governmental organizations and multilateral institutions in partnering to increase impact. Contributors share their unique perspectives on the role of partnerships to advance mHealth goals. Touching upon the challenges of building strong partnerships and providing best practices based on real life experiences, the expert advice of our contributors is intended to serve as a practical guide on key topics: identifying the best partners, structuring partnerships for success, considering factors for scaling and sustaining programs, and avoiding common pitfalls.

# Realizing the Global mHealth Opportunity: The Role of Partnerships

**Vicky Hausman, Associate Partner,  
Dalberg Global Development Advisors**

Mobile technology has created more than five billion points of possible contact across health systems. Businesses have been quick to recognize the opportunities this presents for both social innovation and new commercial ventures. With the unprecedented information flow via mobile, companies can know the preferences of their consumers or beneficiaries better, can secure and drive accountability throughout their supply chains and can create leaner systems for service delivery.

Overall, the use of mobile technology has tremendous potential to improve access, affordability and quality of healthcare delivery in the developing world. Growing amounts of attention over the past three years have resulted in an increasing amount of experimentation and commitments from funders and backers of global health.

For businesses to effectively operate in the mHealth sector, an area that is still very much in its infancy, partnerships have become a key tool. Illustrating this point, major companies, including African operator giants MTN and Telefonica, recently cited partnerships as critical components to move mHealth beyond small scale pilots into a mainstream global opportunity<sup>1</sup>.

Through our work in the mHealth sector, we have observed partnerships with three primary objectives:

**Philanthropic or pre-commercial investments.** Many partnerships have emerged with focus on “social innovation” using the core capabilities or assets of a company and its partners to address core social needs in a philanthropic or pre-commercial capacity. These investments are often driven by corporate foundations or corporate social responsibility (CSR) groups. Other times they might reside with a business unit, and be used as a pre-commercial investment with the aim of better understanding a market, testing the ability to work with a partner or improving relations with a government. A recent example of a partnership focused on social innovation is the Mobile Alliance for Maternal Action (MAMA), bringing together Johnson & Johnson, USAID, the mHealth Alliance and Baby Center LLC to deliver health information to pregnant women in the developing world.

**Creation of new products or services.** Businesses have also partnered in situations where they can contribute complementary expertise or assets to create a new product or service offering. Mobile presents a new platform – not only for health service delivery – but also to marry health services with other mobile offerings, including financial services. Changamka Microhealth Ltd., based in Kenya, has partnered with GA Insurance to meet regulatory requirements on underwriting and utilizes the M-PESA platform to provide a savings card for pregnant women to receive more consistent and affordable care.

**Reaching new customers or markets.** Partnerships have formed where there are opportunities to work together to enter a new market or reach new customer segments that were previously either difficult or commercially unattractive. An example of this is Sproxil’s work with BIOFEM Pharmaceuticals in Nigeria, and now GlaxoSmithKline in Nigeria as well. Sproxil provides Mobile Product Authentication (MPA), an SMS-based solution that individuals can use to authenticate drugs and know immediately whether they are counterfeit. With this end-user empowerment, companies are also better able to protect their supply chain and revenue in markets in which counterfeits are a significant threat. It also allows companies to connect directly to consumers through customized message responses, which might include health tips or advertisements.

In the developed world, mobile technology presents a market opportunity and has been attracting commercial investment, as evidenced by the more than 20 venture capital deals that closed in just July, August and September of this year<sup>2</sup>. However, in the developing world, the opportunities and partnerships are still primarily in the philanthropic category, with the majority of partnerships focused on social impact, many at fairly small scale, and without commercial interests or returns. Based on a cataloguing of recent partnerships, we estimate that nearly 80 percent are focused on social innovation, with either philanthropic or pre-commercial interests, with 20 percent focused on creating new products or services for commercial purposes or reaching new customers or markets. Notably, a number of partnerships with commercial purposes anchor either with a developing country based company, such as Sproxil and Changamka noted above, or involve multiple players based in the global south.

<sup>1</sup> GSMA Mobile Health Live, 2011

<sup>2</sup> Mobihealthnews, Three Notable Mobile Health Investments, October 13, 2011 - <http://mobihealthnews.com/13834/three-notable-recent-mobile-health-investments/>




As new entrants consider which type of partnership would be appropriate to meet their objectives, there are a number of questions to consider:

**Partner identification:** What types of partners are needed and who should be considered? What is required to vet partner contributions (e.g. technology, capabilities) What are the risks of partnering, and how can they be mitigated?

**Structuring for success:** What partnership structure would be appropriate in terms of roles and contributions? Does the partnership leverage core competencies of the partners involved? How should incentives be structured? What are key success factors from a structural perspective?

**Scale and sustainability:** What will be required to reach desired scale? How will the partnership be maintained over time? Is there a path to smoothly exit to another partner – be it via a sale to another company, or a hand off to government or an NGO? If the latter, what are plans to build capacity and transfer knowledge and skills?

As the number of mHealth partnerships grows, there is learning across these dimensions. The experiences of those who have been active in this space can help inform the strategies and operations of newer entrants. Taking stock of this experience will be important not only to inform the success of future partnerships, but also at the sector level, to identify some of the common challenges and barriers that have been limiting scale and sustainability.

Objective	1 Philanthropic or pre-commercial investments	2 Creation of new products or services	3 Reaching new customers and markets
Description	Leverage assets or core capabilities to address a social need; this includes pre-commercial investments to test a new market or potential partner	Partner to create a new product or service offering that uses mobile technology as a delivery platform	Utilize mobile model-based models to reach new customers or markets
Example	 <p><b>Bangladesh, India, South Africa</b></p> <p><b>Goal:</b> Improve maternal and child health by harnessing the power of mobile technology to deliver vital health information</p>	 <p><b>Kenya</b></p> <p><b>Goal:</b> Improve maternal access to care by providing health savings accounts to pregnant mothers using a smart card that can be filled using m-PESA</p>	 <p><b>Nigeria, Kenya, Ghana, India</b></p> <p><b>Goal:</b> Provide a means for individuals to authenticate drugs by SMS and avoid counterfeits; allows pharma companies to protect their brand and increase revenue</p>

# Building Partnerships in mHealth: Approaches and Challenges

## Kelly Keisling, Co-Chair, mHealth Working Group

The mHealth Working Group is a collaborative forum for sharing knowledge, promoting promising practices and building capacity for mHealth in developing countries. Guidance on public private partnerships for mHealth was gained from the Working Group's monthly meetings since 2009, as well as interviews with FHI 360, the Institute for Reproductive Health at Georgetown University, Johnson & Johnson, Novartis and USAID. Materials from previous monthly meetings are available at <http://www.k4health.org/toolkits/mhealth/mhealth-working-group-1>.

Public health organizations and private companies seek complementary partners to create mHealth programs that are effective, scalable and sustainable. These partnerships are based on various criteria, stages and structures, with considerations for program design and ownership.

### Partner Selection

Public health organizations value private partners with local presence and local familiarity. Similar values can be demonstrated by experience with health or social problems. Public health organizations appreciate large companies' sophisticated product development processes and project management, breadth of experience, quality products and access to resources.

Private companies appreciate public health organizations with relevant expertise, reach and reputation. Public health partners may not require mHealth experience if skills can be transferred to them. Private partners face challenges finding public health partners in a fragmented market. This fragmentation, the numerous requests for minor donations and a lack of familiarity with health partners pose a bottleneck to investment for scale-up. One possible solution is an official channel or accreditor of mHealth proposals, supporting linkages between all complementary partners. The speed and transparency of this process could be supported by clear criteria for participation or accreditation.

### Stages of Partnership Development

Partnerships proceed through stages, generally including formative research, product development, pilot, scale-up and transition to local ownership or commercialization.

### Partnership Structure for Product Development

In the early stages of product development, partnership goals can be supported by formative research or market research. Partners should clarify their goals to avoid uncertainty at later stages, since both health and commercial interests are evolving in mHealth. The responsible office should be clear, since a philanthropic division may have different metrics than a marketing division. Partner differences can be accommodated, such as protections for user anonymity or for proprietary information.

Product development is iterative. The diversity of skills and degree of unknown in mHealth require adaption and communication. Intensive approaches like agile software development can require full-time staff. For organizations seeking clear commitments and deliverables, contracts can offset staff turnover. For organizations that are deterred by public commitments to fluid deliverables, informal arrangements and budgets may be preferable. In either case, clear time limits can speed product development and the transition of roles.

### Designing Platforms, Pilots and Partnerships for Scale-Up

In the scale-up stage, partnerships may evolve to emphasize organizations with the capacity for national or international reach. Partnerships may require more formal terms as commitments grow and procedures are standardized. This can include training, distribution of material and equipment, maintenance and oversight.

Platforms and pilots in mHealth should be designed for national reach and international replication. Early involvement of scaling and sustaining partners can ensure appropriate pricing. Public health organizations may have difficulty funding scale-up, and donor funding for mHealth scale-up is scarce. Private investment is an alternate source, but health organizations need introduction to these companies and guidance on their negotiation terms.

### Addressing Ownership for Scalability and Sustainability

In the sustainability stage, partnerships can transition to local ownership or commercialization through entities with a long-term interest and presence. Early involvement of local ministries or stable companies can facilitate their commitment to an mHealth program.



Ownership of an mHealth program can influence the balance of sustainability and scalability. In programs owned by public health organizations, private partners may lack long-term incentives to invest in scale-up. Beyond financial investment, mobile operators can leverage significant resources at moderate cost, including marketing, points of sale, transmission and complementary applications. In programs owned by a mobile operator, however, requirements for exclusivity can limit access to only its customers and this can reduce geographic reach and access to target populations. Exclusivity restrictions in one market may deter health organizations from partnering in other markets. If mobile operators attempt to develop their own content

and register users without health partners, it can be more expensive and risky. To help address these challenges and size imbalances, a partner with interests in mutual benefit may help coordinate partnerships.

As partnerships transition through stages, documentation of efforts can assist any transition of responsibilities. Documentation can also assist training of local staff, since mHealth procedures are not well-known. Adaptability can be built into the design of the mHealth system and the development process to encourage flexibility between stages, as well as translation to other countries or other social aims.



# Partnership Fundamentals

## PARTNERSHIP SELECTION

### Shared Agenda and Vision

Look for partners whose vision is aligned with yours. If the vision and values are shared, a partnership will form almost naturally. Trust and respect among partners “should not be underestimated in terms of effectiveness of working partnerships and decision-making therein.”

### Organizational Capacity

Make sure that your prospective partner will be able to adequately support the initiative at all stages of relevant involvement – from development and implementation to scale-up. They must also have the capacity to adapt to changes in the project at all stages. “mHealth forces organizations to think ‘out of the box’—forces companies to try or implement novel solutions that are out of their comfort zone.”

### Local Expertise

Work with partners who are already working in-country and possess relevant local expertise. To build local capacity, seek partners with a commitment to the communities in which they work. Doing so locally defines the initiative, and facilitates successful adoption and long-term sustainability.

### Complementary Assets

Identify partners who can bridge gaps in your organization's expertise and knowledge. Meaningful partners do not always need to have technology experience to contribute to the mHealth space.

### Reputation and Integrity

Consider referrals from trusted partners to identify new partners with a good reputation in the market. One contributor stated that, “from a cost-benefit perspective, the cost of leaving a project in terms of the organizations' reputation in mHealth is far more important than the cost of continuing the partnership in an mHealth venture”.

## STRUCTURING FOR SUCCESS

### Clearly-Defined Problem and Solution

Solidify and remain transparent about objectives from the beginning of your conversations with potential partners. A well-defined project scope helps “match” partner competencies to the needs and requirements of the project. Begin with a clear definition of the problem that you seek to address.

### Roles and Responsibilities

Ensure that each partner has unique core competencies to contribute. Doing so avoids potential conflict among partners by setting clear expectations around roles and responsibilities. “Outlining roles and responsibilities at the most granular level possible from the outset helped to alleviate a lot of grey areas that could have led to further confusion or frustration.”

### Shared Value

Create shared value by ensuring a “win-win” for all partners. A partnership will only be sustainable if every party has a vested interest in the partnership. Partnerships will typically break down if there is not a clear gain that is acceptable for a party, or if they do not have sign-off from their organization.

### Leadership

Identify a “champion” in each of the partner organizations to lead the campaign within their organization. Within the partnership, establish a single coordinating body, or lead partner, to drive the project to conclusion and thereafter.

### National Priorities and Programs

Align projects with government priorities at the outset to help with scale and rollout. The private sector should not take over the work of the government. Instead, encourage and secure buy-in from government to support existing government efforts and sustainability.

### Community Involvement

Engage the end-users in the design and on-going feedback loop to continually refine the program. A top-down approach is rarely effective in achieving wide-spread adoption. Work directly with the communities to identify their unique needs in a participatory way to guide local strategy and rollout.

### Multi-stage Planning

Establish a clear and committed plan for funding, implementation and maintenance among partners, from the beginning. This ensures continuity of commitment to projects and partnerships beyond the immediate financial quarter or year, or current leadership team.

### Strict Project Management Process

Develop a structured project management plan with supporting documentation. Embrace an agenda that considers the whole spectrum – design, development, evaluation, business model creation, implementation and consolidation, and measurement. Define clear timelines and milestones as part of the plan.



# Partnership Best Practices

In order to provide practical guidance to players who are interested in exploring mHealth or who would like to fine tune their existing partnerships, GBCHealth sought the advice of leaders who have been harnessing the power of mobile to address health issues and increase impact. It quickly became very clear that there were several consistent themes, and some “must-have” components, critical to effectively working with partners on mHealth initiatives. A snapshot of these fundamentals is outlined on page 8.

What follows is a series of vignettes highlighting individual mHealth-focused initiatives and the best practices and lessons learned from working with partners. The contributors offer candid advice across each stage of a partnership – starting with identifying opportunities – and the types of partners required to capture those opportunities, through partner selection, alignment on goals and roles, and structuring and planning for success. Though every partnership represents a unique relationship, we hope the insights provided here will help you establish a solid foundation in your work with partners as you use mHealth to advance your goals.

## CARLOS SLIM HEALTH INSTITUTE

[www.salud.carlosslim.org](http://www.salud.carlosslim.org)

The Carlos Slim Institute (ICSS) is a Mexican non-profit organization founded in 2007 by Mr. Carlos Slim Helú, a global business leader and entrepreneur. ICSS leverages innovation to develop, design, implement and evaluate integrated and innovative health solutions that respond to the most pressing public health issues in Mexico and Latin America. Program Casalud, a model of healthcare

delivery in governmental primary care health centers, illustrates how ICSS aims to demonstrate the potential of wireless technologies to shift the paradigm of care, decrease the cost and accelerate their introduction as public health interventions. In partnership with state governments, non-profit organizations such as the West Wireless Health Institute and corporations such as América Móvil, the largest mobile operator in Latin America, Johnson & Johnson, Sanofi-aventis, Eli Lilly and GSK, ICSS implements solutions like Diabediaro, a diabetes management tool, and Mi Bebé®, a Wireless Remote Monitoring Kit. Through such projects, ICSS helps transform the standard of care in the region.

### Partner to Shape Public Health Policy

Evaluation is a critical stepping stone and a core principal of ICSS initiatives, to integrate its solutions into the “standard of care.” ICSS strongly considers M&E in its evaluation criteria of potential partners. For example, ICSS commented on its Diabediaro project that “combined with our expertise in operating health models in the field and our expertise in evaluation, our partnership with Johnson & Johnson strengthened our capacity to excel a robust evaluation.” The evaluation will include a cost-effectiveness analysis, which will facilitate integration into the public sector in the near future. This evaluation will be performed by the Public Health Institute.

Similarly, in the Mi Bebé® project, ICSS partnered with West Wireless Health Institute to develop the Wireless Remote Monitoring Kit in a way that benefits both organizations and simultaneously impacts public health. According to Roberto Tapia-Conyer, President and CEO of ICSS, “If the Mi Bebé project is successful, ICSS will be able to incorporate this solution as a non-profit intervention in public health centers throughout the country, whereas WWHI will demonstrate the potential of wireless medical devices to decrease healthcare cost and thus will push the agenda.” ICSS demonstrates how strategic partnerships involving both corporations and non-profits can support public health goals, as well as provide benefits to each partner. This project will also be evaluated by a third partner, Ernst & Young, whose thought evaluation knowledge will ease pushing the agenda to make it a public policy.

### Integrate Solutions Into Existing Health Models

ICSS works within the belief that “mHealth solutions can only work if they are incorporated into integrated health models. Standalone solutions usually do not work.” Many organizations are new to the mHealth field, and there is often a lack of understanding of the benefits and potential of mHealth solutions. ICSS overcomes this challenge by developing programs within established



health structures and models that include a ubiquitous educational platform and technological transfer to state governments. These models provide clarity and possess clear benefits for both the partners and the beneficiaries. Additionally, integrating mHealth solutions into existing health models significantly enhances sustainability. For example, to operate Mi Beb , ICSS partnered with state governments in Mexico, deploying maternal and child networks within public health systems. Shifting ownership of the project to a public entity facilitates long-term sustainability and impact.

## DELOITTE

[www.deloitte.com](http://www.deloitte.com)

In 2011, Deloitte embarked on a project with the Tanzanian Ministry of Health, the Association of Private Health Facilities of Tanzania and a Tanzania-based development firm to support the integration of best-of-breed technologies and business solutions to address health systems challenges. Specifically, Deloitte worked with these partners to implement a technically successful and financially sustainable mobile clinic solution for antenatal care. Leveraging local resources, Deloitte tested a mobile services unit utilizing mHealth systems and point-of-care diagnostic tools to deliver antenatal care outside of traditional medical facilities.

Deloitte established a highly-effective partnership with the Tanzanian Ministry of Health, and the Chief Medical Officer specifically, who saw the benefits of the relationship and showed a commitment to innovative ways to think about and identify potential solutions to the country's health problems. Deloitte's efforts benefited from having the support of the Tanzanian government behind them, in particular, the participation of senior leadership from the Ministry of Health.

### **Bring the Public and Private Sectors Together**

Through its in-country work, Deloitte directly observed the limited relationship between the private sector and Tanzania's NGO community. The two sides rarely meet or have the opportunity to learn about the value and assets the other can bring to a common cause.

Through its work with the Tanzanian government, Deloitte brought private sector and NGO representatives together to participate in a strategy workshop. The workshop provided a unique and much-needed chance to share concerns frankly and identify areas where there were clear mutual benefits for all involved. Private sector involvement in these types of activities would foster goodwill for the businesses involved, while also allowing the groups to share knowledge and further cultivate a

spirit of collaboration that will benefit future efforts.

### **Understand Government Funding Challenges**

In its work with government, Deloitte observed a key point of frustration relating to the issue of program funding. Since government does not have the financial resources, its role is often limited to that of a broker between the donor and the private sector. This places government in the awkward position of needing to convince donors that bringing the private sector to the table is ultimately in the donors' best interest and that, to do so, does not mean a loss of control or authority over their programs. Until donors give their money directly to government and allow them to make decisions, this will continue to be an issue.

### **Change the Game via New Financial Models**

Sustainable business models in mHealth remain elusive given the sector's youth, and many barriers exist to establishing leaner, more cost efficient health offerings in the mHealth space. The different players in mHealth partnerships face significant and diverse barriers, from profit motives to regulatory priorities, which hinder successful adoption and utilization of mHealth solutions. Therefore, in establishing mHealth partnerships, "it's imperative that healthcare providers are connected with mHealth applications so they view them as tools to help drive down their own cost of delivery and not threats to their current means of business."

Jon Tigges, (mHealth Initiative Program Manager) Deloitte, believes that the key to sustainable health models is to introduce demand-side 'pull' into what is now a 'push' system. "To illustrate, a person can get a Coke in the most remote jungles but can't find basic medicines in many of the urban public hospitals. This contrasts the difference between a distributed supply chain that rewards consumer-friendly response and one that is centrally controlled without proper incentives for meeting consumer needs. If some of the funding for health care was put into the hands of consumers in the form of 'health credits', we believe that they could have a similar effect on health care that they have on Coca-Cola." Empower consumers to have agency over their purchases, and mHealth solutions can then meet the demand of an eager market, rather than pushing supply without first fostering a market to adopt these innovative and transformative technologies. He believes that mobile platforms can create a new approach that enables the use of this approach.

## HP

[http://www.hp.com/hpinfo/globalcitizenship/global\\_issues/global\\_health.html](http://www.hp.com/hpinfo/globalcitizenship/global_issues/global_health.html)

HP believes technology plays an integral enabling role in the improvement of access, quality and efficient delivery of global health. The company is focused on initiatives that drive sustainable transformation of health systems and processes at scale. Working collaboratively within the ecosystem is fundamental to HP's approach. HP contributes its expertise through systematic problem solving and appropriate use of technology at all stages of the healthcare continuum, recognizing the need and the opportunity to drive innovation and improvement throughout the cycle. Examples of programmatic work include: accelerating genomic research and personalized medicine; patient and health worker education and information access; disease surveillance and early warning systems; infant HIV testing; health information systems design and implementation, state-of-the-art hospital design and construction; and improved health insurance processing.

### Plan for All Stages of Impact

When identifying partners, companies and organizations must consider capacity and responsibilities required at all stages of impact: 1) problem and needs definition; 2) scoping; 3) solution design; 4) implementation; 5) maintenance; and, 6) funding. According to Paul Ellingstad, Global Health Director of HP's Office of Global Social Innovation, partnership formation should abide by the 'P5 rule,' which states that "Proper Planning Prevents Poor Performance."

While some prospective partners may be adept at developing high-impact solutions, these same partners may not have the capacity or expertise to implement the solution. Thus, some partnerships demand different partners at different stages to maximize success. Inevitably, even with the most thorough planning, partnerships face setbacks, and partners must be able to adapt to failure or barriers at any stage. "Partners should be vetted along the lines of prior work – results/outcomes as well as how they work in collaborative situations and under pressurized, volatile and ambiguous situations" to ensure that they will be able to overcome obstacles. Paul expressed, "We've learned not to take failure personally. Failure is part of a healthy innovation process, but try not to make the same mistakes twice. Be very open about failure and success, and the insights and explanation behind both."

## Avoid the Pressure to Do Too Much, Too Soon

Organizations experience enormous pressure to solidify partnerships and develop programs quickly. This proves particularly challenging to the mHealth sector because of the industry's relative immaturity. To circumvent this, Paul suggests companies and organizations build on existing partnerships, such as expanding bilateral partnerships into multilateral ones, or seek referrals and recommendations from established partners. When structuring a partnership model, partners should establish clarity around the schedules and timing of project milestones and evaluation of deliverables early to diminish time pressure later. Paul suggests, "Avoid trying to do too much too fast with too many partners. Do not over-estimate the capabilities and capacity of your own organization or prospective partners. Weigh the opportunity costs of any partnership and avoid leaping into what appear to be opportunistic 'quick win' situations. Lunches are rarely, if ever, free."

## INTEL CORPORATION WORLD AHEAD

[www.intel.com/intel/worldahead](http://www.intel.com/intel/worldahead)

With over 300 programs in more than 70 nations, the Intel World Ahead team is actively engaged in accelerating access to relevant technologies and broadband infrastructure. Intel World Ahead works with governments and non-government organizations to maximize the value of their technology investments to realize both social and economic benefits. Focused on practical solutions, Intel collaborates with technology companies, government agencies, policy makers, banks, telecommunication operators, health authorities, the development community and others to establish successful, highly scalable and achievable results.

In healthcare, Intel World Ahead collaborates on efforts ranging from educating medical students and health workers, increasing health worker productivity, improving and enabling a continuity of care, to architecting regional and national health information networks. These approaches facilitate the adoption of mobile and fixed computing technology, but also render significant and sustainable social and economic impact in rapid fashion.

### Effective Private Sector Engagement Requires an Effective Process

The private sector thrives through innovation, optimized use of resources and scaling to new customers to maximize revenue. Intel is known for innovations that scale and consistently delivering better technology that's more affordable. In countries like India, Nigeria,



China and Mexico, mobile health solutions are providing multimedia education, field diagnostics and data acquisition and analytics functions in both connected and disconnected locations.

Tapping into the skills of the private sector to innovate, optimize resource and scale in ways that maximize revenue can be invaluable to governments and non-government organizations trying to accelerate the impact of their leadership and missions. While Intel has put a lot of effort into education and broadband, the ability of the public sector to take advantage of private sector strengths in health is not clearly understood. For public-private partnerships to take center stage in this sector, it is critical to identify engagement models that effectively streamline the path to achieving scalable and sustainable benefit. Engaging at the initial stage of any project with a “technology acceleration plan” can significantly reduce time and cost of most programs.

### **Engage Early**

Intel exemplifies how the private sector can play a role, outside of its short term commercial interest, to create very positive impact for nations, customers and partners. Intel’s priority through the World Ahead Program is to act as partner and advisor to help customers design and execute ICT programs. Intel invests in accelerating a country’s or other organization’s ICT success because driving benefit ultimately leads to ICT expansion and technology adoption”, said Mathew Taylor, Senior ICT Strategist and Architect. “Organizations looking to forge an effective partnership with companies that have broad technology experience like Intel realize greatest value when they engage at the very beginning of their effort - during the initial Program Definition stage where we can help them understand what’s possible in today’s world of constant innovation.”

## **NOKIA LIFE TOOLS INTERNET FOR THE NEXT BILLION**

<http://www.nokia.co.id/aplikasi-peta-dan-lainnya/nokia-ovi-life-tools/utama>

Nokia Life Tools services offer personalized and local health information based on consumer defined profiles. Through the Nokia Life Tools platform, Nokia aims to address the information gaps in the lives of consumers in emerging markets. Launched in 2009 with a mandate to provide the first internet-like experience for the next billion, Life Tools focused on livelihood and Life Improvement services. It is currently available in China, India, Nigeria and Indonesia with over 35 million consumers having used the services to-date.

Jawahar Kanjilal, Global Head of Nokia Life Tools, talks about the inclusion of health into the portfolio, “When Nokia first launched Life Tools, Agriculture Information and Education Services formed the core of the livelihood and life improvement portfolio. Internal research had established that staying healthy had universal appeal. We were in search of the right ecosystem partners to lend credibility and local knowledge to the health-care content as the focus was to deliver personalized and locally relevant content. By pairing our consumer research with data on disease prevalence and information need gaps, we were able to create a set of health-related services relevant to specific geographies.”

The content featured on Nokia Life Tools focuses on prevention and wellness information across three main content areas: Mother and Child (pregnancy and child-care advice); Health and Fitness (men’s and women’s health); and relevant Health Topic Areas (e.g. diabetes, respiratory health, heart, hepatitis, digestive, HIV/AIDS). In keeping with the industry practices, Nokia avoids providing diagnostic and prescriptive information.

### **Partnership Selection Calls for Careful Evaluation**

Emerging markets suffer from a critical shortage of content providers engaged in the mHealth space. Considering the level of personalized local content that Nokia Life Tools intends to provide, there are challenges identifying and partnering with the right experts well-versed in the space. In order to ensure that Nokia Life Tools is able to provide ongoing and seamless delivery of relevant content sought by the majority of its users, Nokia has implemented a knowledge management system that helps keep the development of all resources on track.

The actual work of identifying and selecting partners is managed through a well-structured process, with initial screenings of potential partners undertaken by the respective country teams. Potential partners are reviewed during a workshop where the team uses ten review areas established by the Nokia Life Tools domain and sourcing experts to gauge their presence and experience in the mHealth or eHealth space, as well as how positively they are perceived by the public for their work.

### **Partner with Government for Mutual Benefit**

Nokia Life Tools has established partnerships with various Government agencies and NGO’s. The partnerships work to mutual benefit with Life Tools being used as a platform to reach a targeted population with important information around managing endemics, informing users about Government schemes and subsidies, etc. Anyone looking to engage with mHealth in geography

can maximize impact by synergizing their activities with the local government agencies and NGO's wherever possible.

### **Knowledge - A Powerful Resource**

People living in emerging markets face a dearth of personalized, relevant and local information. Though they are hungry for information, they do not know where to look for it; where to find the best, most accurate sources. As Nokia has seen, when people have access to good information and find that information of value to them in their lives, they are willing to pay for it. Nevertheless, for the benefits to reach millions, the service could be made free to users by sponsors who want to reach and engage this targeted set of users.

## **NOVARTIS**

[www.smsforlife.com](http://www.smsforlife.com)

Although malaria is a treatable and preventable disease with tools available to fight it, life-saving medications do not always reach the patients who need them. This is particularly true in rural health facilities where poor information and communications infrastructure can cause stock-outs. In order to reduce stock-outs and ensure malaria patients have immediate access to treatment, Novartis developed the "SMS for Life" program.

"SMS for Life" consists of an SMS management application and a web-based reporting tool for health workers to report on stock levels of anti-malarial medications. The program was piloted in Tanzania in 2009, in partnership with IBM, Vodafone, Roll Back Malaria Partnership (RBM) and the Ministry of Health, the program proved immediately effective. In a 2010 evaluation, Novartis found that only 0.8 percent of facilities in "SMS for Life" program areas had no stock of any dosage of its anti-malarial drug Coartem, compared to 26 percent at the beginning of the pilot.

### **Consider Using Outside Partners to Develop the Solution**

Novartis leveraged their internal expertise in IT, the Malaria Initiative department and the Novartis Foundation. They utilized a cohort at IMD in Lausanne and, also to help research already defined solutions and search for potentially new ideas, made the unorthodox move of assembling a diverse team of eight undergraduates and graduates to identify potential improvements to the supply chain in Nigeria and Tanzania, working under the guidance of IBM.

### **Relevant Partners May Extend Beyond Company's Commercial Application**

Novartis established the project under the leadership of RBM to take ownership away from Novartis and give credibility and legitimacy to the program. Novartis then considered other industry partners that could provide logistics, IT and telecommunications expertise. Potential partners included Sara Lee and P&G, which expressed initial interest based on their logistics experience in African countries, and Google for its mapping service. Though some of the initial interest did not translate into partnership, Novartis' approach illustrates the importance of considering partners for their unique business acumen, which may extend beyond the typical players.

### **Feel Connection to the Cause**

Ultimately, the smaller partnership meant that each partner was truly invested, both emotionally and financially, which enhanced accountability across the partnership. According to Jim Barrington, Director of "SMS for Life", the successful execution of the program was due in part to the emotional connection that each of the partners shared in what they were trying to achieve. "[The partners] know that they are involved in a project that is directly contributing to saving people's lives. That's what drives us and keeps us all together."

## **STOP TB PARTNERSHIP**

[www.stoptb.org](http://www.stoptb.org)

The Stop TB Partnership is an international body that brings together partners across the world to fight TB. The Partnership's TB REACH program has provided seed capital to implement innovative approaches to finding and treating people with TB. Already, five grantees have developed mHealth components in their projects, and the experience gained is paving the way to scale these initiatives. As Daniela Mohaupt, Private Sector and Corporate Relations Officer, says, "to stop TB we need to connect patients with the care providers that will provide accurate diagnosis, quality care and the right drugs. mHealth is a simple and effective way of making those connections."

The Partnership supports programs that are outcome-focused, not technology-driven. Daniela advises, "the reason for choosing mHealth shouldn't be because you want to test a particular technology. It's about looking at the health problem and deciding which mobile technology could improve it. This is where working in partnership helps. Together we can see what has worked in other settings, and work out the best solution."

## Think Out-of-the-Box: Crossing Over of mHealth and mBanking Initiatives Enable New Solutions

Consistent with the Stop TB Partnership's aim to catalyze innovation for greater effectiveness and impact, TB REACH gave Indus Hospital in Pakistan a Wave 1 grant that integrates a real-time mobile phone enabled database, TB treatment compliance and case holding scheme with cash incentives distributed via mobile phones. The X out TB technology, developed at MIT, is one element in this project. It uses strips, which reveal a code when exposed to the urine of patients who have taken TB medication. When texting these codes back to the hospital, patients are rewarded via an mBanking model – cash can be collected or forwarded to other phone customers anywhere in the country. Another incentive scheme pays out to doctors that identify additional cases and hold TB patients throughout the necessary treatment cycle. This innovative scheme that leverages the expertise and technologies of each of its partners has led to a four-fold increase in case-detection in the catchment area and pushed treatment adherence to over 90 percent – all of this at lower cost per case than the existing public health solution.

### Learn From All Partners

Projects that have a top-down approach or are single-partner-led often fail to bring about the expected results and long-term impact. There needs to be room to learn from all partners, not just as initial input, but also in the form of continuous feedback throughout implementation. A note of caution: the public sector is often incentivized to spend its technology budget within the year and might prefer a premature roll-out. A corporate roll-out approach that includes “testing the waters” with a small pilot project and tweaking it after feedback before bringing it to scale might be a key element that businesses can bring to these partnerships, Daniela said.

## UNICEF TECH4DEV

[www.unicef.org](http://www.unicef.org)

UNICEF Tech4Dev bridges the practice of social development and the disciplines of technology and design. Through the use of technology, UNICEF aims to: 1) improve the quality of UNICEF programs, 2) increase feedback loops of existing systems, and 3) extend systems (education, healthcare, etc.). When UNICEF first took an interest in technology, the organization had expertise in health and development but lacked experience in technology and web development. To fill these gaps in knowledge, UNICEF turned to partnerships and

developed a robust mission for its new line of work that governs every partnership it pursues.

### Communicate Goals Up Front

In the years since UNICEF first became involved in the technology space, the players and the partnerships have changed. At first, UNICEF found that the technology companies were primarily interested in selling or donating hardware, but UNICEF did not see the sustainable impact in such an approach. According to Erica Kochi, UNICEF Tech Innovation Co-Lead, companies, “wanted to do charity vs. development. It was our job to swing the pendulum to actual development.” To enact this shift, UNICEF developed principles for its engagement in partnerships and communicates these principles upfront to ensure alignment with potential partners. The principle of openness is an important underpinning to every UNICEF partnership. Ensuring an open-source framework facilitates scalability as the solution is then more transferrable to another geography. UNICEF engages with companies on solutions that become “global public goods” – re-usable and valuable to each new community. Clearly delineating and communicating their core mission to potential partners is also imperative. UNICEF only enters into partnerships that support their overarching goal: to improve the quality of life for marginalized populations, especially those in rural and underserved areas.

### Aim for Core Business Unit Partners

After developing such specific principles for partnerships, the right partners “came out of the woodwork.” Mid-size partners such as consulting companies were more interested in working with UNICEF because the work provided opportunities to gain insight and advise their big corporate clients to pursue the next market





opportunity. Erica stresses the value in working with a company's core business units, rather than CSR arm, in order to create "game changers" that could be rolled out at scale. The "CSR arm is so far removed from core business units" that CSR-led initiatives can result in a cycle of "pilotitis." This strategy aligns with UNICEF's biggest partners, consulting and design firms that engage with a company's core business strategists to augment business development. Through such partnerships, businesses prioritize mobile solutions as integral to market access and development.

While many industry organizations, such as GSMA, have made global pronouncements about the value of technology solutions, companies have not yet translated those words into significant action. Mobile initiatives currently face barriers in appeasing both private companies who seek profits and governments who want to protect tax dollars. Partners in all sectors must collaborate to find a pricing model that incentivizes partnerships for mobile solutions. UNICEF is one of the many players that sees the potential in renegotiating the pricing model for mobile initiatives, in order to enable programs to take off at scale.

## USAID

[www.usaid.gov](http://www.usaid.gov)

USAID leverages the private sector through strategic partnerships that complement its portfolio of current initiatives and investments. To engage the private sector, USAID considers opportunities across the value chain of health activities, from research and development to demand generation and service provision. USAID works in-country from the policy level down to the last mile of delivery and identifies existing partnerships in the private sector that could be expanded to fill gaps in its diverse portfolio. Extending beyond CSR into broader collaboration on companies' business side, USAID partnerships leverage private sector assets including management, operations and business expertise through employee engagement. As the development world increasingly applies technology to health needs, USAID identifies unique business opportunities for private sector companies to engage in technology solutions that create impact.

### Explore Innovative Business Opportunities

According to Sandhya Rao, Senior Advisor for Private Sector Partnerships, USAID supports "generic category campaigns" that address important public health issues and involve multiple private sector partners. Category campaigns are a good way for competitors

to work together and still gain value by expanding the overall market. For example, USAID partners with several consumer products companies on a public health hand washing campaign, illustrating how private sector cooperation under generic campaigns can help increase market share for all companies in a given sector. Private sector companies can consider partnerships in the mHealth space similarly, to "grow the pie" and significantly expand a relatively young market. To fully explore the breadth of business opportunities, USAID and its partners also use "market segmentation" to identify appropriate niches for private sector involvement. If the market is segmented appropriately, price discrimination among these different segments attracts the right customers to each segment and can increase overall market growth. Through its pioneering mHealth partnership, the Mobile Alliance for Maternal Action (MAMA), USAID and its partners are using both market segmentation and generic category campaigns to attract a diversity of private sector investors and generate the multiple revenue streams needed to support the development of sustainable financial models for mHealth solutions. More information about MAMA can be found at [www.mobilemamaalliance.org](http://www.mobilemamaalliance.org).

### Continue to Share and Collaborate

USAID recognizes that the broader development community has unfairly placed accelerated demand on mHealth evidence, scale and sustainability in an industry that is just getting its feet wet. mHealth partnerships face the same challenges that have prevented other partnerships from scaling for years. Ms. Rao is optimistic that mHealth partnerships are poised to do more together given the sector's unique openness and willingness to share. Open collaboration and a willingness to share knowledge have been hallmarks of the nascent global mHealth community; these traits will accelerate success in mHealth by a willingness to "fail fast" and quickly iterate to find models that work.

## VODAFONE

[www.mhealth.vodafone.com](http://www.mhealth.vodafone.com)

Vodafone's implementation of mHealth solutions span mature and developing markets and support a full spectrum of health delivery by enabling health care workers with information and support patient care/management to enable greater flexibility and freedom. Vodafone solutions include Mobile Flexible Working, Remote Care Services, Access to Medicine and Clinical Research and Marketing & Engagement. To deliver these solutions, Vodafone partners with multiple stakeholders throughout the health ecosystem including government/minis-

tries of health, NGOs, patient groups and the pharmaceutical/medtech industry. In 2009, Vodafone began an R&D pilot with 129 health facilities in Tanzania to track stocks of malaria drugs. In 2011, the program rolled out in a commercial capacity to 5,070 sites and expanded its services to tracking stocks of TB and leprosy items, and bed nets in addition to the malaria drugs.

#### **Draw Market Landscape Before Identifying Partners**

The implementations from Vodafone mHealth Solutions, including the Tanzanian model, are commercial; however they incorporate an R&D department within the team undertaking research and pilots to establish new markets and solutions/services. Before identifying prospective partners, Vodafone takes certain steps to draw the market landscape. Sarah Sanders, Head of mHealth Marketing & Commercial at Vodafone, explains, “once we have a target area and market, we need to understand the potential routes to market, the possible opportunity and the customer needs and requirements of this area.” After these integral steps, Vodafone can identify partners that are “commercially viable, technically capable, roadmap aligned, driven and capable of covering all baseline requirements.” Though the initial groundwork may differ slightly, the process of choosing partners follows similar guidelines to non-commercial mHealth solutions. While Vodafone carefully considers partners who align with their business model, other

critical baseline criteria extend beyond technical and commercial aspects such as human rights, environmental responsibility and employee working conditions. Though there are limited commercial mHealth solutions, Vodafone demonstrates through its Tanzanian scale-up the first mHealth full country rollout. Perhaps as the mHealth business model continues to evolve, private sector companies and mobile providers will increasingly prioritize mHealth solutions as commercially viable routes to market.

#### **Collaborate to Identify Barriers in mHealth Adoption**

Existing barriers inhibit the development of viable business models for mHealth solutions, and these barriers differ from the developed world to the developing world and from region to region. Vodafone seeks to identify obstacles through its ‘Health Debate’ initiative in which the company brings together stakeholders throughout the health industry to facilitate discussion around mHealth with thought leaders. Through these discussions, Vodafone and others have identified three main groups of mHealth adoption barriers: human behavior; policy and regulatory; and security, privacy and interoperability. As mHealth stakeholders work to clarify specific roadblocks relevant to their companies’ and organizations’ priority markets, a “business case” will coalesce that aligns with profit-seeking goals, and commercial partnerships will take off.



# Partnership Insights Beyond Mobile

mHealth is a burgeoning sector for partnership development. Given the sector's relative youth, organizations considering engaging in mHealth should learn from successful partnership models outside of mHealth. For decades, companies, multi-laterals and non-governmental organizations have established deep roots in public-private partnerships to meet a multitude of global health needs. GBCHealth gathered insights and perspectives from a handful of its member companies who have leveraged their business expertise in longstanding successful partnerships around the world. The pearls of wisdom from veteran partnership experts complement the insights from our mHealth contributors to offer you a holistic and in-depth resource as you expand your engagement in the mobile development world.

## CHEVRON NIGERIA LIMITED

<http://www.chevron.com/countries/nigeria>

Chevron is the third largest oil producer in Nigeria with a workforce of more than 6,500 people and a deep commitment to the health and well-being of the community through many social investment programs. One such program is a partnership designed to assist Small and Medium Scale Enterprises (SMEs) in Lagos State, Nigeria, in managing and implementing HIV, TB and malaria policies in their workplaces. Many SMEs simply don't have the resources or, in some cases, see the need to implement social programs. Chevron identified an opportunity to not only improve the health of those in the community, but to educate and mentor small business leaders about the economic benefits of social investment programs.

Key components of the program include advocacy, prevention and awareness training by peer educators, access to treatment and support services. Chevron Nigeria worked with a strong network of partners (National Agency for the Control of AIDS, UNAIDS, the Women's Right & Health Project and others) to develop programmatic materials and ensure alignment with national strategies.

### Engage Local Community in Program Design

Chevron does not believe in a top-down approach for community investment and worked closely with local organizations and the community to incorporate local perspectives and needs into the program. Dr. Chinwe Okala, a public health physician at Chevron Nigeria, claimed the success of the program was mainly due to the fact that the project itself was conceptualized with the community, so they took ownership and scaled it in other communities. According to Dr. Okala, the program had a ripple effect that shows once "you get the information out there, it drives itself."

### Select Partners with Similar Core Values

A key criterion in determining the best partnerships was to choose partners with a commitment to sustainability and respect for one another and the communities. Dr. Okala stated, "we identified partners who, though different from us, respected, understood and accepted our Chevron Way Values: we conduct our business in a socially responsible and ethical manner, respect the rule of law, support universal human rights, protect the environment and benefit the communities". While working with partners from different backgrounds can present challenges due to differences in work culture "this difference also presents opportunities and certain richness in outcome, which having people with similar backgrounds would not have".

### Partner for the Long-Term

As a company, Chevron believes that its social investments are a strategic business function. Dr. Okala noted, "Our presence in our communities is for the long term, producing bigger, better and longer-lasting benefits for those involved. We've been in Nigeria for 50 years and we plan to continue to be there for a long time."

## INTEL CORPORATION EDUCATION TRANSFORMATION

<http://www.intel.com/about/corporateresponsibility/education/transformation/index.htm>

For over a decade, Intel has worked with countries, communities and schools worldwide to provide the resources and solutions needed to advance education. The company is committed to bringing quality education to more people, while sustaining local communities and economies and partners with governments, policy-makers and local vendors to act on this commitment.

### Strengthen Programs via Corporate Collaboration

During the course of its work, Intel has found that bringing together multiple corporate partners can present greater challenges than partnering solely with government and NGOs. However, corporate partnerships can be more fruitful as they bring together more diverse resources. When working with multiple corporate partners, Intel has found it most valuable and effective to differentiate roles and identify ways for each partner to contribute in ways that play off their core strengths and resources.

One such example of Intel's success in this approach is its work with Cisco and Microsoft. Based on extensive research, Cisco, Intel and Microsoft concluded that most education systems have not kept pace with the



dramatic changes in the economy, and are not providing students with the skill sets required for them to succeed. These skills include critical thinking; creative problem solving; working cooperatively; and adapting to the evolving use of technology in business and society. The three technology leaders undertook a multi-sector research project to develop new assessment approaches, methods and technologies for measuring the success of 21st-century teaching and learning in classrooms around the world. To ensure their efforts would achieve maximum impact, the partners carefully established defined roles and responsibilities upfront. This helped avoid misunderstanding and ensure the project would move forward smoothly.

### **Forge Strong Government Relationships**

A well-planned partnership involving multiple corporate partners has a strong appeal to governments, helping government partners feel more positive and confident because they are working with several business leaders on one issue. Karen Spencer, Director of Global Education Integration at Intel, leverages partnerships that include government to help broaden the reach of Intel Education's global work. She believes the key to developing strong and lasting relationships with government officials is to continually nurture the relationship, "participate, show up where invited, show a strong interest in their actual goals, do your research and spend time mapping out what you want to do based on the 'sweet spot', the intersection between their needs and your solution".

## **RIO TINTO**

[www.riotintosimandou.com](http://www.riotintosimandou.com)

Rio Tinto is a leading international mining group headquartered in the UK. Activities span the world but are strongly represented in Australia and North America, with significant businesses in South America, Asia, Europe and Southern Africa.

Rio Tinto is deeply committed to improving the health of the communities in which they work through targeted programs that address the most pressing regional health issues. One such program, implemented at a mine in South Eastern Guinea, helps prevent the spread of both malaria and HIV/AIDS, two diseases with a high prevalence rate in the region. In partnership with the government, German Technical Cooperation, Faisons Ensemble and others, Rio Tinto trains peer educators

to engage the community through various HIV and malaria outreach activities. Together, the programs have trained 180 community educators, reaching over 3,000 people.

### **Encourage Transparency**

While a program may look good on paper, it may not prove to be successful in the field. Rio Tinto believes that it is important that a culture of openness exist in the partnership so that partners do not hide problems and constraints in the implementation phase. According to Frederic Chenais, Principal Advisor of Health & Safety Communities, it is not uncommon for organizations to want to look good about the work they are doing, but they must understand that misstating results could harm the reputation of both the partner and the company. Rio Tinto accepts that some programs might not be effective, and encourages transparency from their partners. "It is better to lose money rather than lose reputation and trust".

### **Strengthen Local Capacity**

Rio Tinto requires that partners have additional sources of funding to ensure sustainability of not only the programs but of the organization itself when the project comes to an end. The company is committed to strengthening the organizational capacity of the partners with whom they work to help ensure the long-term stability of these organizations. Also, it is part of Rio Tinto's vision to provide added value and reinforce the local economy.

### **Foster Goodwill Between Public and Private Sectors**

Many organizations refuse to work with Rio Tinto – they are not only wary of working with the private sector but have a particularly harsh view of the mining industry. To help change the opinions of potential partners, Rio Tinto actively engages in awareness-raising activities that communicate the positive impact their programs have on the economy overall and the general well-being of the communities in which they work.

# Business Action On Health 2011 Award Winners

Each year, the GBCHealth Business Action on Health Awards honor companies that exemplify the spirit of innovation and dedication to outstanding achievements in global health. Here are two exemplary mHealth programs that GBCHealth honored in 2011. For more information on the awards, visit [www.gbchealth.org](http://www.gbchealth.org).

## Hewlett-Packard Company

### Award Winner in Category: Application of Core Competence

Kenya has a mother-to-child HIV transmission rate as high as 45 percent, and one half of all HIV-positive infants likely will not live past age two unless they receive immediate antiretroviral treatment. Rural clinics in this region can wait up to four months for HIV test results to come back—often far too long to allow for effective use of ARV treatment. In partnership with the Kenyan government and the Clinton Health Access Initiative, HP helped to automate and digitize Kenya's HIV-testing process, shortening the time between testing and result delivery so HIV-positive infants can begin ARV treatment in a matter of days instead of months.

Thanks to this new system, the number of HIV-positive children receiving treatment will approximately double from 45,000 in 2009 (pre-introduction) to an expected 70,000 in 2011 (fully operational).

### HP's process improvement culture: an essential complement to technologic ingenuity

HP entered this project and identified the ways in which it could use its core assets to address a problem and add value. The company's broad experience in IT infrastructure, business process re-engineering and its innovation expertise strengthened the testing solution being developed. Along with its data management expertise, HP brought a strong process improvement discipline to this work, which allowed the partners to assess and shorten the HIV testing process to deliver meaningful and measurable improvement.

### Innovative Solution; Significant Results

The collaboration between the Ministry of Health and Sanitation, CHAI and HP achieved process improvements and an innovative application of technologies that is expected to significantly increase ARV treatments for infants and, ultimately, reduce under-5 year mortality. Further, the system was designed with reliability and scalability in mind, it can be leveraged for similar impact by other nations and in other instances where timely diagnosis is critical to effective treatment.



## Novartis Pharma AG

### Award Winner in Category: Technology for Health

SMS for Life is an innovative public-private partnership led by the Novartis Malaria Initiative that uses a combination of mobile phones, Short Messaging Service (SMS) technology and electronic mapping to monitor weekly stock levels of key anti-malarial medicines in health facilities in remote rural communities of Tanzania. The goals are to eliminate "stock-outs", increase access to essential malaria medicines and ultimately reduce the number of deaths from malaria.

The SMS for Life pilot was conducted in three highly malaria-endemic rural districts in Tanzania where the disease was the leading cause of death. The three-region pilot comprised 129 health facilities, reaching a population of 1.2 million. Health workers at these facilities would be sent an automated inventory request and would text their responses to a central, web-based database. The development of SMS for Life was supported by the Government of Tanzania, Vodafone, IBM, and Google, all under the umbrella of the global Roll Back Malaria Partnership.

### Using existing tech to get brand new results

Using texting, web-based technology, and Google mapping, SMS for Life provides stock visibility in rural health centers working in heavily affected areas. During the entire program, the health facility response rate never went below an average of 95 percent. The proportion of health facilities with all five anti-malarial products increased from 25 percent to 75 percent. In one of the pilot regions, stock-outs were eliminated by the eighth week of the program.

### Affordable replication of the program

SMS for Life was designed to be scalable, generic and highly flexible so that, as a solution to an issue pervasive in sub-Saharan Africa, it can be readily applied to any existing health system and to additional conditions and diseases. In Tanzania, each partner funded their own activities. Per-district implementation costs in Tanzania averaged US\$5000, with per-facility annual costs below US\$100 to sustain the effort. These very modest costs, coupled with the unique partner funding model add to the ease with which SMS for Life can be adapted to other parts of the world or health issues.



## GBCHealth

GBCHealth is a global coalition of over 200 private sector companies and top NGOs leading the business fight for improved global health. GBCHealth supports members in developing comprehensive workplace policies; designing community programs; leveraging core competencies; facilitating health leadership and advocacy by business; and brokering partnerships. GBCHealth also manages the private sector delegation to the Global Fund to Fight AIDS, Tuberculosis and Malaria. GBCHealth has offices in New York, Johannesburg, Beijing, Nairobi and Moscow. For further information, contact GBCHealth at [info@gbchealth.org](mailto:info@gbchealth.org).

## Dalberg Global Development Advisors

Dalberg Global Development Advisors is a strategic consulting firm that works exclusively to raise living standards in developing countries and address global issues like climate change. The firm's work helps governments, foundations, international agencies, non-governmental organizations, and Fortune 500 companies to make sustainable improvements in the lives of disadvantaged and underserved populations around the world. Founded in 2001, Dalberg now has a diverse global team with 10 offices around the world. They bring expertise gained in the private sector to bear on problems commonly dealt with in the public and non-profit spheres. For more information, please visit [www.dalberg.com](http://www.dalberg.com).

## mHealth Working Group

mHealth Working Group is a collaborative forum composed of 150 global organizations and more than 500 individuals, for sharing and synthesizing knowledge on mHealth. Founded in 2009, the Working Group works to frame mobile technology within the larger global health strategy and promote approaches that are evidence-based, interoperable, and scalable in resource-poor settings. Supported and facilitated by the USAID's K4Health Project, we hold regular meetings in Washington, DC to discuss promising practices, with recent member meetings held at USAID, PAHO, World Bank, Jhpiego, JSI, FHI 360, PSI and MSH. More information about the group can be found at <http://www.k4health.org/toolkits/mhealth/mhealth-working-group-0>

### Photography Credits

Cover: © 2005 Eric Thompson, Courtesy of Photoshare

p3: Courtesy of UNICEF/Frog Design

p7: © 2009 Urvish Joshi, Courtesy of Photoshare

p9: Courtesy of Intel

p14: Courtesy of UNICEF/Frog Design

p16: © 2006 Joitske Hulsebosch, Courtesy of Photoshare

**Dalberg**



**The mHealth Working Group**