

**PEPFAR TO#3: ENGAGING VENTURE CAPITALISTS,
FOUNDATIONS AND OTHER INVESTMENT PARTNERS IN
PEPFAR PARTNERSHIPS**

USAID Contract #: REE-I-03-06-00040-00

Period of Performance: February 23, 2009-February 22, 2011

**Quarterly Report
September, October, November 2009**

Chapter 1: Summary of Project Objectives and Results

A. Project Objectives

DAI and its partner Origo were awarded contract no. REE-I-03-06-00040-00 to provide technical assistance to The President's Emergency Plan for AIDS Relief (PEPFAR) and its Interagency Public-Private Partnership Technical Working Group (TWG) in the development of a strategy to partner with and engage venture capitalists, foundations, and other investors in HIV/AIDS public-private partnerships (PPPs). Under this Task Order, DAI/Origo is tasked with 1) assessing the PEPFAR portfolio of partners in up to three PEPFAR-supported countries to identify opportunities within existing programs; 2) developing a strategy for optimal engagement of Venture Capitalists, Foundations, and other new private sector partners in PEPFAR public-private partnerships; 3) developing a network of private capital thought leaders who may advise PEPFAR's PPP TWG; and 4) brokering at least one new public-private partnership.

This contract was awarded under the USAID Global Development Alliance Indefinite Quantity Contract. Although officially a two-year contract, the Workplan projects an end date of June 30, 2010.

B. Overview at end of the Third Quarter

General

During this third quarter, the DAI/Origo team focused on identifying deal opportunities in South Africa, Kenya and Tanzania, and preparing for the country trip to South Africa, November 2-6, 2009. We were pleased with the outcome of the country trip and have selected one deal opportunity for further investigation. On the back of this success, we are planning a second country trip, to Kenya, in February 2010.

Geographies

The Country Assessment identified South Africa, Kenya and Ghana as target markets for TO#3. On the advice of Mike Gehron and Steve Napleton, the DAI/Origo Team decided not to pursue opportunities in Ghana, as the PEPFAR financial commitment there is low.

Early conversations with the Kenya team suggested that TO#3 is “completely in line with a larger discussion” the Kenya team has been having around the 2010 plan, and identified a number of potential opportunity areas. However, due to internal staff changes and renegotiated supplier contracts, the Kenya team requested we postpone our Kenya trip until early 2010.

Initial conversations with the South Africa team suggested that, despite some reservations, the PPP group was willing to support this initiative. Shortly before we left for South Africa however, it became clear that the team had some major concerns about TO#3, and was uncomfortable introducing us to PEPFAR implementing partners in the field. The decision to go ahead with the South Africa trip was made on the understanding that we had some promising opportunities to pursue, and in the hope that in-person communication with the South Africa team would allow us to better explain the initiative, and brainstorm how TO#3 might work in the South African context.

Although Tanzania was not one of the identified target markets, the DAI/Origo team has also engaged with the country team in Tanzania, as it is known for its innovative approach to partnerships. Through conversations with the Tanzania country team we unearthed some potential opportunity areas, but agreed that the country team is well equipped to pursue these opportunities without the support of the DAI/Origo team under TO#3.

Country Trip

The trip to South Africa identified one solid potential deal opportunity (with PHD), and a number of secondary opportunities. It initiated one PPP opportunity (Future Life) and supported the development of another (Murray Coombs).

The trip allowed the DAI/Origo team to gain a better understanding of factors that will impact the success of TO#3; namely:

- Political/policy environment in country
- Support of the PEPFAR country team, and willingness to engage in non-traditional PPPs
- Access to PEPFAR’s implementing partners in country
- Ability to assess PEPFAR demand for non-SCMS goods and services
- Availability of capital, both social and traditional.

National policy around the role of the private sector in healthcare in South Africa means that the TO#3 initiative does not currently fit naturally with PEPFAR's strategy in the country, and this made it difficult for the country team to prioritize involvement in the initiative. However, through proactive outreach engagement to business organizations, companies and investors the DAI/Origo team was able to amass interest and support for PEPFAR's TO#3 in the business community, investigate potential opportunities, and better understand the market for such opportunities in South Africa.

Challenges and Lessons Learned

The greatest challenge this quarter has been gaining the support of the South Africa country team. This lack of support at the country level made it very difficult to access PEPFAR's treatment partners and thereby identify the for-profit businesses that support their programs. Our challenge now is to engage the country team around the potential PHD deal, in spite of their earlier reservations.

This experience provided a valuable lesson in working with the country teams. The South Africa team had flagged early on that its focus was the public, rather than private sector. This is a valid concern, but misses the fundamental point of TO#3, which seeks to broker business funding for private sector partners in order for them participate in innovative public-private partnerships that lower PEPFAR program costs and promote program sustainability. The deals that result from TO#3 should result in a strengthened private sector, but this is not the primary goal. The DAI/Origo team will adjust the language we use to explain this initiative to PEPFAR country teams in order to engage, rather than alienate them.

Another challenge has been quantifying local PEPFAR demand for goods and services. In South Africa we learned that local procurement is fragmented, and often falls to the implementing partners. This makes it difficult to analyze PEPFAR demand for non-SCMS goods and services, and also to take advantage of bulk purchasing discounts.

We also gained an appreciation that PEPFAR teams are not necessarily tasked to pursue the type of innovative PPP advocated under this task order, nor are they trained to understand the potential contribution of the private sector to PEPFAR programs. If PEPFAR intends to promote this type of PPP activity more widely, it will need to consider tailored training for PPP officers, and setting performance targets.

Timeline and Next Steps

In the June-August 2009 quarterly report, the DAI/Origo Team proposed a re-evaluation of the project timeline upon completion of the first country trip. As of November 30, 2009, we are working with a proactive private sector partner (PHD) to investigate a potential deal opportunity, and will look to engage

potential investors as soon as possible. We intend to make a second trip to South Africa in early 2010, if necessary to close the deal. In the meantime, we plan to continue investigating other deal opportunities. There are many potential pitfalls when closing a deal, so it will be prudent to identify a number of other options. For this reason, we are planning a second country trip, to Kenya, for mid-February 2010.

At a Glance (as of November 30, 2009):

	Not yet started
	In progress
	Completed

TASK	DUE	OUTPUTS	PROGRESS
A1 Assessment	Aug 7, 2009	Preliminary assessment of portfolio. Country Assessment: The Deal Landscape	
A2 Identify Deals	Dec 31, 2009	At least 5 blue chip procurement deals	
B1 Assessment	Aug 7, 2009	Preliminary assessment of potential investors	
B2 Engagement Strategy	Aug 7, 2009	Engagement strategy	
B3 Engagement	Dec 15, 2009	Engage potential investors on deals	
	Jun 30, 2010	Engage specific investors on specific deals	
B4 Assessment Tool	Jun 30, 2010	Develop PPP assessment tool	
C1 Advisory Network	Sep 30, 2009	Engage at least 10 thought leaders	
	Dec 15, 2009	Convene advisory group	
	Dec 15, 2009	Thought leaders' letters of commitment	
D1 Secure PPP	Jun 30, 2010	Broker 1 PPP	
D2 Future PPPs	Jun 30, 2010	List of future PPPs	

Workplan	April 30, 2009		
2 TA Trip Reports	Nov 25, 2009 Mar 28, 2009	Report findings and recommendations	
Monthly Reports		Progress to date and expenditures*	
Quarterly Reports	Jun 30, Sep 30, Nov 31, Feb 28	For Mar-May 09, Jun-Aug 09 Sep-Nov 09, Dec 09-Feb 10	
Final Report			
DEC Submission		Index of all relevant reports and information/intellectual products.	

**In mid-June 2009, there was a request to begin submitting monthly reports for those months where a quarterly report is not due. The first monthly report was submitted in July 2009.*

Chapter II: Progress to Date Based on Results Indicators

A2. Identify Deals

Working closely with Mike Gehron, the Origo/DAI team identified a number of potential opportunities for TO#3 through conversations with the PEPFAR country teams and other contacts. In South Africa we were able to investigate these and other deal areas before selecting one focus deal.

South Africa

1. **FOCUS DEAL:** Rural micro-pharmacy franchise in collaboration with PHD, the SCMS supply chain partner in South Africa:
An opportunity to move rural pharmacy facilities into the private sector to provide target communities with self-sustaining, dedicated local pharmacy facilities, trained staff, high quality logistics and pharmaceutical supply, health education, and jobs. The model is a micro-pharmacy franchise, managed by a 3rd party operator. PHD will provide prefab 'pharmacy-in-a-box' and logistics support. PEPFAR will channel its treatment, care and prevention programs through this franchise in select rural communities.
2. Secondary PEPFAR supply chain management for non-SCMS commodities, in collaboration with PHD:
This would consolidate demand and allow for bulk purchasing across programs and potentially countries. Although the development of such a system does not fall within the remit of TO#3, it would directly benefit TO#3 activities by quantifying PEPFAR demand for secondary goods and services, particularly in the sub-grantee category. There would also be a potential opportunity to create B2B platform to manage procurement for this parallel distribution system. This opportunity was passed to OGAC for investigation.
3. Country-specific outsourced last mile delivery models for SCMS commodities, in collaboration with PHD:
SCMS distribution delivers to the ports, but often not to points of care within a country. PHD is able to create and distribute kits (e.g. for circumcision) on the ground for PEPFAR Implementing Partners, however this must be done by special request to SCMS. This level of distribution is coordinated on a country level. This opportunity has been passed to OGAC to investigate.
4. Supply chain university concept, in collaboration with PHD:
PHD is keen to offer supply chain management training through local universities in each PEPFAR country. It is also considering establishing a private, supply chain university. This is not likely to pose an opportunity

for TO#3, although PHD is in discussions with Mary Jordan and Michelle Wu at USAID.

5. PPP for a construction site and its primary health care center, in collaboration with Dr. Murray Coombs:
A South African occupational health consulting company has been sub-contracted to build infrastructure and deliver basic healthcare services for two government-funded power station construction projects. CEO Dr. Murray Coombs is keen to turn these health centers over to either the government or a private healthcare company at the end of the contract. We concluded that this is a traditional PPP opportunity, and the South Africa team has agreed to take the discussion forward. It could also have been a good opportunity for TO#3, except that the program has no current connection with PEPFAR.
6. Future Life nutritional supplements:
Future Life currently supplies PEPFAR programs through implementing partner, Right to Care. CEO Paul Saad was interested in TO#3, but is not looking to bring in expansion capital unless scale up is driven by expanded patient populations, rather than just profits. He is also keen to wait for the results of the clinical trials before looking at expansion opportunities. This may be a longer-term prospect for TO#3. In the meantime, we have passed a traditional PPP opportunity to the PEPFAR country team.

Kenya – Opportunity areas for investigation

1. Chemonics
2. RPSO
3. Jubilee Insurance
4. Flower export community in Naivasha
5. Education & Training
6. FHI Gold Star Network

B3. Engagement of Potential Investors

The DAI/Origo team and Mike Gehron met with several investors in South Africa, including fund managers at Aureos Capital, GroFin, and BioVentures. We will start to engage these and other investors in the potential PHD early in 2010.

C. Advisory Network

The DAI/Origo team has identified a group of potential candidates for the advisory board, although none have yet been formally invited. We intend to start small, with opportunity-specific advisors able to guide and support deal making

under TO#3. In the short-term, this will include investors interested in pursuing the PHD deal, who will be invited to participate in a ‘collaboratory’ meeting around the opportunity. We plan to engage early, so that board members’ thinking evolves with the development of TO#3, and build the board organically to ensure its relevance to current tasks, and to the overall strategy of the PPP TWG.

Under the Workplan, the DAI/Origo team had committed to securing letters of commitment from thought leaders, and convening an initial advisory group, by December 15, 2009. However, per the strategy outlined above, we are seeking the most appropriate time to engage advisors around the PHD deal. This will likely come early in 2010. Steve Napleton at PEPFAR is also keen to ensure that the advisory board fits strategically with PEPFAR’s new 5-year strategy, released on December 1, 2009. The DAI/Origo team will seek guidance from PEPFAR in this regard, and has agreed to draft a short concept note on the role of the advisory board.

E. Technical Assistance Trip Report

Mike Gehron, Jeff Hamaoui and Rachel Lawley visited South Africa from November 2-6, 2009. We met with the PEPFAR country team, five companies, three investors, one PEPFAR implementing partner, and three business organizations. Our main findings are outlined below:

- The South African government has traditionally discouraged private sector involvement in healthcare. PEPFAR is required to follow the host government’s strategy, so focuses primarily on service provision through the public sector. Contacts in country indicated that the government’s stance might change in coming months as it develops a National Health Insurance program, which is expected to rely heavily on private service providers. The lesson for PEPFAR’s TO#3 initiative is that we must consider the political/policy environment in country as well as economic and health drivers.
- PEPFAR’s public-private partnerships are created mainly in response to unsolicited requests from companies looking to enhance their corporate social responsibility programs, and generally focus on the donation of goods or services. The type of PPP proposed under TO#3 was foreign the PEPFAR country team in South Africa.
- We received a positive response from PEPFAR implementing partner, Right to Care.
- Deal opportunities exist in South Africa, but the PEPFAR country team will struggle to support anything that promotes private sector involvement in healthcare provision. It may however be possible to pursue opportunities that

involve commodities that are already privately manufactured and supplied, or health services that are already provided by the private sector.

- Private sector money (in the form of both commercial and social-venture funds) is available and interested in deals originating from PEPFAR's procurement portfolio. Investors reported that deal flow is an issue. The crucial piece of missing information is PEPFAR's demand for goods and services.
- PEPFAR can harness the convening power of public and private sector multipliers such as The Business Trust or the American Chamber to bring investors and companies together around PEPFAR opportunities.
- Kenya was suggested by many contacts as a suitable market for PEPFAR's initiative to engage private capital.
- All opportunities uncovered on this trip were in construction, commodities or nutritional supplements, validating one of our preliminary assumptions. This knowledge may allow us to refine our pitch to country teams in other PEPFAR countries.
- This trip verified that the Origo/DAI team's approach to country trips can yield results in the form of potential deals, PPPs and relationship building for PEPFAR. This approach now needs to be tested in other markets to confirm whether its success was specific to the South African market, and whether it can be useful to PEPFAR going forward.

Partner Outreach During this Quarter Included:

Date	Organization	Notes/Outcomes
Sep 3, 2009	ABT Associates Jeff Barnes	<ul style="list-style-type: none"> Lack of financing not the only growth constraint for private companies, often issue with quality of product or service. Suggested investigating: South African Association of Retail Pharmacists, Laboratories servicing both private and public facilities, Health insurance in Kenya, FHI Gold Star network (Kenya)
Sep 4, 2009	USAID Shyami DeSilva	<ul style="list-style-type: none"> PEPFAR TO#3 should not focus on debt capital, as there is already a 'vibrant development banking sector'. Suggests we focus on venture and foundation capital. Suggested investigating: Availability of test kits, Private training institutions, Land O'Lakes, Kenya Dairy Sector Competitiveness, Kenya Food for Progress Program
Sep 4, 2009	Investment Fund for Health in Africa Max Coppoolse, Managing Director	<ul style="list-style-type: none"> Eager to hear about potential deals arising from the PEPFAR portfolio and keen to engage in early conversation. Interested in the General Mills (Tanzania) deal and able to move quickly.
Sep 4, 2009	Banyan Global Meaghan Smith	<ul style="list-style-type: none"> (Banking on Health)
Sep 11, 2009	Tanzanian Company Jim Aiken	<ul style="list-style-type: none"> Interesting opportunity around debt/equity financing for a business meeting PEPFAR's demand for steel-insulated storage facilities. Could have been a TO#3 opportunity, but Jim Aiken did not pursue.
Sep 16, 2009	New Leaf Ventures Dr. Ramesh Subramani	<ul style="list-style-type: none"> Initial meeting to engage VC on PEPFAR initiative. Interested in joining PEPFAR advisory board.
Sep 21, 2009	Emerging Capital Group Tom Gibian, CEO	<ul style="list-style-type: none"> ECP may seek larger deals than those originating from the PEPFAR portfolio, but CEO Tom Gibian is keen to offer advice and support for this initiative. Secured an introduction to ECP's South Africa office. Possible candidate for PEPFAR advisory board.
Sep 24, 2009	Michael Kibinge USAID Kenya	<ul style="list-style-type: none"> Provided a series of contacts for follow up.
Oct 1	Emerging Capital Partners Alex Aime, Investment Officer, South Africa	<ul style="list-style-type: none"> Secured intro to ACTIS Capital, which manages the Actis Emerging Markets 3 Fund. Alex suggested speaking with pharmaceutical distribution companies such as SAS Group (focused on HIV/AIDS) in Uganda, which is looking for private expansion capital.
Oct 1	Noah Beckwith Ex Aureos	<ul style="list-style-type: none"> Good prospect for Advisory Board. Secured intro to Julie Sunderland, Investment Officer at Gates.
Oct 1	Center for Global Development; Total Impact Advisors Ambassador John Simon	<ul style="list-style-type: none"> Good prospect for Advisory Board.
Oct 7	DAI Bill Grant	<ul style="list-style-type: none"> Excellent connection. Secured intros to The Business Trust, ECI and others.

Oct 7	US Chamber, South Africa Doug Franke, Chair	<ul style="list-style-type: none"> Skeptical about PEPFAR initiative, but open to meeting with us and advising.
Oct 8/19	US Chamber / Unilever Murray Coombs	<ul style="list-style-type: none"> Potential opportunity around medical centers at power station construction sites. Not clear on the role for PEPFAR. Planning to meet with Murray in South Africa.
Oct 8	PHD Glen Vincent, Warehouse/Clinic-in-a-box	<ul style="list-style-type: none"> Possible opportunity around prefab buildings. PHD also has SCMS contract for South Africa. Planning to meet with PHD in South Africa.
Oct 15	DAI Scott Simons	<ul style="list-style-type: none"> General advice on initiative.
Oct 15	The Rohatyn Group Richard Akwei	<ul style="list-style-type: none"> Manages OPIC's Africa Catalyst Fund. Considers PEPFAR's initiative is 'right on the money'. Secured intro to contacts at CARE International, and Fanisi Capital.
Oct 16	The Business Trust Golden Mahove	<ul style="list-style-type: none"> Happy to meet with us in South Africa and Suggested other organizations to approach – NBI, AED.
Oct 19	Dr. Linda Sonntag	<ul style="list-style-type: none"> Good option for Advisory Board.
Oct 19	Fanisi Capital Sewit Bocresion	<ul style="list-style-type: none"> Currently raising funds for the Fanisi Fund (Nairobi-based SME equity fund) Interested in hearing about PEPFAR deals Secured intro to Bertram Eyakuze at Serengeti Partners/Serengeti Capital in TZ.
Oct 19	Wulff Capital Marsha Wulff	<ul style="list-style-type: none"> Specializes in commercialization and commercial capacity building for African life sciences businesses. Secured intro to AVCA in Kenya. Suggested opportunity in CareCross. A meeting has been scheduled for South Africa.
Oct 20	McKinsey Rushad Nanavatty	<ul style="list-style-type: none"> Suggested we look at industries with market potential outside USAID – such as nutritional supplements, condoms and drugs. Offered to make introductions to BroadReach and PSI in South Africa.
Oct 21	MSH Keith Johnson, Edmund Rutta	<ul style="list-style-type: none"> MSH is not looking to recapitalize the revolving fund set up to support the growth of the ADDOs because ADDOs are now well serviced by MFIs.
Oct 21	PHD/PFSCM (SCMS) Craig Usswald	<ul style="list-style-type: none"> Real potential for PHD to seek private expansion capital to meet growing market demands for clinic/warehouse-in-a-box. A meeting with the CEO is scheduled for South Africa.
Oct 21	Gates Foundation Julie Sunderland	<ul style="list-style-type: none"> Gates has launched a \$400m PRI tool – the only pool of capital that sits outside of Programs at Gates. May be a good candidate for the Advisory Board. Agreed to introduce us to Gates health team.
Oct 22	Emery International Christine Emery	<ul style="list-style-type: none"> Former SVP at OPIC. General advice on initiative.
Oct 26	Future Life Paul Saad, CEO	<ul style="list-style-type: none"> Discussed agenda for meeting in South Africa. CEO is keen to include Prof Sanne from Right to Care. Paul's brother is Stephen Saad, Group CEO of Aspen

		Pharma and South Africa's Businessman of the Year!
Oct 26	GroFin Guido Boysen, Chief Investment Officer	<ul style="list-style-type: none"> • Good synergy between GroFin and PEPFAR missions. • Secured an intro to GroFin in South Africa; meeting set up for visit.
Oct 27	Actis Capital Ngozi Edozien	<ul style="list-style-type: none"> • General advice on initiative. • Offered intros to McKinsey Health in Africa report team, and SEAF.
Oct 28	AVCA Kenya Milton Lore	<ul style="list-style-type: none"> • Offered to host investor roundtable for PEPFAR initiative when we visit Kenya.
Oct 28	Serengeti Advisors, Bertram Eyakuze	<ul style="list-style-type: none"> • Financial services firm about to launch an SME fund; would be interested to hear about PEPFAR deals. • About to join the board of Pyramid Pharma.
Nov 2	PEPFAR Country Team South Africa Lauren Marks	<ul style="list-style-type: none"> • PEPFAR unable to support private health service provision in SA, but may be open to opportunities around commodity supply or construction – if the country team can be persuaded it is relevant to PEPFAR's core operations.
Nov 3	Murray Coombs	<ul style="list-style-type: none"> • Presented a PPP opportunity that the country team has decided to pursue. • This could have been an opportunity for TO#3, except that there is no current PEPFAR connection.
Nov 3	Aureos Capital Ron Besten	<ul style="list-style-type: none"> • Keen to learn how portfolio companies can access PEPFAR RFPs. • Introduced us to several portfolio companies.
Nov 3	INS Trading Ashwin Willemse, Willie Wong	<ul style="list-style-type: none"> • INS is a wheat grass nutritional supplement company seeking new markets. Little relevance to TO#3.
Nov 4	Future Life Paul Saad, Colleen Coetzee	<ul style="list-style-type: none"> • Potential PPP for Future Life/Right to Care/PEPFAR • Possibly a future opportunity for TO#3.
Nov 4	Right to Care Prof. Ian Sanne	<ul style="list-style-type: none"> • Discussed creating B2B marketplace for non-SCMS commodities. • Suggested creating preferred provider lists for secondary goods and services.
Nov 5	PHD Iain Barton, Christine Fullmer, Glen Vincent, Sarah Bourhill, Diane Reynolds	<ul style="list-style-type: none"> • Brainstormed a number of opportunities for TO#3. • Agreed to pursue Pharmacy-in-a-Box rural micro-pharmacy franchise opportunity.
Nov 5	American Chamber of Commerce Doug Franke, Chairman	<ul style="list-style-type: none"> • Despite initial concerns, Doug will be happy to support TO#3
Nov 5	CareCross Health Group Reinder Nauta, Harry Lake, Eveline Schurink, Marsha Wulff	<ul style="list-style-type: none"> • Opportunities in the fee-for-service category, however none to pursue at this time.
Nov 6	GroFin Michael Lombard	<ul style="list-style-type: none"> • Unique business model, offering debt funding at relatively high rates, but with intensive business support. • Interested in deals from the PEPFAR pipeline.
Nov 6	The Business Trust Golden Mahove	<ul style="list-style-type: none"> • Interested in hosting collaborative event for TO#3. • Offered network and support.

Nov 6	South African Business Coalition for HIV/AIDS Brad Mears, CEO	<ul style="list-style-type: none"> • Predicts that SA government is changing its position on the private's sector role in healthcare. • Innovative PPP insurance model for BOP employees funded by government, employer and donor. • Offered support and network for TO#3.
Nov 9	BioVentures Heather Sherwin	<ul style="list-style-type: none"> • Co-managing OPIC's Africa Healthcare Fund. • Seeking funding opportunities such as the ADDO model
Nov 23	Lockheed Martin Caroline Raistrick	<ul style="list-style-type: none"> • Lockheed subsidiary Pacific Architects & Engineers is seeking opportunities for expansion. • Discussed opportunity for TO#3 in Liberia, but Liberia is not a PEPFAR focus country and receives a very small annual budget.
Nov 30	ECI Africa Sipho Dayel	<ul style="list-style-type: none"> • ECI's AIDS programs are in partnership with DAI, and he does not see any opportunity for TO#3. • ECI runs South African International Business Linkages (SAIBL), which helps build linkages between large corporates and SMEs, but Sipho does not think any of the SAIBL SMEs have PEPFAR contracts. ECI recently applied for PEPFAR money to increase SAIBL's focus on HIV/AIDS but was unsuccessful.

Chapter IV: Contract Deliverables

- Advisory Network: Engage at least 10 thought leaders
Deadline: September 30, 2009

The DAI/Origo team continues to engage a selection of thought leaders relevant to this task order, including large and small commercial capital players, other private capital players (e.g. Foundations), PEPFAR, USAID and other government representatives in both the USA and Africa. A selection of 8 thought leaders were presented as potential candidates for the Advisory Board on September 28, 2009, at a team meeting in Washington, DC.

- Technical Assistance Trip Report
Deadline: November 25, 2009

The DAI/Origo team worked closely with Mike Gehron in the drafting of the TA Trip Report for South Africa. A draft was presented on November 22, 2009, and the final trip report delivered on December 5, 2009.

- Monthly Reports
Deadlines: September, October 2009

Monthly reports were delivered on September 9 and November 7, 2009.

No other deliverables were due during this quarter.