

INCREASING IMPACT THROUGH PUBLIC/PRIVATE PARTNERSHIPS

THE WASHINGTON AIDS PARTNERSHIP

In November 2007 headlines across the country pronounced Washington, D.C. as home to the highest HIV infection rate among U.S. cities. The first statistics amassed on HIV in the District revealed “a modern epidemic remarkable for its size, complexity and reach into all parts of the city.”

The Washington AIDS Partnership, an initiative of the Washington Regional Association of Grantmakers, is the largest private funder of HIV/AIDS prevention, education and advocacy services in the Washington, D.C. metropolitan region. The Partnership awards approximately \$1 million a year to local HIV/AIDS agencies, and also works to find ways to increase local HIV/AIDS resources and foster collaborative relationships with a variety of local and national partners.

In 2008 the Partnership formed a new public-private partnership with the D.C. government and the HIV/AIDS Administration (HAA) to expand the HIV medication safety-net and improve advanced planning for D.C.'s AIDS Drug Assistance Program (ADAP). ADAP is a federal program that provides funding to states for HIV medication for low-income individuals with HIV/AIDS who have limited or no access to prescription drugs.

A significant problem with enrollment and planning had led to \$5.8 million in unspent federal ADAP funding in the District - money that the D.C. government would have had to forfeit. As a result of this public-private partnership, the surplus was transferred to the Washington AIDS Partnership to examine best practices in the field, ensure that D.C. has an innovative drug procurement and delivery process in place, and purchase much-needed HIV medications for low-income individuals living with HIV/AIDS.

With a staff of two and a 23 member advisory committee of funders, experts, and individuals living with HIV/AIDS to guide the work, the Washington AIDS Partnership invests resources in local organizations to improve HIV/AIDS prevention and care services in the Washington, D.C. region. In addition to grantmaking, activities include providing technical assistance to local organizations, facilitating local public policy initiatives to improve the HIV/AIDS system of prevention and care, and recruiting and mentoring a team of young people who commit to a year of full-time volunteer service at local HIV/AIDS agencies as AmiCorps members.

The Partnership is pursuing five important goals in its efforts to end HIV/AIDS in the region. They are:

- 1. PROMOTING EFFECTIVE POLICY;**
- 2. BUILDING NONPROFIT CAPACITY;**
- 3. PROMOTING BEST PRACTICES;**
- 4. DEVELOPING AND INVESTING IN LEADERS;**
- 5. ENGAGING PHILANTHROPIC PARTNERS.**

For more information on the Partnership, and their goals, please visit:

www.washingtonaidspartnership.org/PDF/AFightWeCanWin.pdf



At FCAA's Annual Gathering in September, Washington AIDS Partnership Executive Director Channing Wickham (far left) moderated a panel on the local epidemic. Dr. Shannon Hader (far right), Director, HIV/AIDS Administration, D.C. Department of Health, joined the panel to emphasize the District's growing leadership in innovative public-private partnerships.

According to Channing Wickham, Executive Director of the Washington AIDS Partnership, the District's approach to ADAP had not been evaluated prior to 2008. “In order to create the type of forward-looking program that can be responsive to shifts in enrollment and drug utilization, we first had to study and align ourselves with best practices from around the world.” The Partnership contracted John Snow, Inc. (JSI), a public health research and consulting firm, to provide technical assistance in establishing an HIV Medication Pipeline to ensure the supply of antiretroviral (ARV) drugs and other HIV medications for the D.C. ADAP. JSI's detailed analysis included the exploration of alternative sources of supply and options for procurement of ARV drugs, as well as the development of a forecasting methodology to guide long-term planning and management of the HIV Medication Pipeline.

Ultimately, the scale up of the D.C. ADAP will maximize drug availability, HIV treatment stability, and enrollment of District residents who desperately need HIV medications. The public-private partnership is just one step in this massive effort: with new systems in place, a public marketing campaign will also be needed to work with providers on getting HIV positive people back into care and treatment. “In this type of partnership, you have access to resources far beyond your own,” says Wickham. “As private philanthropy, our fluency in grantmaking and ability to negotiate flexible contracts has complemented the public sector's epidemiology expertise and access to federal dollars.” This unique combination of skills and resources has created the right environment to support the D.C. government in the development of an innovative new model for drug access and provision in the District of Columbia.

EXAMPLES OF FUNDER INNOVATION

As part of this year's survey, FCAA asked grantmakers to provide examples of innovative programs they funded in 2008. While collected responses ranged broadly in scope, we were pleased to find common definitions of innovation, including: **working collaboratively to solve a problem and leverage resources towards greater impact; and, trusting in grantees to best address the true needs of their local communities.** Below are just a few of the submitted examples.

ASSESSING IMPACT: AIDS FUNDING COLLABORATIVE



Around the country momentum continues to build around K-12 comprehensive sexual education; however, the lack of replicable evidence-based programming remains an obstacle to national progress.

In the summer of 2006, concerned by data on increasing HIV infection rates in local teenagers, Cleveland's Mayor Frank G. Jackson called for a plan to address the issue in the public schools. A multi-stakeholder collaborative -- composed of educators, public officials, community organizations, activists and funders -- responded by designing the K-12 Responsible Sexual Behavior (RSB) Initiative to provide a comprehensive sexuality education to all students within the Cleveland Metropolitan School District (CMSD). At its inception, the RSB Initiative was one of the only, if not the only, such programs in a large urban school district in the United States.

A cornerstone of the approach of the AIDS Funding Collaborative (AFC) -- established as a public-private partnership in 1994 -- is "enabling local funders to respond collectively to HIV/AIDS by increasing coordination of funding efforts and identifying gaps." According to Director, Laureen Tews Harbert, AFC quickly recognized an opportunity to support the RSB Initiative's evaluation phase. "We knew it would be a critical step to ensuring that the program was responsive to, and reflective of, the needs of students, parents and teachers." In November 2007, AFC engaged Philliber Research Associates (PRA) to conduct the full-scale K-12 evaluation effort. To date, the AFC has committed to three years of funding, as well as staff time, to manage the evaluation process in partnership with local stakeholders.

Evidence-based case studies are essential to encourage other school districts to replicate the success of the RSB Initiative. "For the stakeholders in our community, the evaluation process is not just about monitoring outcomes to improve the RSB initiative," says Harbert. "It's also about a commitment to communicating about our program and documenting our lessons learned so that the CMSD model can inform conversations happening in other communities and at the state and national level."

The results of the first phase of the evaluation, released in January 2009, "demonstrated improvements in students' knowledge, attitudes, skills, and behavioral intent as a result of the program, and strong support for the initiative among parents, teachers, and community leaders." In the 2009-2010 school year, the 3rd year of the evaluation, one goal is transferring more of implementation and management of the evaluation in-house in effort to build a sustainable program.

SUPPORTING LEADERSHIP IN AIDS ADVOCACY: THE JOHN M. LLOYD FOUNDATION

In 2008 the John M. Lloyd Foundation created The John M. Lloyd AIDS Leadership Award to recognize, support and empower the unsung heroes of AIDS activism. A portion of the \$100,000 award, modeled on the MacArthur Fellows Program, is paid directly to the honoree as an unrestricted gift to be used however s/he believes will build their leadership capacity. The balance is then given to the organization for which the honoree works. The first award was bestowed upon Gregg Gonsalves, formerly of the AIDS and Rights Alliance of Southern Africa (ARASA). More recently, AIDS activists Paisan Suwannawong and Karyn Kaplan of the Thai AIDS Treatment Action Group (TTAG) were selected as co-recipients of the 2009 Leadership Award.

The Leadership Award is just one of the Foundation's strategic responses to the changing AIDS epidemic. Established in 1991 by John Musser Lloyd (1948-1991) "to seek creative, compassionate and courageous solutions to the root causes of the AIDS epidemic," the early work of the foundation was driven by the family's grief and personal connection to the epidemic. They operated through person-to-person grantmaking, supporting mostly local AIDS service organizations in the Los Angeles area. By 2001 the Foundation's geographic focus shifted from domestic to global, and in 2003 their funding priorities moved from education and prevention to an emphasis on mobilization, grassroots movement in advocacy, and convening.

In 2006, led by Board Chair Robert Estrin, the Board, Staff and select thought leaders gathered in New Mexico to commemorate the Foundation's 15th anniversary and reflect on the road ahead. Together they recognized the potential for long-term impact in supporting advocacy organizations active in the fight against AIDS. The Leadership Award is a direct result of the Foundation's new approach and provides the flexible money necessary for advocates to do innovative and responsive work. "By trusting in grantees to make the best decisions for their organizations, you create the space for them to dream," says Executive Director Melanie Havelin. "But it requires new thinking, and the patience to creatively develop benchmarks to evaluate success along the way."



2008 AIDS Leadership Award recipient Gregg Gonsalves, formerly of ARASA, and 2009 recipients Paisan Suwannawong and Karyn Kaplan of TTAG

EXAMPLES OF FUNDER INNOVATION

SUPPORTING THE GROWTH OF GRASSROOTS ORGANIZATIONS: THE GLOBAL FUND FOR WOMEN



Members of the Legal AIDS Division conduct HIV training in Shaanxi, China.

were women, whose frequent travel back and forth for jobs creates opportunities for the virus to spread.

As their own data predicted an explosion in both migration patterns and HIV, the Division quickly reprioritized their efforts on HIV/AIDS awareness. This led them to launch HIV/AIDS programs in 2002, now known as their “Love and Care” campaign for women and children living with HIV/AIDS. Recent successes include education workshops, distribution of over 100,000 illustrated pamphlets on self-protection and medical services and training for 250 women migrant workers on sexual and reproductive health and rights. The project focuses on the use of labor recruiters as a last “point of contact,” with migrant women, many of whom experience isolation once they are in a factory or domestic care situation.

The Global Fund for Women (GFW) has proudly provided the Division with general operating support for more than 12 years, and just recently increased their commitment in 2009. Since its founding in 1987, GFW has nurtured flexible and responsive grantmaking strategies deeply rooted in the recognition that “women should have a full range of choices and that women themselves know best how to determine their needs and propose solutions for lasting change.” According to Caitlin Stanton, Senior Development Officer, Philanthropic Partnerships, GFW’s emphasis on flexible support, “allows organizations to be truly responsive to the needs of their community, sustainably grow their budget, and attract new and diverse funders.” The Division continually self-evaluates their own progress, measuring success in increased numbers of women reached, publications produced, and the depth of information shared.

A former GFW Board Member, Wu Qing, first met with the Legal Aid Division in 1996 at a training workshop organized by another GFW grantee. This highlights the tremendous value of flexible grant dollars as a tool to support networking opportunities that build leadership within civil society organizations. “Breaking the isolation of these groups is critical,” says Stanton. “It is the reality that for women leaders of NGOs to develop their strength, they need the opportunity to interact with each other and other experts in the field.”

MOBILIZING NEW LEADERS IN HIV PREVENTION: M·A·C AIDS FUND

In 2007, the M·A·C AIDS Fund partnered with two of the world’s leading educational institutions – Columbia University and the University of California, Los Angeles (UCLA) – to create the M·A·C AIDS Fund Leadership Initiative (MAFLI), a fellowship program aimed at cultivating emerging leaders in HIV prevention and seeding innovative HIV prevention programs in South Africa. In 2009, the Human Science Research Council, South Africa’s statutory research agency, joined this collaboration as the primary implementing partner in South Africa.

Each year a group of local emerging leaders in the field of HIV/AIDS prevention apply for the fellowship program with a proposed HIV prevention plan. Applicants are mid-career individuals who have demonstrated strong leadership potential. After an open nation-wide competition, selected fellows undergo an intensive two-month HIV prevention training program, facilitated by local and international experts in HIV prevention, and develop a business model to rollout their prevention plans. Upon completion, fellows receive seed funding from the M·A·C AIDS Fund to launch their HIV prevention programs. Fellows also receive ongoing one-on-one mentorship throughout a 10-month implementation period to help identify solutions to possible roadblocks in their plans. In total, the M·A·C AIDS Fund committed more than \$3.29 million dollars in support of MAFLI from 2007-2010.

One of the more innovative aspects of this program is that it seeks out applicants from a wide range of professional backgrounds as diverse entry points for at-risk individuals. Projects have ranged from working with male juvenile offenders in local detention centers to factory employees at large local employers such as the Ford Motor Company. MAFLI also prioritizes fellowships that give special consideration to gender-based inequities and their role in the spread of HIV.

To date, 34 fellows have completed the training program and are implementing their HIV prevention programs. Together, the partners are currently planning for the program’s evolution, and importantly, on the need to identify and leverage additional funding to help fellows to bring their programs to scale. “We created this program to support local leaders to create and integrate HIV prevention programs into diverse institutions like schools, churches and early childhood programs, in which the fellows were already established and trusted. The programs they have created have been as varied, creative and effective as the fellows themselves,” says Nancy Mahon, Executive Director, M·A·C AIDS Fund. “With a relatively small investment of about \$30,000 per fellow, we have been able to foster leadership and much needed local capacity on HIV prevention. We would very much like to find other funding partners for this program.”

M·A·C AIDS FUND