



Zero Malaria Starts with Me Toolkit



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Acronyms

ACTs	Artemisinin-based Combination Therapies
ALMA	African Leaders Malaria Alliance
AU	African Union
CARMMA	Campaign on Accelerated Reduction of Maternal Mortality in Africa
GTS	WHO Global Technical Strategy for Malaria 2016-2030
DFID	Department for International Development
DHS	Demographic and Health Survey
GMMAN	Ghana Media Malaria Advocacy Network
ITN	Insecticide-treated net
IPTp	Intermittent preventive treatment in pregnancy
IRS	Indoor residual spraying
IVM	Integrated vector management
LLIN	Long-lasting insecticidal net
M&E	Monitoring and evaluation
MAAM	Mass Action Against Malaria
MDA	Mass drug administration
MIS	Malaria indicator survey
MoH	Ministry of Health
NGO	Non-governmental organization
NMCP	National Malaria Control Programme
NMSP	National Malaria Strategic Plan
PEST	Political, economic, social, and technological analysis
PMI	US President's Malaria Initiative
PSA	Public service announcement
RBM	RBM Partnership to End Malaria
RDT	Rapid diagnostic test
SBCC	Social and behaviour change communication
SMART	Specific, measurable, achievable, relevant, and time-bound objectives
SMC	Seasonal malaria chemoprevention
UN	United Nations
WHO	World Health Organization

Acknowledgements

The African Union Commission with the RBM Partnership to End Malaria would like to acknowledge Matthew Boslego for authoring this report with support from Xenya Scanlon, Yacine Djibo, and Maëlle Ba.

We would also like to thank all RBM Partnership to End Malaria Strategic Communications Partner Committee (SCPC) members and partners for their contributions, including Michal Fishman, Robert Valadez, Lisa Goldman-Van Nostrand, Saleemah Abdul-Ghafur, Tawanda Chisango, Amina Fakir-Knipiler, Kate Wills, Cristina Tosone, Hana Bilak, Kiri Rundle, Carrie Ferguson and Jeff Chertack.

Special thanks to Uliane Appolinario and Pauline Mazue for support with community engagement content development and to the RBM Country and Regional Support Partner Committee Co-chair Melanie Renshaw.

The content in this toolkit is based on tools and materials developed through the *Zero Palu! Je m'engage* campaign led by the Senegal National Malaria Control Programme (PNLP) and Ministry of Health and Social Action in partnership with Speak Up Africa and PATH.

Other materials used to develop this toolkit include the RBM Partnership to End Malaria *Advocacy for Resource Mobilisation (ARM) for Malaria Guide*, *Strategic Framework for Malaria Social and Behaviour Change Communication 2018–2030*, and *Malaria Behaviour Change Communication (BCC) Indicator Reference Guide*, as well as *The Advocacy Sourcebook* by WaterAid, UNICEF's *Advocacy Toolkit*, the African Union's *Catalytic Framework to End AIDS, TB, and Eliminate Malaria in Africa by 2030*, the World Health Organization's *Global Strategic Framework for Malaria 2016–2030*, and Whittaker and Smith's article *Reimagining malaria: five reasons to strengthen community engagement in the lead up to malaria elimination*.



Preface

The recent halt in global progress against malaria, with cases rising worldwide for the first time in over a decade, is cause for great alarm. And with over 90% of all malaria cases and deaths, Africa has the most at stake in the malaria fight.

Beyond the threats of drug and insecticide resistance, some of the biggest threats to anti-malaria efforts are much more banal: complacency, a lack of political prioritization, and the failure to engage the communities and businesses affected by malaria.

It is therefore time to create a new movement to push towards a malaria-free Africa in support of the African Union's ambition to eliminate the disease across the continent by 2030. To this end, the African Union Commission and the RBM Partnership to End Malaria, inspired by successful national and continent-wide initiatives, are launching the *Zero Malaria Starts with Me* campaign to help each country build a winning coalition for defeating malaria.

The campaign seeks to keep malaria high on the political agenda, mobilise additional resources for the malaria fight, including from the private sector, and empower communities to take ownership of malaria prevention and care.

The Zero Malaria Starts with Me toolkit contains materials to help countries build campaigns suited to their needs; ensuring the campaign is locally-owned and internationally-linked. The tools range from planning and campaign management aids to guides for increasing community participation and forging new partnerships.

The African Union Commission and the RBM Partnership to End Malaria have consulted with partners across the continent and looked at examples of African-led initiatives to fight malaria that achieved meaningful results. These lessons are included in this document and may be helpful for countries seeking to turn the tide against malaria.

The support of African Union member states is crucial not for the success of this campaign, but also our efforts to end the disease for good in Africa and worldwide. Whether malaria elimination is in sight for your country or still appears as a distant target, by joining efforts across countries and across sectors, African leadership is what will win our fight against this deadly yet entirely defeatable disease.

Zero malaria starts with me, with you and with all of us.

Amira Elfadil,

Social Affairs Commissioner of the African Union

Dr. Kesete Admasu,

CEO of the RBM Partnership to End Malaria

Introduction

The malaria fight is at a critical juncture. In 2017, the World Health Organization (WHO) reported the largest reversal of progress against malaria in years, estimating 5 million more cases than in the previous year, 216 million cases worldwide. After a decade of success, against the disease progress has stalled. Half a million people still die from malaria every year, most of them children under five. Africa carries more than 90% of the global malaria burden.

Malaria funding from traditional sources has stagnated and political will for a solution is challenged by tight budgets and competing priorities. The communities most affected by the disease do not always have the tools or knowledge to protect themselves. New momentum is required to reenergise the malaria fight.

"Zero Malaria Starts with Me" is a continent-wide campaign for a malaria-free Africa, inspired by movements that have influenced national health priorities such as Senegal's *Zero Palu! Je m'engage* campaign and the African Union's Campaign on Accelerated Reduction of Maternal Mortality in Africa (CARMMA). Co-led by the African Union Commission and the RBM Partnership to End Malaria, the campaign provides a model of domestic malaria advocacy that:

- engages political leaders and influential members of society;
- builds relationships with the private sector and attracts new sources of funding;
- raises awareness and ownership about malaria prevention, testing, and care among communities;
- increases the visibility of malaria programmes; and
- increases total domestic resources available for malaria.

The RBM Partnership to End Malaria and the AU Commission have developed this toolkit with partners to enable knowledge sharing and facilitate the adoption of the Zero Malaria Starts with Me movement across the African continent. The toolkit contains tools for planning, mobilizing political and financial support, implementing community-based interventions, and monitoring and evaluation (M&E), all with the desired goal of helping countries get back on track to achieve Africa-wide malaria elimination by 2030.

The guidance contained in this toolkit can help unite all actors working on malaria toward a single vision, bring new

partners to the malaria fight, and ensure the sustainability of malaria elimination efforts across the African continent.

Users and uses

The Zero Malaria Starts with Me toolkit is meant for all actors in African countries interested in engaging in malaria advocacy, resource mobilization, or communications. These could include governments (through Ministries of Health, Finance and Development, and National Malaria Control/Elimination Programmes (NMCPs and NMEPs)), the private sector, non-governmental organizations, communities, and other members of society.

Users may benefit from the toolkit either as a complete package or as a collection of modules for those interested in a specific activity (e.g., community engagement or advocacy).

Toolkit design

The Zero Malaria Starts with Me toolkit is available on a web-based platform as well as in print, in French, English, and Portuguese. The structure of the toolkit accompanies users through the project cycle of a campaign (see Figure 1), and includes the following modules:

Quick start guide: For users who want to take action immediately to signal their support for the campaign.

Module 1: Agenda setting: Tools and guides for defining the goals of malaria advocacy and community engagement in your country as well as research guides for building an evidence base.

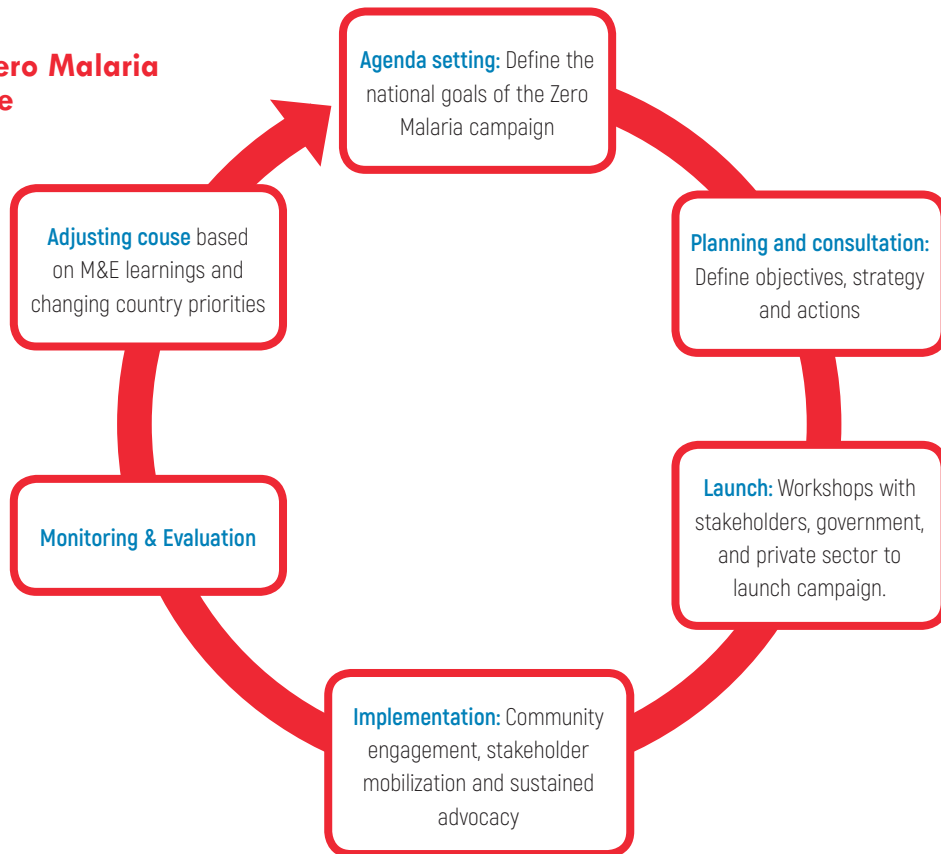
Module 2: Planning and consultation: Tools and guides for defining objectives, strategy, approaches, actions, and monitoring and evaluation frameworks, as well as for meeting with stakeholders, identifying resources, and consulting with potential partners.

Modules 3-5: Activity-specific modules:

- *Module 3: Political engagement:* Guides for launching the campaign, mobilizing political support, and sustaining advocacy.
- *Module 4: Private sector engagement:* Guides for launching the campaign with potential private sector partners, building relationships, and fundraising tools.



Figure 1: Zero Malaria project cycle



- *Module 5: Community engagement: Community engagement guides as well as tools for recruiting, supporting, and supervising community malaria champions.*

Module 6: Making the campaign visible: *Contains cross-cutting guidance on working with the media, mobilizing supporters, and engaging via social media.*

Module 7: Monitoring and evaluation: *Contains tools to establish monitoring and evaluation objectives, strategy, and indicators in addition to a guide to programme adjustment based on new developments.*

Frequently Asked Questions (FAQ)

My country already has a malaria campaign, how can I use the Zero Malaria Starts with Me toolkit?

Many countries have developed their own campaigns to build support for efforts to fight malaria. This campaign does not seek to replace them, rather the information contained in this toolkit offers ideas and tactics that can help make your efforts have greater impact. Rather than starting from the scratch, browse the modules on [Political Engagement \(Module 3\)](#), [Private sector Engagement \(Module 4\)](#), or [Community Engagement \(Module 5\)](#) for some ideas.

Can I use the Zero Malaria Starts with Me name and logo?

Yes, all campaign materials can be used free of charge. If you think a different name and logo would be more appropriate or effective in your country, use them. The Zero Malaria Starts with Me brand and toolkit are full of suggestions for how to approach anti-malaria efforts, but do not replace your local expertise and judgement.

I don't have a lot of resources to start working on this. Can I still participate in the campaign?

Resources, both financial and human, are often tight for advocacy campaigns. If you do not have the money or time to develop a fully-fledged campaign, consider the low-cost opportunities that are available to you. You can request that influential people sign the Zero Malaria Starts with Me pledge and share the pledge with media and/or via social media, at events and in discussions with colleagues, friends and family. You can create a simple page on Facebook or, if you have one, your website to create awareness and engage people in your network—from schools to faith groups to sport associations. You can also approach local businesses to provide support. Be creative in your approach. Even a small campaign can produce big rewards for your country's efforts to eliminate malaria.

Quick start guide

The Zero Malaria Starts with Me toolkit contains guides and tools that you can use to set up and manage your organization's campaign over several months or years. If you are interested in showing your country's commitment to the campaign in a few quick steps, the following tools can be applied immediately.

The Zero Malaria Starts with Me pledge

The Zero Malaria Starts with Me pledge is a way for prominent figures—from Presidents to celebrities to business and community leaders—to signal their commitment to end malaria. Use the pledge as an easy way to expand the reach of your campaign and create opportunities for future, deeper engagement.

If you know an individual ready to support the campaign, ask them to publicly sign the pledge. Be sure to take photographs (with their permission) to share with the press and on social media.

Download and print the pledge from www.zeromalaria.africa

Press release

If your country is ready to announce its commitment to ending malaria, send a press release to local media outlets. Be sure to frame the release in a compelling, timely way to spark interest (see [Module 6: Making the campaign visible](#) for more media engagement tips).

An editable press release template featuring the campaign logo can be found at www.zeromalaria.africa

Promote the campaign on social media

Ask your campaign supporters to share promotional graphics for the campaign or share them on your social media channels. For guidance on how to set up a social



media presence for the campaign, see [Module 6: Making the Campaign Visible](#).

You can download a set of campaign graphics from www.zeromalaria.africa

Inform communities about malaria prevention and treatment

A thorough community engagement strategy will take some planning and preparation (see [Module 5: Community Engagement](#)), but the first step is to better inform people. The Malaria Picture Book contains simple messages about preventing the disease and caring for the sick. Consider printing copies to distribute along with a long-lasting insecticidal net (LLIN) campaign or supplying local clinics with the documents.

The Malaria picture Book can be downloaded in English from www.zeromalaria.africa

Consider translating the document into a local language if it would be more appropriate.



Module 1: Agenda setting

Introduction

This module is designed to help you set the agenda—discover which problems, stakeholders, and external factors matter most for the malaria fight in your country. The exercises contained here are best done before beginning the planning process to ensure you have the information you need to make informed decisions for an impactful and inclusive campaign.

Section 1 describes the Zero Malaria Starts with Me movement, the urgency of why we need to reinvigorate the malaria fight, the individual, community and country-wide benefits of malaria elimination, and the campaign's continent-wide scope. The key to this approach is engaging all members of society: political leaders who control government decision-making, including assigning budgets and prioritizing which issues they'll address through policy

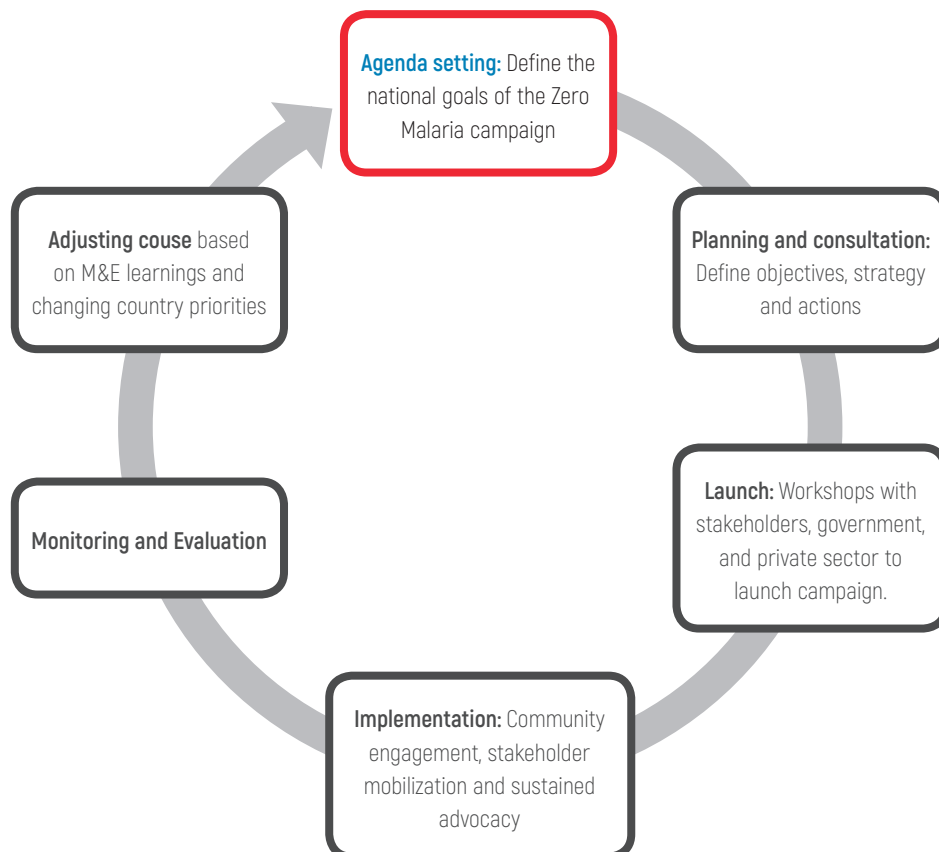
and financing; private sector companies that will benefit from having a malaria-free workforce and can support malaria elimination efforts, and the communities affected by malaria, whose buy-in and ownership of interventions is the keystone to success.

Section 2 provides a series of tools that planners can use to develop a well-rounded understanding of their country's malaria situation. By following this guide, users will create an evidence base to guide decisions, identify and prioritize relevant stakeholders, understand the external factors that may affect efforts, and visualize the causes and effects of malaria problems in their country.

Learning objectives

Agenda setting is the first stage in the advocacy cycle, preparing the ground for campaign activities. By the end of this module, you will:

Figure 2: Agenda setting in the Zero Malaria planning cycle



- understand the essential facts about malaria in your country, the significant impact that malaria has on your family's, community's and nation's health and economic progress and the benefits of being a malaria-free country;
- know which stakeholders are currently involved in the malaria fight and identify other individuals or organizations who may be interested in getting involved;
- understand the political, economic, social, and technological factors that may influence your work; and
- analyse various options for action, giving you ideas about where your work can have the greatest impact.

Section 1: Why Zero Malaria?

A continent-wide campaign for a malaria-free Africa

A malaria-free Africa is a bold vision shared by African governments, businesses, and most importantly by the communities directly affected by the disease. Malaria was long considered too difficult to beat. The historic progress seen in the new millennium has changed the opportunity, with global cases and deaths reduced by more than half since 2001. Despite this progress, the threat of malaria resurgence due to drug and insecticide resistance, climate change, and inaction or complacency requires leadership by affected countries to finish the fight.

Africa accounts for over 90% of the global malaria burden. The disease primarily affects young children and pregnant women, causing over 400,000 deaths and 200 million cases each year and costing the continent an estimated US\$

12 billion annually in direct losses. Many of the tools and techniques required to fight malaria exist—what is needed now is the sustained commitment to drive further progress.

Most funding to prevent, control, and eliminate malaria in Africa comes from external donors, including governments, foundations, and international organizations. This imbalance makes national malaria control and elimination programmes vulnerable to external “shocks”—such as a global economic recession or change in donor-country priorities. Today, about one third of funding comes from domestic sources—including public, private, and household spending.

The African Union [Catalytic Framework to End AIDS, TB, and Eliminate Malaria in Africa by 2030](#) has set ambitious targets for eliminating malaria by 2030. Coupled with funding requirement estimates from the WHO² (see table below) the current state of malaria funding is worrying compared to what will be required—only US\$2.7 billion was invested in 2016, less than half of the US\$6.5 billion needed annually by 2020. New and increased sources of funding from malaria-affected countries will be necessary to meet this goal.

“Zero Malaria Starts with Me” is a continent-wide campaign for a malaria-free Africa. Co-led by the African Union Commission and the RBM Partnership to End Malaria, the campaign will support African nations in their efforts toward malaria elimination through:

- high-level engagement with government, the private sector, and civil society leaders;

African Union malaria elimination targets

Vision	Africa free of malaria		
Objectives	Milestones and Targets		
	2020	2025	2030
To reduce malaria mortality rates globally compared with 2015	At least 40%	At least 75%	Zero malaria deaths
To reduce malaria case incidence globally compared with 2015	At least 40%	At least 75%	Zero malaria cases
To eliminate malaria by 2030 from countries with transmission	At least 8 countries	At least 13 (8+5) countries	In all 47 (13+34) countries
To prevent re-establishment of malaria in all countries that are malaria-free	Re-establishment prevented	Re-establishment prevented	Re-establishment prevented
Annual financing required (GTS)	US\$ 6.5 billion	US\$ 8 billion	US\$ 9 billion

Source: *Catalytic Framework to End AIDS, TB, and Eliminate Malaria in Africa by 2030*¹ and *WHO Global Technical Strategy for Malaria 2016–2030*²

1 African Union. [2016]. *Catalytic Framework to End AIDS, TB, and Eliminate Malaria in Africa by 2030*. Addis Ababa.

2 World Health Organization. [2016]. *Global Strategy Framework for Malaria 2016–2030*. Geneva.



- advocating for an increase in external and domestic funding for malaria elimination, including through innovative funding mechanisms and the private sector;
- Increasing awareness and ownership at the community level; and
- Providing mission-critical support to malaria-endemic countries through a hands-on "Zero Malaria Starts with Me Toolkit" and on-demand technical assistance.

The campaign draws inspiration from a grassroots movement in Senegal, where all parts of society—including the country's President, major companies, and community champions—pledged to take personal responsibility for the malaria fight. Momentum grew in support of the country's goals, and in 2016, Senegal was one of only five countries that reduced cases by more than 50,000 per year, in a year when more than 24 malaria-affected countries saw significant increases in cases as reported in WHO's World Malaria report 2017.³

The Zero Malaria Starts with Me approach

The Zero Malaria Starts with Me approach recognizes that everyone has an interest in ending the burden of malaria

on their family, their community and their country, but may not know how best to work together. By building a coalition of communities, companies, and political and social leaders, the campaign creates lasting relationships, commitments and momentum for the fight to end malaria. The approach outlined in this toolkit can heighten political will for the malaria fight, raise new domestic funding sources to increase access to life-saving tools to prevent and treat malaria, create grassroots ownership of these tools, and ensure that successes are celebrated and setbacks are met with action.

Zero Malaria Starts with Me focuses on three groups of stakeholders critical to a sustainable and ultimately successful fight against the disease: political leaders, the private sector, and communities. Each group has a unique yet complementary role in the fight. The campaign seeks to identify each group's interest in malaria elimination and unite them for action towards a shared vision. Examples of what might motivate members of each group are listed below, but remember that these could be different in each country.

Motivations and actions of key actors to fight malaria

	Political leaders	Private sector	Communities
Motivation for malaria elimination	<ul style="list-style-type: none"> ○ Care for their constituents ○ Increase economic growth and attract foreign investment ○ Encourage tourism ○ Promote cooperation with neighbouring countries ○ Demonstrate successful leadership 	<ul style="list-style-type: none"> ○ Care for their employees and customers ○ Increase productivity ○ Attract foreign investment ○ Build a positive brand 	<ul style="list-style-type: none"> ○ Care for their family, friends, and neighbours ○ Improve local schools and clinics ○ Reduce household health spending
Actions to fight malaria	<ul style="list-style-type: none"> ○ Prioritising malaria in decision-making ○ Support public spending on malaria interventions ○ Adopt policies conducive to the malaria fight ○ Coordinate efforts with neighbouring countries 	<ul style="list-style-type: none"> ○ Integrate malaria prevention and care into workplace policies and use campaigns to raise awareness among employees to take steps to protect themselves their families and colleagues ○ Provide employees with life-saving malaria prevention and treatment tools, e.g., LLINs/ mosquito nets ○ Coordinate malaria education and distribution of malaria prevention and treatment tools with the national programme ○ Contribute funding for malaria education campaigns and access to malaria prevention and treatment 	<ul style="list-style-type: none"> ○ Take action to avoid getting malaria and seek appropriate treatment ○ Share malaria prevention and care information with neighbours and colleagues ○ Advocate for more attention and funding to end malaria's impact on your community and country

3 World Health Organization. (2017). *World malaria report 2017*. Geneva.

By transforming anti-malaria programmes into signature policy initiatives, advocacy campaigns using this approach can raise the stakes and encourage Presidents, parliamentarians, mayors, and other elected officials to take a personal interest in the performance of malaria interventions.

Private companies can often gain tangible benefits from reducing malaria, through a healthier and more productive workforce, healthier and possibly more prosperous customers, and a positive reputation. Many companies already invest in anti-malaria programmes for their employees, but these initiatives are not coordinated with national efforts. The role of a Zero Malaria Starts with Me campaign is to resolve this coordination problem by giving companies a platform to learn about and participate in shared objectives and an opportunity to fund discrete pieces of work.

Individuals, families, and communities affected by malaria are at the centre of successful campaigns. They alone can apply knowledge about malaria prevention and care to change behaviours and attitudes in a way that makes the disease scarce. Zero Malaria Starts with Me provides guidance on how to share this critical information as well as empower interested individuals to become community champions, leading grassroots anti-malaria efforts in their area.

Most importantly, initial efforts to set up a Zero Malaria Starts with Me campaign will build the relationships and motivation that will sustain efforts. The greatest threat to the fight against malaria is inaction and complacency. This can be the generation to see the end of this debilitating disease. Resurgences have been documented in over 60 countries due to funding gaps, so it is critical that groups continue the fight until it is finished.

Research planning tool

Topic	Research question	Source of information	Research method	Who will conduct the research?	When will the data be available?

Adapted from WaterAid 'The Advocacy Sourcebook' (2007) London and UNICEF 'Advocacy Toolkit' (2010) New York

Section 2: Understand the malaria challenges in your country

Before beginning any malaria advocacy campaign, you will need to spend time studying the issues before deciding how to get involved. Whether you are new to malaria or have experience working on the disease in government, non-governmental organization (NGO), or private sector roles, these tools can help you broaden your understanding and gain ideas for your approach.

The tools and guidance contained in this section will help you build an **evidence base** of malaria data, **identify current and potential stakeholders** that you can engage, understand the **external factors** that may influence the project, and **visualize pathways** currently causing the problems you will identify.

Develop a research plan

Successful advocacy is grounded in evidence. Before you choose goals and targets for your campaign, you will need to understand the malaria issues in your country. Later, when you are ready to build partnerships and convince influential actors to support your approach, the evidence points that you gather will help you build powerful arguments for malaria elimination. Thankfully for those working on ending malaria, today there are many resources available, and much research can be done using data that has already been published.

To organize research effectively, many advocacy organizations use simple research planning matrices. These simple tables organize research tasks by topic and specific question (for example, the topic could be "Malaria in Pregnancy" and the research question could be "How many women have access to drugs for preventing malaria in pregnancy?"). The tool then asks users to identify where they will find the information and how they will access and analyse it.



Below is a sample of some of the questions an advocate for improving malaria in pregnancy might ask. Note that they have developed very specific research questions and identified various methods for collecting the data, helping them build a robust evidence base to guide their policy objectives.

Initially, your research should help you develop a clear picture of the malaria landscape in your country to prioritize issues and plan actions (see Module 2). The specific research questions may vary greatly by country—malaria has a very different impact in countries with thousands of cases per year than in countries with just hundreds—but to be effective, all advocates will need a clear picture of their country's **malaria burden, current anti-malaria efforts, access to interventions, political commitment to the malaria fight, funding for malaria programmes, and level of awareness of malaria prevention and care.**

Consider using the following guiding questions as a starting point, adding additional research questions whenever necessary.

Guiding questions for malaria research

Malaria burden: The health, economic, and social consequences of malaria in a country.

- How many cases and deaths are caused by malaria each year?
- When are malaria cases most common? Is transmission seasonal or year-round?
- Which regions are most affected by malaria?
- What are the socio-economic characteristics of the populations most affected by malaria?
- What is the impact of malaria on investment and economic growth in your country?
- What is the impact of malaria on poverty in your country?
- What is the impact of malaria on education in your country?

Malaria interventions: What is currently being done to fight malaria.

- What is the current and historic coverage of preventive measures (long-lasting insecticidal nets (LLINs), indoor residual spraying (IRS), intermittent preventive treatment in pregnancy (IPTp), seasonal malaria chemoprevention (SMC), etc.
- What is the current status of access to treatment and diagnostic testing (including the public and private sectors and at the community level)?

Political commitment: To what extent do leaders prioritize the malaria fight.

- What are the nationally-defined malaria targets?

Sample research planning tool

Topic	Research question	Source of information	Research method	Who will conduct the research?	When will the data be available?
<i>Malaria in Pregnancy</i>	What percent of pregnant women receive at least one dose of intermittent preventive treatment in pregnancy (IPTp)?	Government statistics Demographic and Health Survey (DHS) Reports Malaria Indicator Survey (MIS Reports) National Malaria Strategic Plan	Literature review	Identify a colleague responsible for the research	The date may depend on work time or if the data is not yet published.
	What are the barriers to accessing IPTp?	Health system staff Focus groups of women	In-person or telephone interviews and focus groups		
	How are IPTp drugs procured?	Ministry of Health (MoH) and National Malaria Control Programme (NMCP) staff Published policy documents	In-person or telephone interviews and literature review		

- Is the national malaria strategic plan up to date?
- How has the government demonstrated its public commitment for malaria programmes?
- Does the President and other high-level political figures know about and talk about the impact that malaria has on the country?

Funding: To what extent are sufficient financial and other resources directed to the malaria fight.

- Where do funds used to fight malaria in your country come from?
- What is the level of domestic funding for fighting malaria? What are the sources of domestic funding?
- What is the outlook for funding in the coming years? Are there significant gaps?
- What is the amount of international funding for fighting malaria in your country? How secure are those funds (e.g., are those commitments made annually or secured for a specific number of years?)
- Is international funding contingent on your country meeting certain funding requirements, e.g., The Global Fund requires countries to contribute a percentage of funds to secure the full grant amount]

Awareness and Action: To what extent are those at-risk of malaria aware of how to prevent and care for it?

- What proportion of those with access to preventive tools (LLINs, IPTp, etc.) actually use them?
- What proportion of fever cases are tested for malaria?
- What cultural, behavioural and economic barriers, if any, prevent people from seeking care?
- How easy (or hard) it is to get bed nets, for your family, your community? Access to preventive treatment for pregnant women? Is your community benefitting from having your homes sprayed against mosquitoes? How far do you have to go to access malaria treatment?
- Do the health workers in your community know how and do they have the tools to rapidly diagnose malaria?
- Are there marginalised populations that require special attention with regards to malaria in your country (refugees, migrant workers, internally displaced persons, etc.)?

The answers to many of these questions can be found in the resources listed below. Others can be found in government databases or will need to be researched independently through interviews. If significant gaps in data exist, that learning in itself could become an advocacy objective.

Identify malaria stakeholders

One essential piece to understanding malaria in your country is to identify and describe the groups or individuals that influence policy about anti-malaria efforts, are affected by malaria, or have a potential to make an impact-defined here as “stakeholders”. The success of the Zero Malaria Starts with Me approach depends on building a coalition of partners working across sectors to create a united front against malaria. Without the support of these key actors, creating change is unlikely.

In malaria, these stakeholders can be roughly grouped as follows:

- **Government actors** working on or influencing the fight against malaria (e.g., how much priority it gets, how much funding is dedicated to the efforts), their leaders, and key constituent groups. These could include the Ministry of Health, the Ministry of Finance, the Ministry of Foreign Affairs, Parliamentarians, and their staff.
- **Civil society and multilateral actors** interested in ending malaria specifically, or health and poverty more generally. These may include NGOs, donors, United Nations agencies, Global Fund Country Coordinating Mechanism members, faith-based actors, and more.
- **Private sector actors** currently supporting anti-malaria efforts, companies whose business interests are affected by malaria (such as mining and other labour-intensive industries), and companies whose clients are affected by malaria (tourism, rural enterprises, telecommunications firms, money transfer firms, and more).
- **The communities** most affected by malaria, described by their geographic and socioeconomic characteristics, or individuals advocating for anti-malaria efforts in their area.
- **Other relevant actors** interested in malaria or whose participation may have an impact. Be creative—this could include celebrities, artists, religious leaders, journalists, and more.

Once you have identified some of the key or potential actors in the fight to end malaria, it is often helpful to list some of their attitudes that will be relevant for your work. Stakeholder analysis tools are a common and adaptable framework for helping advocates determine what approach to use with each actor and how to prioritize their efforts for maximum impact.

Below is an adaptation of the stakeholder analysis tool designed to support a Zero Malaria Starts with Me campaign. List some of the organizations or individuals you have



Publicly-accessible resources for malaria research

Resource	Description
World Malaria Report Available at: http://www.who.int/malaria/publications/world_malaria_report/en/	Published annually by the World Health Organization, the World Malaria Report describes current global trends while including nationally and regionally disaggregated data and estimates.
African Leaders Malaria Alliance (ALMA) Scorecards Available at: http://www.alma2030.org/	The ALMA Scorecard for Accountability and Action tracks targets for commodity financing, implementation, and other indicators. It is updated quarterly available in English and French.
Demographic and Health Surveys (DHS) Available at: https://dhsprogram.com/	The DHS capture sociodemographic information as well as key indicators for malaria in many countries, including the coverage and use of preventive tools and access to treatment.
Malaria Indicator Surveys (MIS) Available at: http://www.malariasurveys.org/	The MIS contain more malaria-specific indicators than the DHS along with sociodemographic characteristics of the respondents.
National Malaria Strategic Plan (NMSP) Usually available from each country's National Malaria Control Programme.	Each country's NMSP is a valuable source of information regarding current efforts to fight malaria. They generally contain information about national targets, interventions used, and more.
President's Malaria Initiative (PMI) Malaria Operational Plans (MOPs) Available at: https://www.pmi.gov/resource-library/mops	The PMI MOPs outline the status of malaria interventions and policies in the countries where PMI invests.
Malaria Journal Available at: https://malariajournal.biomedcentral.com/about	An open-access scientific journal dedicated to malaria.
Malaria in Pregnancy Library Available at: http://library.mip-consortium.org/	An open-access database of published and unpublished literature related to malaria in pregnancy.
Malaria SBCC Evidence Database Available at: https://healthcommcapacity.org/malaria-evidence-database/	An evidence database featuring literature reviews that describe the impact of various social and behaviour change communication (SBCC) programmes.
Multiple Indicator Cluster Surveys (MICS) Available at: www.childinfo.org	Nationally representative, population-based household surveys developed by UNICEF to support countries in filling critical data gaps for monitoring the situation of children and women.
Other Academic Journals	Malaria epidemiology and interventions are common topics in many of the top medical journals. Try: The Lancet , BMC Public Health , The British Medical Journal , and The American Journal of Tropical Medicine and Hygiene .

identified and try to describe their characteristics based on the following dimensions:

- **Interest:** Does the stakeholder currently care about ending malaria, or do they have other priorities?
- **Alignment:** Would the stakeholder support more investments and partnerships for ending malaria, or might they oppose them? If they manage their own anti-malaria activities, do they work in coordination with the national plan?
- **Influence:** How much power does the stakeholder have? This could be in terms of financial resources or important relationships that affect anti-malaria efforts.
- **Potential for engagement:** What could their role be in a malaria partnership?

Stakeholder analysis tool

Stakeholder	Interest	Alignment	Influence	Potential for engagement

Adapted from WaterAid 'The Advocacy Sourcebook' (2007) London and UNICEF 'Advocacy Toolkit' (2010) New York

Below is a sample Stakeholder analysis tool filled in with fictional organizations and individuals. Use these tools as

an inspiration, but feel free to adapt them to best suit your needs.

Sample stakeholder analysis tool

Stakeholder	Interest	Alignment	Influence	Potential for engagement
Ministry of Finance	Moderate. Controls public spending on malaria interventions and interested in poverty reduction.	Negative. They are currently trying to reduce public spending.	High. The President and Parliament listen to their advice about new spending programmes.	The Ministry of Finance will need to support new investments in malaria. They will need to be convinced of the poverty-reducing potential of these interventions and the importance of domestic spending to complement aid.
Bauxite Mining Co.	High. Malaria is harming their workforce. They are looking for a new approach to reduce the diseases impact.	Neutral. They are most interested in reducing malaria at their mines rather than nationally.	High. They are one of the largest companies operating in the country and have a large budget for health.	Bauxite Mining Co. could become an important partner for the campaign. They will need to be shown the potential impact of large-scale malaria programmes on their work.
A famous musician	Moderate. They have enjoyed a successful career and are looking to give back to their country.	Positive. They have previously spoken about how their country needs to get rid of malaria.	Moderate. They are well known and respected by millions of fans but have limited experience working with the government.	The musician could become a spokesperson for the campaign and use their influence to convince others to participate.



Contextualize malaria evidence

Before beginning a new project in the public sphere, many project managers use the PEST (Political, Economic, Social, Technological) analysis tool to understand what external factors might influence its success or failure. The PEST tool will help you take a broader look at current developments and will help guide future actions and timing.

The PEST tool asks users to brainstorm relevant external factors in the following categories:

- **Political:** What is the current political climate like and how might that affect your ability to bring political leaders on board?
- **Economic:** What is your country's economic situation? How healthy is its budget? What is the current strategy for poverty reduction?
- **Social:** What is the state of most people's knowledge about malaria? Which demographic groups are most affected?
- **Technological:** What are the current tools your country uses to fight malaria, both in the field (LLINs, diagnostic tests) and behind the scenes (data analysis software, rapid reporting systems)?

PEST tool

<p>Political factors</p>	<p>Economic Factors</p>
<p>Social factors</p>	<p>Technological factors</p>

Identifying areas for action

At this point, you know the status of malaria, its impact, and what is being done to fight it in your country. You have identified the main stakeholders in this area as well as some potential players to consider, and you understand the broader context. Now, it is time to use this evidence to identify how a campaign approach could support anti-malaria efforts in your country.

An easy way to look at the “big picture” of a problem is through the *Problem and solution tree* tool. A Problem and solution tree is simply a flowchart with the “Problem” in the middle showing how certain situations contribute to causing the problem and then visualizing the primary and secondary effects of the problem. The problem you choose for this exercise can be anything you are interested in—from a large, multifaceted problem like “malaria exists in my country” to a more specific issue such as the “financing gap for malaria programmes.”

Problem and solution tree

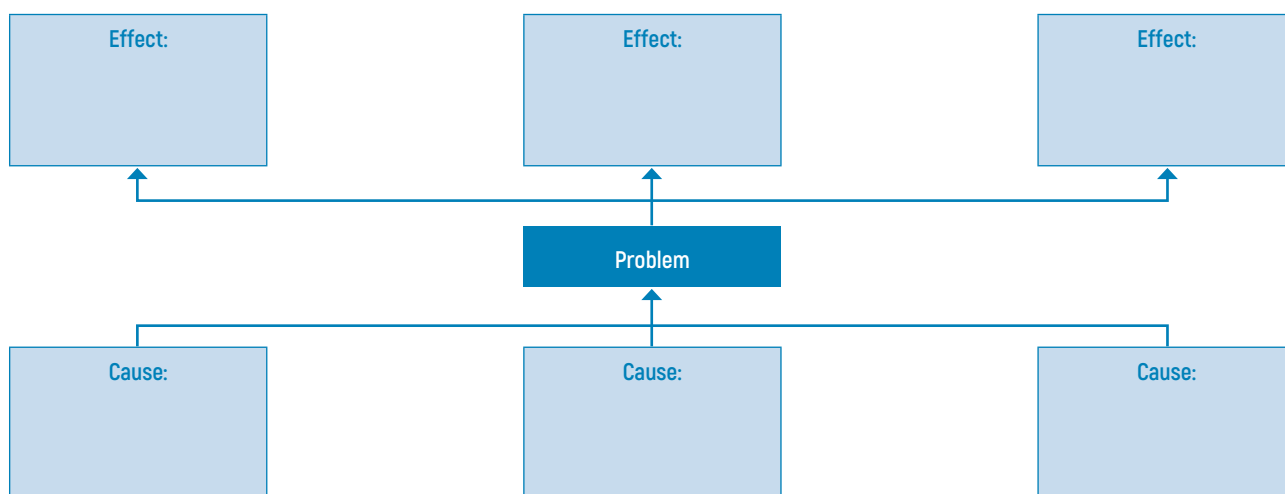


Figure 3: Problem tree. Adapted from: Roll Back Malaria Partnership. August 2014. RBM Advocacy for Resource Mobilization (ARM) Guide. <https://www.vector-works.org/resources/advocacy-for-resource-mobilization-arm-for-malaria-guide/>

This exercise is best when brainstorming in a group and after developing evidence. Here is a guide for creating your own problem and solution tree, corresponding with the sample tree below.

Problem tree

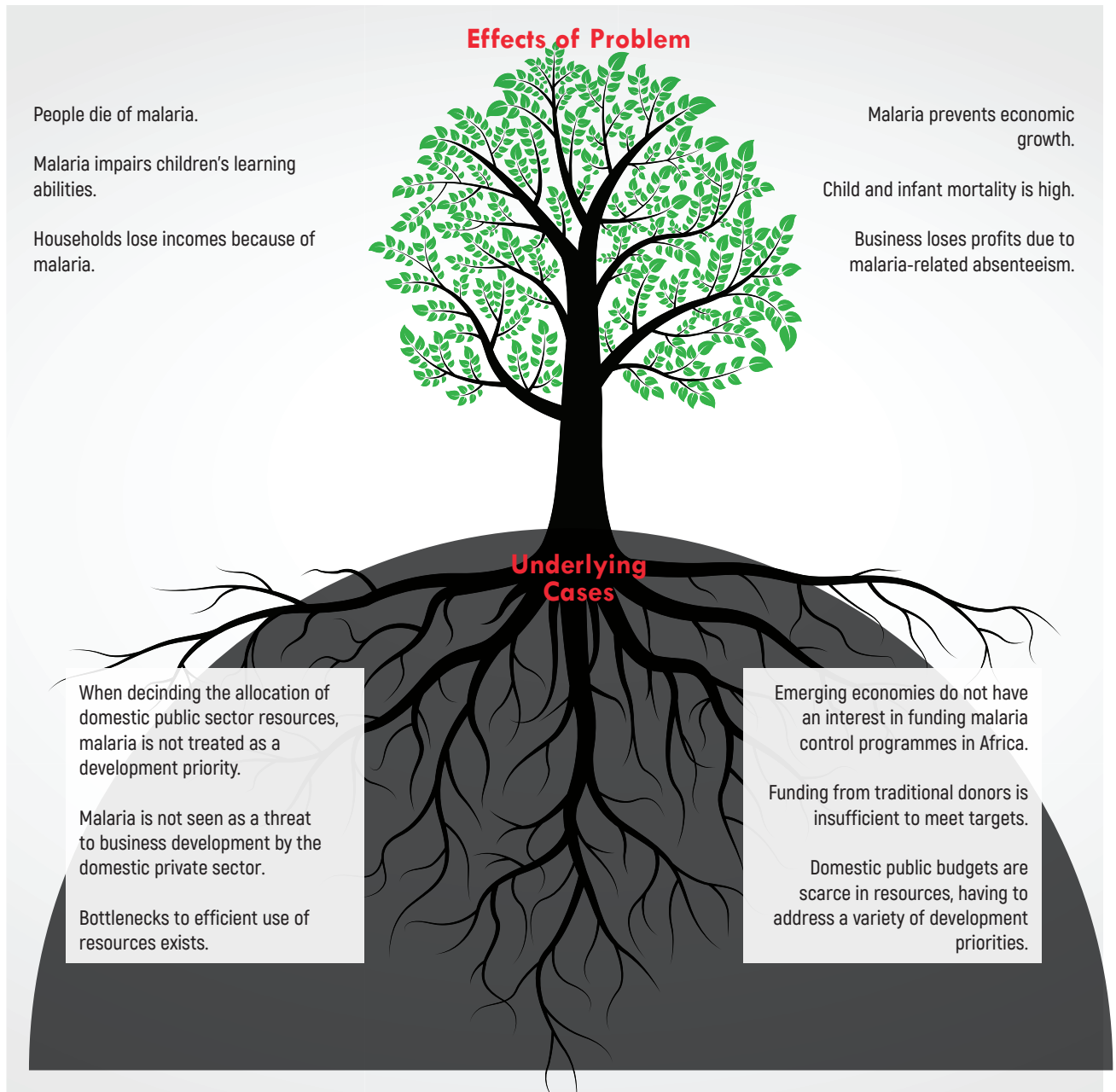
1. Start by defining the core problem—in this case, the malaria programmatic and funding gaps. Consider developing a tree for each commodity gap (e.g., LLINs, artemisinin-based combination therapies (ACTs), rapid diagnostic tests (RDTs), etc.). (Tree Centre).
2. List the effects of the core problem. For example, one effect of a lack of access to malaria commodities is increased child mortality. (Tree Branches).
3. List the underlying causes of the problem. For example, one cause of the funding gaps might be that it isn't a high priority for policy makers to solve since most health funding comes from donors in the form of grants. (Tree Roots).

Solution tree

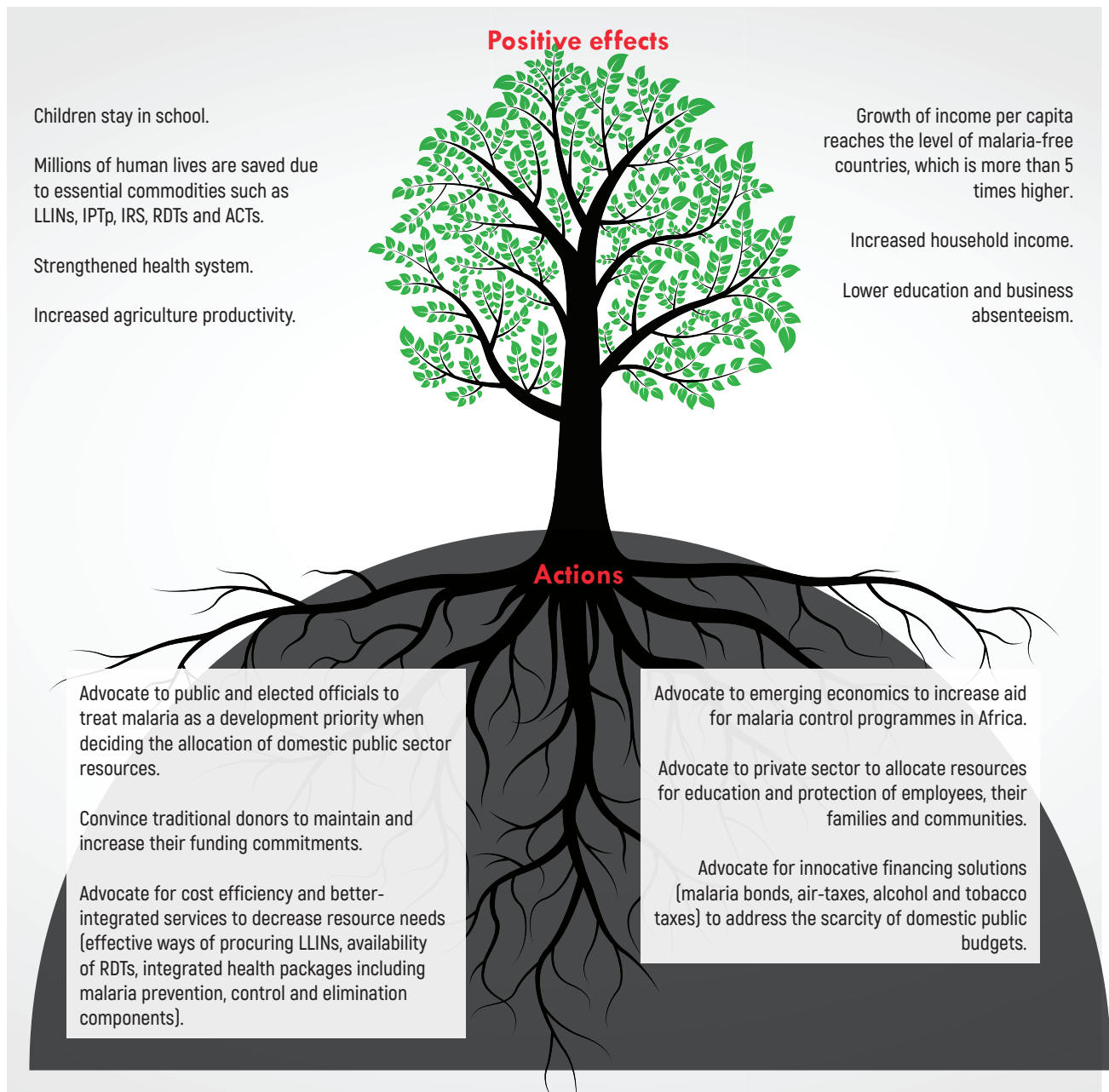
4. Translate the core problem into a solution. Identify solutions by rewriting negative statements into positive ones. For example, "Global and domestic actions are taken to increase funding and fill gaps." (Tree Centre).
5. List the effects of the solution. With guidance from the NMCP, identify the malaria control commodities and services that are needed but not funded. (Tree Branches).
6. List potential advocacy interventions. Determine the advocacy actions that need to be taken to solve the problem. (Tree Roots).



Sample problem tree



Sample solution tree





Module 2: Planning and consultation

Introduction

If you have used the tools in the previous module, Agenda Setting, then you now have a clear idea of the malaria issues in your country and where to focus your efforts.

In any project, planning can save time and energy and increase your impact, allowing you to be as effective as possible in driving lasting changes. Planning involves setting the objectives that best suit your campaign based on country needs and your own capabilities. Once you have chosen one or several objectives, this module will then help you design a strategy and action plan to achieve them.

Consultation with the stakeholders and experts you have identified can help you evaluate the risks and feasibility of your plan, as well as building relationships that could materialize into alliances or partnerships.

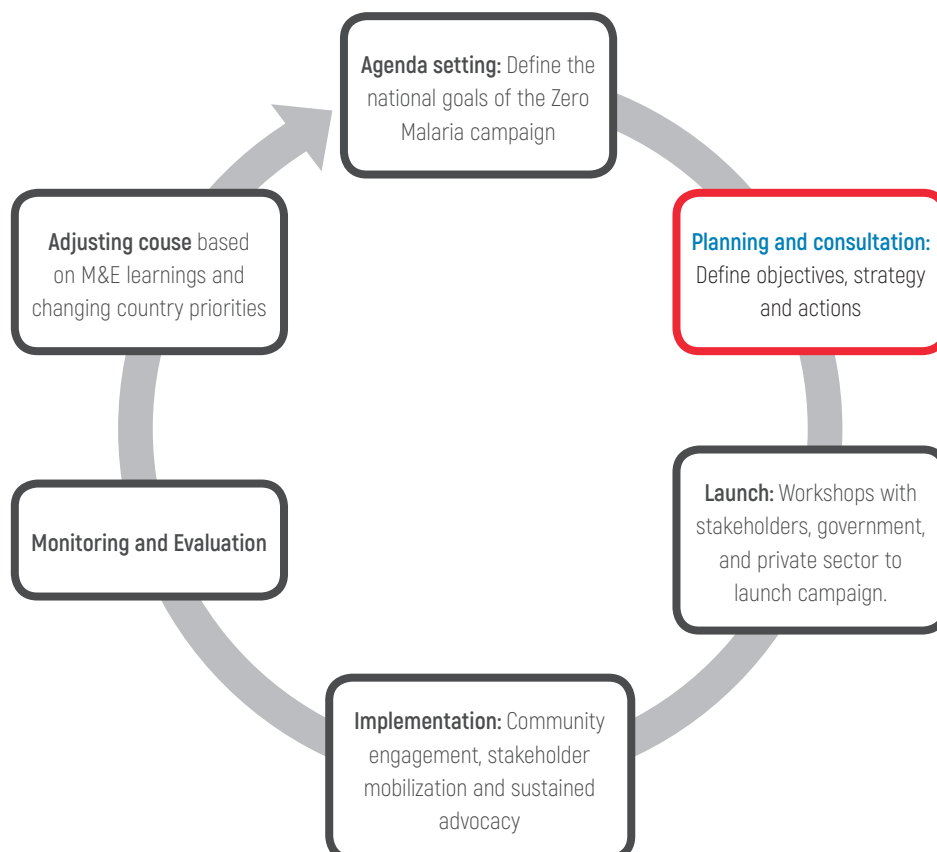
Keep in mind that planning is a continual process. If circumstances change or new opportunities arise, come back to your plan and revise it. It may be useful to schedule revisions of your plan periodically to ensure it is still useful.

Learning objectives

By the end of this module, you will:

- have defined a set of specific, measurable, achievable, realistic, and timebound (SMART) objectives;
- define a strategy for achieving these objectives;
- set an action plan for beginning work;
- consult with key stakeholders;
- identify the resources, both human and material, you will need to meet your objectives; and
- understand the risks involved in your project.

Figure 4: Planning and consultation in the Zero Malaria project cycle



Section 1: Setting objectives

With a problem in mind, you are ready to choose objectives for your campaign. This section will help you define what you want to accomplish, who you will need to work with, how you will proceed, and what messages you can use to influence decisions.

From evidence to policy

After researching the issue and identifying how certain changes could cause major benefits, the way forward may seem deceptively obvious. But as you have no doubt noticed, it takes more than a good idea to change policies, and the links between evidence and policy development are often complex.

Consultation: engaging with other voices

Before defining your strategy and taking actions, it may be useful to consult with some of the stakeholders you have identified or with others working on similar advocacy campaigns. One of the key elements to campaigns is uniting a variety of actors towards a shared vision. Engaging early with individuals or organizations you may want to partner with is critical for success.

Meeting with others will help you look at the problem from a new perspective and understand how others see the issue. You may or may not agree with them, but it is important to know what others believe. These meetings might yield detailed information about current anti-malaria efforts or the political climate that could help you define your approach. Additionally, you may learn about ideas others have had for possible solutions. Rather than starting from scratch, you may find out about work already in progress that you can build on.

As you develop the campaign, you will want to develop partnerships, which can either be formal arrangements or cooperative working relationships. Partnerships with government institutions, companies, community organizations, and individuals will allow the campaign to have a greater influence in your country. Having the right partners can raise the profile of an issue, transforming it from an individual's idea to a subject of national concern. The campaign will have a stronger voice and a greater ability to influence others. Partnerships also lend more credibility to the issues that you raise, giving the campaign more legitimacy. Through partnerships, the campaign can eventually rally a "critical mass" behind the issues, making change much easier to achieve.

When looking for partners or collaborators, seek to develop the right mix. A strong Zero Malaria Starts with Me-style campaign will have a diversity of actors united to end malaria. Including different types of partners will broaden the skills, knowledge, influence, and resources available to support the campaign, and allow it to reach new audiences and networks. By including both community-based and high-level political partners, for instance, the campaign will be able to promote behaviour change interventions and affect national policy decisions simultaneously.

There may be other health-related campaigns active in your country. If possible, it could be useful to join forces and share experiences with them. Ultimately, advocates for health should not view each other through a competitive lens, but rather seek to work together toward the ultimate goal of a healthier population.

The methods you use to engage potential partners will vary considerably. Conferences, World Malaria Day, and other events may offer an opportunity to meet others working on malaria. When you have a chance to discuss their thoughts about your chosen issue, be sure to ask open-ended questions that will allow them to explain their view, rather than guiding their response through closed questions (Example: "What do you think about current drug procurement policies?" versus "Should we change drug procurement policies?")

If meeting with a new stakeholder for the first time, you may also want to learn more about their interest, alignment, influence, and potential for engagement (see Stakeholder Analysis tool, module 1) to determine where they stand before offering a partnership. While a range of views and opinions is welcome in a coalition, you want to ensure that partners share a vision for Zero Malaria.

Choosing objectives: What will the campaign achieve?

Many changes may be needed to eliminate malaria, and by now you may have an idea of what specific changes your campaign could target. When defining your objectives, consider using the SMART tool below, using the right language and being very clear about your objectives will lay the foundation for a successful campaign. Once you achieve them, you can always add new, more ambitious objectives later.



SMART objective criteria

S	M	A	R	T
Specific	Measurable	Achievable	Relevant	Time-bound
Be as specific as possible when defining objectives so that it is clear what you are working toward.	Ensure that the objective is measurable so that you can tell when you have achieved it.	Choose realistic objectives that can be accomplished with your available resources, partners, and skills.	Ensure that objectives are an important contribution to your overall vision for a malaria-free country.	Specify when you intend to complete or make progress toward your objective.

Here are some examples of SMART objectives and objectives that do not satisfy these criteria:

Sample objective 1: Obtain public pledges of commitment to malaria elimination from 100 members of parliament by January 2020.

Is this objective specific ?	Yes , it defines the type of pledge (public, to malaria elimination) and the people who should make the pledge (100 members of parliament).
Is this objective measurable ?	Yes , the objective will be achieved when 100 members have made public pledges.
Is this objective achievable ?	Yes , if the campaign gains a high enough profile to gain access to parliament members, asking them to pledge their support is a realistic objective.
Is this objective relevant ?	Yes , parliamentary support on will be critical for achieving malaria elimination.
Is this objective time-bound ?	Yes , a date for achieving the objective is specified.

Sample objective 2: Raise funds for malaria programme.

Is this objective specific ?	No , it does not specify what type of funds, how much to raise, who to raise it from, etc.
Is this objective measurable ?	No , though funds are easy to measure, it does not specify how much should be raised.
Is this objective achievable ?	Yes , raising funds is a realistic objective for a campaign, but it depends how much is targeted.
Is this objective relevant ?	Yes , funding for malaria elimination is an essential piece of a successful campaign.
Is this objective time-bound ?	No , no date is specified for this objective.

Who does the campaign need to influence?

The [Stakeholder Analysis tool](#) can help you identify the major players or potential actors in malaria in your country. Now that you have a better understanding of your objectives, you can prioritize stakeholders for partnerships or outreach. Who among the listed stakeholders has influence that may help you achieve your objectives? This influence could be through political connections, scientific or advocacy

networks, access to funding, or a platform for spreading messages to key audiences.

Some stakeholders may be easy to get in touch with, but with little influence, or perhaps with a position contradictory to your vision. Other stakeholders may be very influential and very positive, but hard to access—such as the President or celebrities. Try using the following tool to create a “map”

		Influence	
		Low	High
Alignment	High	Secondary supporters These stakeholders support you but do not have very much power. Keep them engaged, as it is important to have a broad support base.	Primary supporters These stakeholders could become major allies and help you achieve your objectives. Focus engagement efforts here.
	Low	Secondary opponents Though they oppose your work, they do not have much power. Listen to them to understand their concerns, but otherwise they can be ignored.	Primary opponents These stakeholders may disagree with your objectives or have other plans. Be aware of them and try to change their views if possible.

of stakeholder's influence, attitude, and accessibility to determine who to approach and how to approach them.

Supporters and opponents map

Not every stakeholder will be willing to work in your favour, some may even oppose some of the campaign's objectives. This map will help you gain awareness of who will be willing to help and who may impede progress. Group stakeholders in the boxes grouped by **Influence** and **Alignment** like in the table below.

Using the tool above, how would you classify the following sample stakeholders? What would you do to engage them effectively (how much resources would you invest in engaging them, how would you approach them, etc.)?

- **The mayor of a small town:** This mayor is interested in protecting young children from the disease. They aren't well connected with other mayors though and intend on working alone.
- **A group of parliamentarians:** In this example, these parliamentarians want to cut public expenses. They do not believe that the government should increase investments in health and have some influence over the budget.
- **The Minister of Health:** The Minister of Health is a former paediatrician who is very concerned about malaria. They are well respected among other members of government.
- **A small business in the capital city:** This business wants to build a positive name for itself but does not have that many resources to support the campaign.
- **The leaders of a small village:** In this example, the leaders of a small village that is very isolated, but has many malaria problems, do not trust national health workers. They are suspicious of attempts to increase health services and have refused to participate in past indoor residual spraying campaigns.

- **Religious leaders:** A group of prominent religious leaders want to help alleviate poverty and solve health problems. Many people respect them and listen to their weekly radio broadcasts.

Section 2: Toward a plan of action

At this point, you are ready to develop a concrete plan for how you will engage your target audiences to achieve your objectives. This section will help you articulate your theory of change, build a detailed action plan to guide your work, assess the resources you will need, and evaluate risks.

Action planning

Action planning should take place with members of your campaign before beginning activities. Working together, you and your team will agree on an approach suited to your team structure and aims, with clear responsibilities defined for all parties.

Action planning matrices are best organized by objective, to visualize how each action contributes to their achievement. After listing your top-line objectives, add the indicator you will use to measure progress, the targets you hope to achieve, the date you hope to achieve them by, and delegate their responsibility to an individual.

The **Political engagement**, **Private sector engagement**, and **Community engagement** modules can help you decide what types of actions to use to reach each stakeholder.

The action planning stage is the ideal time to begin thinking about monitoring and evaluation (M&E). Use the [M&E framework tool](#) on page 76 after developing your action plan to choose indicators and show how they related to the activities, outputs, and outcomes covered by your campaign.



Action plan

Objective	Activity	Indicator	Target	Date	Responsibility

Below is a sample, filled action planning matrix. Note how there can be multiple activities under each objective, and multiple indicators for each activity.

Sample action plan

Objective	Activity	Indicator	Target	Date	Responsibility
Obtain public pledges of commitment to malaria elimination from 100 members of parliament by January 2020.	Organize a parliamentary workshop about the Zero Malaria Starts with Me campaign	Workshop attendees	200	May 2019	National Malaria Control Programme Policy Director
		Public pledges following the workshop	100	May 2019	
	Meet with parliamentarians to encourage them to become champions for the campaign	Meetings with parliamentarians	10	June 2019	National Malaria Control Programme Policy Director
Increase national use of long-lasting insecticidal nets (LLINs) in malaria-endemic areas to 80% by January 2020	Launch radio advertisement campaign encouraging LLIN use	Radio advertisements transmitted	1000	May 2019	Partner non-governmental organization (NGO) Behaviour Change Communication Lead
	Promote LLIN use at school workshops led by community champions	School workshops held	100	June 2019	Partner NGO Behaviour Change Communication Lead

Message development

When you engage partners, stakeholders, decision-makers, and the public, you will need to agree on key messages that answer the question: **What is your campaign about?**

A good message is simple and easy to understand. Avoid all acronyms and steer clear of jargon (LLINs, vector control, ACTs, etc.). You want your message to resonate with people and make them care about your issue. A useful format could be to start with a description of the campaign, then use a key piece of evidence about the problem, and finish with your campaign's goal.

For instance: "Zero Malaria Starts with Me is a campaign for a malaria-free Africa. Malaria is entirely preventable and treatable, yet still kills a child every two minutes. With your help, we can end the disease for good."

Once you have developed a few general messages to describe your goals, think about how you can adapt, or frame, the message for different audiences. Many of the stakeholders you will need to engage have other priorities and interests besides malaria. When interacting with them, you will want to make the campaign as relevant as possible to their work. What do they care the most about? Then, be

sure to include the specific action you will need them to talk to support the campaign. This style of messaging is often called an “elevator pitch.” Imagine you find yourself in an elevator with someone who can support your campaign. You need to convince them to join you in under 30 seconds to get their attention.

For instance, if you are meeting with a mining company that could become a partner, you could say: “Zero Malaria Starts with Me is building a coalition to end malaria in our country. Malaria causes suffering, hurts families, and makes it harder for people to work. This hurts everyone in our country, even your business. Help us eliminate malaria, we need your support for next year’s bed net distribution to reach as many people as we can.”

Besides the message itself, think of how it can be delivered for maximum effect. Some audiences may be very interested in the issue and willing to read a one-page or two-page brief about your work. Most people simply are not interested enough and are better reached through short paragraphs or single sentences. Your message could be incorporated into speeches, presentations, documents, social media, or any format that will reach your audience.

Sometimes, the messenger is just as important as the message itself. If you have a spokesperson with a strong reputation and influence among the target audience, consider having them deliver the message.

Message development checklist

- Simple and easy to understand
- No jargon
- Positive, inspiring tone
- Focus on the solution
- Evidence-based
- Includes a call to action
- Tailored to the recipient’s interests
- Delivered in an appropriate format
- Delivered by the right messenger

Be especially careful with how your message comes across. If you focus too much on the problem, it can seem too difficult, depressing, and even hopeless. Also, be careful with any images you use. People prefer to look at happy people making their lives better than people who are suffering. Use a positive tone, and partners will want to be a part of the solution!

Resource and need identification

Now that you have an action plan, think about what it will take to get there. Do you have the money, skills, and influence you need to achieve your goals? In the following tool, brainstorm some of the advantages you have for each category, and then think about some challenges, or what you lack.

Resource and need identification tool

	Advantages	Challenges	Next Steps
Human resources			
Financial resources			
Partners			
Relationships			
Reputation			

Adapted from: WaterAid 'The Advocacy Sourcebook' (2007) London



Sample resource and need identification tool

This example is filled in for a fictional country to demonstrate how this chart might look once filled in.

	Advantages	Challenges	Next Steps
Human resources	<ul style="list-style-type: none"> ○ Several skilled and dedicated staff members with advocacy experience 	<ul style="list-style-type: none"> ○ Lack of enough staff to manage routine project management tasks 	<ul style="list-style-type: none"> ○ Plan projects with a light administrative burden to ensure staff has enough time for their other duties
Financial resources	<ul style="list-style-type: none"> ○ The National Malaria Control Programme supports the campaign through an initial grant of US\$ 50,000 	<ul style="list-style-type: none"> ○ The campaign doesn't have sufficient resources for brand awareness and outreach activities 	<ul style="list-style-type: none"> ○ Propose a co-branded marketing to private sector partners
Partners	<ul style="list-style-type: none"> ○ A large telecommunications company has agreed to partner on a social behaviour change campaign 	<ul style="list-style-type: none"> ○ Lack of partners within the Ministry of Health to champion the cause 	<ul style="list-style-type: none"> ○ Organize an awareness-raising session for Ministry of Health staff to share malaria messages and generate support for the campaign
Relationships	<ul style="list-style-type: none"> ○ Many contacts in the Ministry of Finance 	<ul style="list-style-type: none"> ○ No contacts in Parliament 	<ul style="list-style-type: none"> ○ Ask a colleague in the Ministry of Finance to mention the campaign to Parliamentarians at their next meeting. ○ Ask supporters of the campaign to introduce themselves to Parliamentarians at informal events.
Reputation	<ul style="list-style-type: none"> ○ Many members of government heard about the campaign through the African Union 	<ul style="list-style-type: none"> ○ Very few people in the business community or wider population have heard of the campaign. 	<ul style="list-style-type: none"> ○ Use billboards and radio advertisements to let people know about the campaign.

Few public advocacy campaigns secure enough financial resources to meet their goals. To allow your campaign to be effective, you will need to be creative and resourceful. Finding private sector sponsors, reducing administrative costs, and partnering with other campaigns are all ways to get the most value out of what you have.

Risk analysis

Every activity carries some measure of risk. Risk is an acceptable and normal part of any project, but it is important to know what is at stake before you begin. Risks can be factors that could cause the project to fail or cause harm to your organization's funding, reputation and even existence.

Try the following brainstorming exercise. Imagine it is one year from today (or five years, or ten years). Imagine that you failed to meet your objectives. Now write down several reasons why this may have occurred.

Now consider how likely each risk is to occur and how severe the consequences would be. You can use the map below to chart each risk, helping you make informed decisions about what to do next.

Risk map tool

		Likelihood		
		Low	Medium	High
Consequences	High			High risk: Take measures to avoid or consider changing plans.
	Medium		Medium risk: Prepare to avoid or mitigate	
	Low	Low risk: Maintain awareness of risk and avoid if possible.		

Once you and your team have brainstormed a number of risks to the project and organization, record them and

identify strategies for avoiding them or mitigating them if they are not avoidable.

Risk management tool

Risk	Avoid the risk	Mitigate the risk

Adapted from: UNICEF 'Advocacy Toolkit' (2010) New York

Additional tools

The RAPID framework for assessing research-policy links:

This tool can help you understand how research can best influence the decision-making process. <https://www.odi.org/sites/odi.org.uk/files/odi-assets/events-documents/2764.pdf>

Identifying types of risk: Describe-es different types of risk based on their correct identification and measurement (Known-knowns, known-unknowns, and unknown-unknowns). <https://www.projecttimes.com/articles/things-known-and-unknown.html>

Risk management: How to prepare for unidentified risks <https://www.pmi.org/learning/library/characterizing-unknown-unknowns-6077>

Kim, S. D. (2012). Characterizing unknown unknowns. Paper presented at PMI® Global Congress 2012–North America, Vancouver, British Columbia, Canada. Newtown Square, PA: Project Management Institute.



Module 3: Political engagement

Introduction

In the Zero Malaria Starts with Me approach, commitment at the highest political levels complements grassroots and private sector involvement to mobilize all members of society.

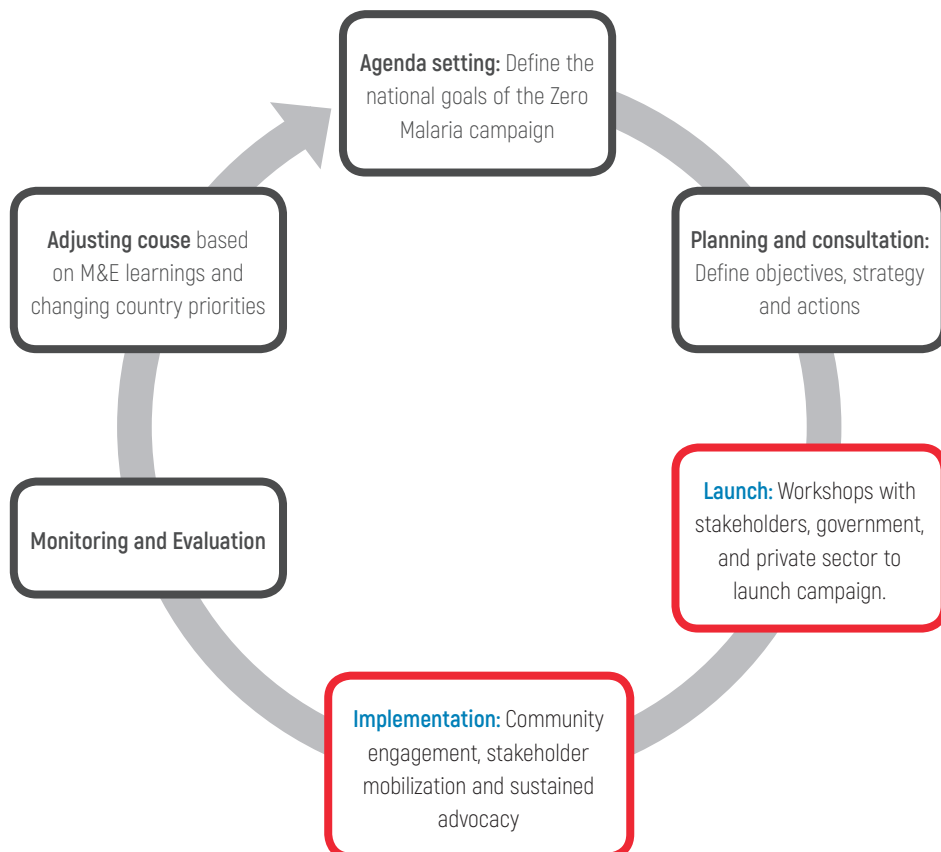
This module, along with [Module 4 Private sector engagement](#) and [Module 5 Community engagement](#) will help you navigate the “launch” and “implementation” stages of your campaign in the figure below. These stages will vary the most among countries depending on what you hope to achieve, who you need to engage with, and what approach is best for your specific context. There is no one-size-fits all solution for fighting malaria, so feel free to use these tools as they suit you and adapt them however you see fit.

Section 1 will present the rationale for political engagement, sharing how it can create a drive for anti-malaria efforts and providing examples of how different countries have made commitments. Section 2 will present various tools and approaches that may be useful for building and maintaining political will in your country, including a workshop guide, advocacy guide, a “Zero Malaria Pledge,” and various templates and graphics that can help you get started quickly.

If you haven't done so already, consider taking a look at some of the tools for Agenda Setting and Planning in previous modules before getting started. These tools can help you choose the right strategy for your campaign, saving you time and effort in the long run.

- [Module 1: Agenda Setting](#)
- [Module 2: Planning and Consultation](#)

Figure 5: Launch and implementation of engagement approaches in the Zero Malaria project cycle.



Learning objectives

By the end of this module, you will:

- understand how political engagement can support anti-malaria efforts;
- understand common political engagement approaches;
- know how to lead an effective workshop with political stakeholders; and
- know how to use the Zero Malaria Starts with Me pledge to build commitment.

Section 1: The role of political support for malaria elimination

Success against malaria requires simultaneous high-level political support, the involvement of the private sector, and community ownership of interventions. African leaders have long recognized the importance of fighting malaria and its impact on health, economic growth, and social inequalities.

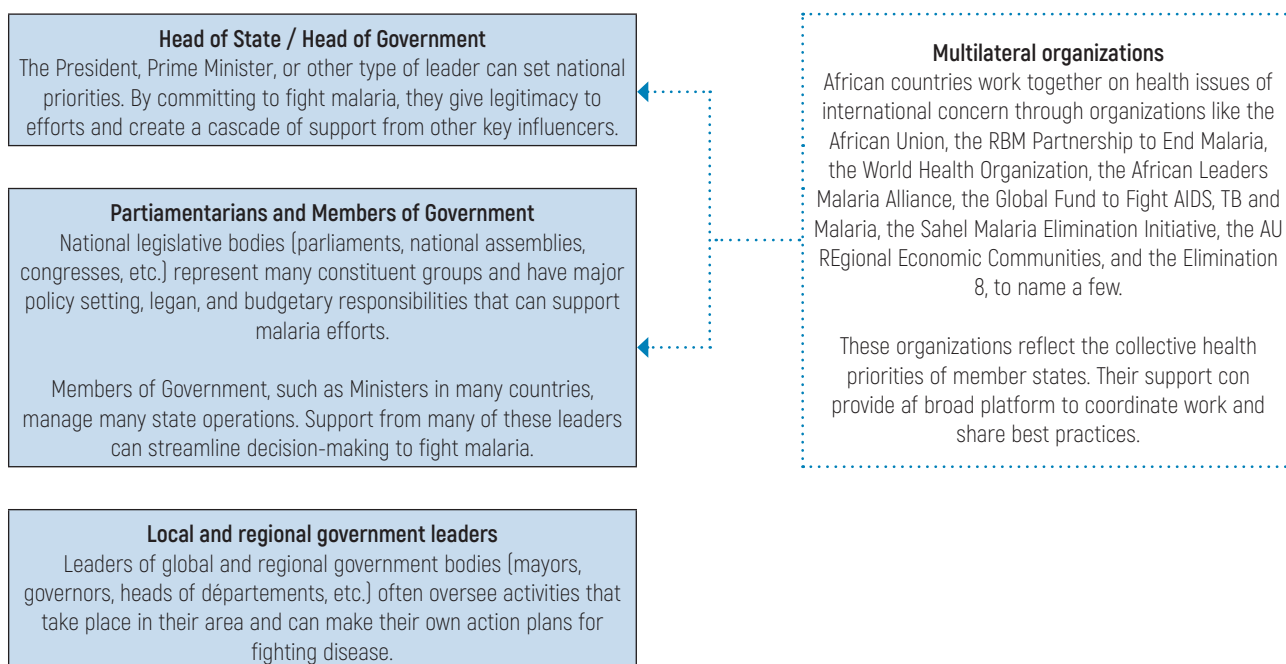
The Zero Malaria Starts with Me campaign can work at every level of politics, securing commitments from the highest levels of national and international organizations and down through other critical decision-makers with more specialized responsibilities. The diagram below shows how multi-level political commitment can contribute to the malaria fight in your country and across Africa.

The [ALMA Scorecard for Accountability & Action](#) is a resource to compare African countries' political commitment to fight malaria. The tool uses national data to help identify bottlenecks and take rapid action to meet malaria control and elimination targets. It tracks key indicators like commodity financing, coverage, implementation, and other indicators. It is updated quarterly available in [English](#), [French](#), [Portuguese](#), and [Arabic](#). Additionally, over 30 countries in Africa have developed country-owned malaria elimination and control scorecard management tools, tracking progress against key malaria targets and identifying action nationally and sub-nationally.

The African Union has made malaria elimination a priority. In 2016, the AU endorsed [The Catalytic Framework to End AIDS, TB and Eliminate Malaria in Africa by 2030](#). The plan recognizes that country ownership and leadership is the key for a malaria-free Africa and outlines a roadmap for ending malaria transmission as well as preventing re-establishment in all countries by 2030.

Global efforts are coordinated by the World Health Organization's (WHO) Global Technical Strategy for Malaria 2016–2030 (GTS). The GTS targets for malaria reduction and increased financing are a complement the Sustainable Development Goals (SDGs) and currently inform national and donor strategies.

Figure 6: Political engagement to fight malaria at different levels





Political leaders committed to the malaria fight can build a base of support for efforts that will make their work a national priority. When deciding to allocate scarce resources to public programmes, strong political will ensures that these programmes do not suffer from funding gaps that could stall progress or lead to a resurgence. Finally, success against malaria will often require cooperation with neighbouring countries. Through leading by example, governments motivated to reach zero malaria will inspire others to take the issue seriously.

Political engagement success stories

Across Africa, several examples demonstrate the power of high-level commitment in rolling out nation wide campaigns. In Zambia, President Edgar Lungu announced the country's first national strategy to eliminate malaria by 2021. This ambitious goal is the latest development in the country's long history of malaria innovation. It was among the first countries to pilot the "Scale-Up for Impact" approach, achieving high coverage of long-lasting insecticidal nets (LLINs) and access to treatment beginning in 2005. Their motto, "malaria ends with me," is demonstrated in practice: approximately one-third of malaria funding came from domestic sources in 2016.

After successfully scaling up malaria prevention approaches nation wide, Senegal's National Malaria Control Programme (NMCP) and partners were looking for new ways to ensure that communities used the tools to finish the fight. Among their early supporters was Minister of Health Awa Coll Seck, who used her position to build support for the campaign among Parliament, Ministers, and the mayors of Senegalese cities. This high-profile platform made it possible for the campaign to initiate partnerships with major companies and launch their approach at community health facilities.

In 2018, Ugandan President Yoweri Museveni launched Mass Action Against Malaria (MAAM), a national campaign to make Uganda malaria-free. As part of the campaign, Uganda committed to increase dedicated domestic funding for malaria and hold a Parliamentary Forum on Malaria to improve the existing legal framework for malaria programmes.

A number of countries are already working to form national End Malaria Councils; a multi-sectoral, high-level council of individuals convened by the head of state or government or senior leader, as applicable, to oversee the journey towards malaria elimination (see Figure 7). Its primary focus is ensuring sufficient resources are available to achieve this goal including:

- keeping malaria elimination high on the political and developmental agenda;
- sustained social mobilization including a grassroots movement to end malaria;
- increased and sustained malaria financing including domestic funding and the use of innovative financing; and
- engaging the private sector to play a significant role in ending malaria

Section 2: Political engagement tools

This section contains guides and tools that you can use to launch and implement your campaign among political stakeholders. Some of the material here was developed by the Senegal NMCP and their partners and was used successfully to build momentum for the malaria fight.

Political engagement approaches for malaria

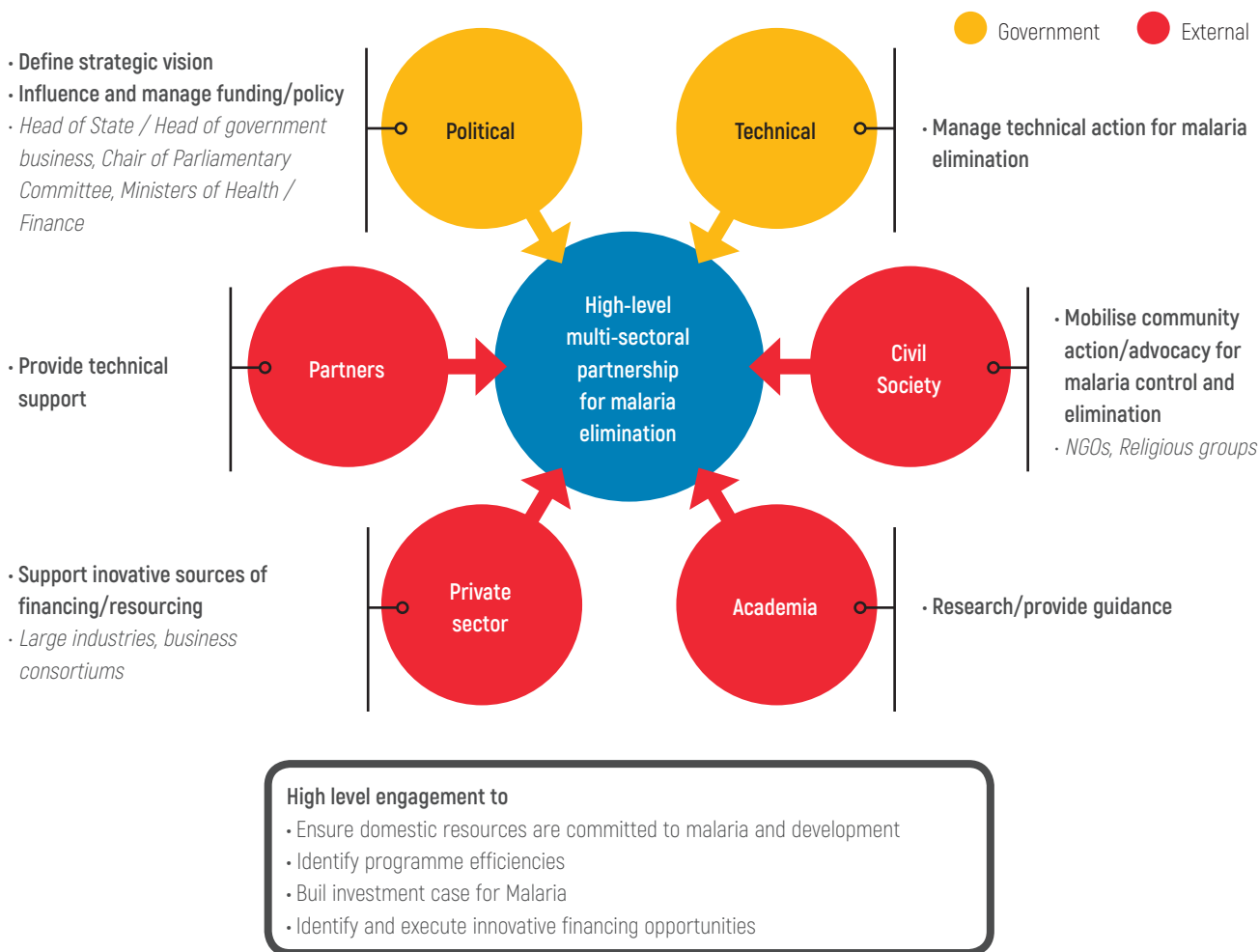
Political engagement can help your campaign influence decision-makers to support malaria goals. If you used the [Stakeholder Analysis tool](#) in Module 1 and the [Supporters and opponents map](#) in Module 2, then you already have a strong idea of who you will need to contact and how difficult it will be to change their views.

In general, the high-level policy-makers you will engage with have many competing priorities. They are constantly being solicited by citizens and interest groups to support or oppose various positions. Consider your time with them precious. You will need to make an impression through brief but impactful evidence-based statements that link to what most interests them. See the [Message development](#) guide in Module 2 for more about how to communicate effectively.

Political engagement takes time. Impressions are made and opinions changed over multiple interactions, preferably using a variety of formats. Here are a few tactics you can use to get the attention of decision-makers and persuade them to commit to the campaign:

Schedule an in-person meeting: Despite all of the electronic communication tools now available, the best way to make an impression is still in person. It may be difficult to meet with individuals that are particularly high-up in the political world unless you have a connection to them. If you are able to schedule a formal meeting, come prepared with messages tailored to their interests, bring a few resources, such as factsheets or one-page briefings about the campaign to share with them, country malaria control

Figure 7: National End Malaria Councils at work



and elimination scorecards, and develop a concrete, realistic request to support the campaign. Some campaigners have found it useful to start with a small request, and then increase the scope of following requests. This develops a sense of commitment to the campaign over time in the individual. Be sure to follow up with a thank you note or email.

Organize a Zero Malaria workshop or training: The Zero Malaria Starts with Me campaign in Senegal used workshops to explain their approach to groups of parliamentarians and mayors. Political leaders may accept an invitation to an event to learn more about an issue that affects their constituents so that they can make informed decisions. It is best to keep these workshops to only a few hours, as these individuals have many other demands on their time. Use the workshop planning tool included later in this section as a starting point.

Create opportunities for informal meetings: Ensure that you and your partners attend events where decision makers may be present, such as major health conferences, World Malaria Day activities and Independence Day events (See table below for more ideas). When you are active in the public sphere, you are much more likely to have chance meetings with people who could influence your campaign. Be ready for these meetings with business cards and a few well-rehearsed evidence points that could persuade them to increase their involvement.

Remind political leaders of their anti-malaria commitments: Many countries have made bold commitments to the malaria fight and your country's campaign can take opportunities to remind political leaders of what has been promised. Check to see if your country has signed on to the following:



- [African Union Catalytic Framework to End AIDS, TB and Eliminate Malaria in Africa by 2030](#)
- [African Leaders Malaria Alliance Commitment to Eliminate Malaria by 2030](#)
- [World Health Organization Global Technical Strategy for Malaria 2016–2030](#)
- *Commonwealth Heads of Government Meeting Commitment to Halve Malaria by 2023*
- [Sustainable Development Goals](#)
- *Any other public statements or commitments to fight malaria*
- *Commitments and targets in the country National Malaria Strategic Plan*

Operate a stand or stall at conventions: Conventions are a chance to take your place among other civil society actors to gain legitimacy and visibility. In Senegal, for instance, the Zero Malaria Starts with Me campaign held a photo exhibit at an international event. They used beautiful images combined with powerful malaria messages to describe their work and inspire others to get involved.

Walks, marches, and celebrations to support anti-malaria efforts: You can bring many stakeholders together to demonstrate popular support for anti-malaria efforts by organizing walks, marches, and other celebratory events.

Media approaches: You will want to position the campaign as a source of malaria expertise that the media will come to for insight and opinions. To engage the media, you will often need a “hook” for the story—a timely event such as World Malaria Day, the launch of a new National Strategy, or the release of a report. More details about how to engage the media are available in [Module 6: Making the campaign visible](#).

Zero Malaria Starts with Me awards ceremony: Recognize influential decision-makers with a Zero Malaria Starts with Me award. By presenting them with a trophy or certificate, you can show them how much their efforts are appreciated, create an incentive for others to get involved, and possibly attract media attention.

Zero Malaria Starts with Me photo booth: At a convention or event, set up a small “photo booth” where people can have their picture taken. Make it fun by including a Zero Malaria Starts with Me backdrop, a large version of the pledge, and props, like long-lasting insecticidal nets (LLINs), indoor residual spraying (IRS) gear, or a large cardboard mosquito.

Engagement on key dates

Key dates and anniversaries provide an excuse to organize an event or communications activity. Political leaders are more likely to attend a malaria event on World Malaria Day than an event not connected to anything timely. Be creative when choosing your moment. Below are a few ideas:

Key dates for political engagement events

International Women's Day (8 March): Pregnant women are especially at risk from malaria, malaria interventions contribute to gender equality in health.

World Health Day (7 April): World Health Day is an occasion to show how your country is working to improve the health of all. Anti-malaria efforts are a major contributor to improvements among health, especially among children and pregnant women, so should be represented at any events to mark the day.

World Malaria Day (25 April): Every year, World Malaria Day is an opportunity to reaffirm country commitments to shared malaria goals. Many countries organize celebrations featuring speeches by political leaders and performances by musicians or theatre groups.

World Health Assembly (May, dates vary): The annual World Health Assembly (WHA) in Geneva brings together leaders from around the world to discuss health issues and vote on World Health Organization business. The WHA is an opportunity for your country to share its work with donors, other countries, and governance institutions.

International Children's Day (1 June): Malaria accounts for one out of every four childhood deaths in Africa.

International Poverty Eradication Day (17 October): Malaria creates a cycle of poverty, elimination and eradication can create lasting economic gains.

United Nations Human Rights Day: Access to malaria prevention and treatment is a human right.

National Malaria Control Programme (NMCP) anniversary: If your country's NMCP has a major anniversary coming up, take the opportunity to organize a gathering of partners and participants.

Workshop guide for political engagement

Below is a guide for organizing a simple, information-sharing workshop with political leaders—parliamentarians, ministry staff, mayors, or other officials that may be interested in the programme. A short workshop is a chance to formally introduce stakeholders to your campaign, allowing them to learn about your objectives and ask questions. For some of the stakeholders, it will also be a chance to meet other workshop attendees, helping build a network of advocates for malaria elimination.

When organizing a workshop, think through the following questions:

Workshop goals

- Which of your campaign objectives will the workshop support?
- What do you hope to achieve through the workshop? Ensure your goals are realistic and feasible.

Attendees

- Who should be invited to the workshop?
- Are there differences in priority among attendees? Is there anyone who must attend for the workshop to succeed?
- What are the characteristics of the attendees? Be sure to tailor the workshop to suit those in attendance, with regards to: position, previous knowledge about malaria, level of influence, attitude toward your objectives, etc. For instance, workshop for a scientific working group will need much more technical detail than one for politicians new to the health field.

Preparation

- How long should the workshop be? Unless attendees are particularly dedicated, a workshop longer than half of a day could make some reluctant to participate.

- What is your budget for the workshop? Will coffee, tea, a snack, or lunch be provided?
- What needs to be prepared for the workshop in terms of presentations, factsheets, and briefing documents? Who will prepare them?
- What logistics need to be prepared (booking a space, food and drink, etc.)? Who will be responsible for their preparation?

Your presentations are a form of messaging. Ensure that you use your key evidence points to build a narrative showing why your campaign is needed and how the support of your audience is critical. See the [Message development](#) guide for more information.

The format you use for your workshop should vary based on who is there, how much time you have, and how engaged the attendees are. Below are sample formats for different types of workshops. You can use these as a rough model when thinking about what should be included in your workshop.

Sample Workshop #1: Introducing the campaign

When introducing the campaign to new audiences, be considerate of the participants time and give them an opportunity to ask questions. Your presentations should give context to the campaign and make them interested to learn more.

Goals	<ul style="list-style-type: none"> ○ Introduce parliamentarian group to the Zero Malaria Starts with Me Campaign ○ Obtain contact information from attendees ○ Identify opportunities for further engagement with potential campaign advocates 	
Attendees	<ul style="list-style-type: none"> ○ Twenty parliamentarians who work on health issues 	
Agenda	09:00	Arrival of attendees at hotel conference room
	09:15–09:30	Welcome speech by workshop organizer, explain objectives and agenda of the workshop
	09:30–09:45	Introductions of attendees: Say name, position, and why they are interested in malaria.
	09:45–10:30	Presentation of Zero Malaria Starts with Me campaign: <ul style="list-style-type: none"> ○ The malaria burden in our country ○ What must be done ○ The role of parliamentary leadership ○ The benefits of a malaria-free country
	10:30–11:00	Presentation on how parliamentarians can get involved: <ul style="list-style-type: none"> ○ Think of specific ways members of parliament can contribute to your goals. This could be for supporting a specific piece of upcoming legislation, signing the Zero Malaria pledge, or offering to speak at an upcoming event.
	11:00–11:30	Participant questions, comments, and concerns
Logistics and Materials	<ul style="list-style-type: none"> ○ Book hotel conference room for the date of the event ○ 20 notebooks, water bottles, and pens ○ Bring projector, screen, and laptop. ○ Print 20 copies of the Zero Malaria Starts with Me factsheet ○ Prepare presentation 	



Sample Workshop #2: Group preparation for an objective

Once you have a core group of support, you may want to bring them together occasionally to plan collectively or prepare to achieve a certain objective. This gives your biggest supporters the chance to contribute to the direction of the campaign, increasing their sense of ownership and making them more likely to use their influence toward the campaign objectives.

In this example, the fictional campaign has built strong support among mayors, who are now willing to launch a programme to fight malaria using their municipal resources.

Committing to malaria elimination: The Zero Malaria Starts with Me pledge

A signature feature of the Zero Malaria Starts with Me campaign in Senegal was its use of pledges, where members of the political sphere, private sector, or communities pledge their commitment to malaria elimination. This pledge recognized the responsibility of all actors to do their part, and engagement prior to and following the pledge provided an opportunity for the campaign to share with these actors how their support could make a difference.

If you believe the pledge would be a useful tool for your campaign, here is how it works:

- First, build a relationship with influential stakeholders. Whether they are in politics or another field, everyone's support makes a difference.
- If the individual is ready to champion malaria interventions, request that they publicly sign the pledge. Meet with them when they sign and be sure to take photographs.
- Then, with their permission, display photos and text about their commitment and what it means for your country on your website and social media. If they are particularly famous, there is a chance the pledge could warrant media coverage. See [Module 6](#) for more information about visibility strategies.

The pledge can be used as a starting point to develop a network of allies committed to fight malaria. To cultivate these relationships over time, you could:

- Develop a network of Malaria Champions among pledge-signers, encouraging cooperation across sectors.
- Remind pledge-signers of their commitment when important actions need to be taken (passing a new budget, financing a new intervention, community-based anti-malaria efforts, etc.).
- Give pledge-signers the opportunity to give speeches encouraging others to make a commitment to malaria elimination.

Goals	○ Develop a launch strategy for the new "Mayors against Malaria" initiative	
Attendees	○ Ten mayors of major cities who have been engaged with the campaign over the past year	
Agenda	09:00	Arrival of attendees at hotel conference room
	09:15–09:30	Welcome speech by workshop organizer, explain objectives and agenda of the workshop
	09:30–09:45	Introductions of attendees: Say name, position, and why malaria elimination is an important goal for their city.
	09:45–10:30	Recap of Zero Malaria Starts with Me campaign progress <ul style="list-style-type: none"> ○ Major accomplishments since launch ○ Malaria burden in municipal areas ○ Need for a new approach led by mayors
	10:30–12:00	Work session: developing the Mayors against Malaria initiative. Define objectives and available resources
	12:00–13:00	Lunch
	13:00–15:00	Work session: developing the mayors against malaria initiative. <ul style="list-style-type: none"> ○ Build an action plan and timeline ○ Identify risks ○ Define next steps
Logistics and Materials	<ul style="list-style-type: none"> ○ Book hotel conference room for the date of the event ○ 10 notebooks, water bottles, and pens ○ Bring projector, screen, and laptop. ○ Print 10 copies of the Zero Malaria Starts with Me concept note and briefing booklet ○ Prepare presentation with research on malaria burden in each municipality 	

See [Module 6: Making the campaign visible](#) for tips on increasing the spread and impact of the pledge.

An example of the pledge can be found below.

Additional political engagement resources

When meeting with political stakeholders, it is useful to have some materials on hand to ensure your campaign is visible, memorable, and convincing. In this section, you will find some resources that can help you get started.

Briefing documents: This one-page brief may be helpful when introducing the campaign to new audiences. Available at zeromalaria.africa/political-engagement

Templates: If appropriate for your campaign, letterhead, factsheet, and invitation templates with the Zero Malaria Starts with Me branding can be downloaded through the online toolkit at zeromalaria.africa/political-engagement.

Zero Malaria Starts with Me

Pledge your support for a malaria-free future!

Over the last two decades, Africa has seen remarkable progress in fighting malaria. With over 6 million lives saved, malaria programmes have proven to be one of the best investments in health. But the fight is far from over. A malaria-free Africa is a bold vision, and one that is within our reach—but only if everyone commits to fight malaria whenever and however the can.

Whether you are a politician, a member of the private sector, a religious leader, or are simply concerned for the health of your family, friends, and neighbours, please pledge your support today!



I promise to act as a champion for the fight against malaria.

I commit to:

- *Make the fight against malaria a priority to set an example for others in my community, in my country, across Africa, and around the world.*
- *Support my country's investments and actions in fighting malaria through the National Malaria Control Programme, Ministry of Health, and other organizations.*
- *Spread awareness about malaria prevention, care, and activism among my colleagues, constituents, and community.*

Signed: _____

Date: _____



Graphic resources: The Zero Malaria Starts with Me logo, banners, and high-quality photos about the campaign are also available through the online toolkit, at zeromalaria.africa/political-engagement.

Zero malaria pledge: A printable copy of the Zero malaria pledge is available in the online toolkit at zeromalaria.africa/political-engagement.

Module 4: Private sector engagement

Introduction

Private sector participation in malaria control and elimination can energize national goals by bringing more partners and resources to the table. Though many companies have integrated malaria prevention into their operations, these efforts are rarely coordinated with national authorities and contribute little to wider efforts. The private sector has a vested interest in a healthier country—improving conditions for their staff, their customers, and national infrastructure.

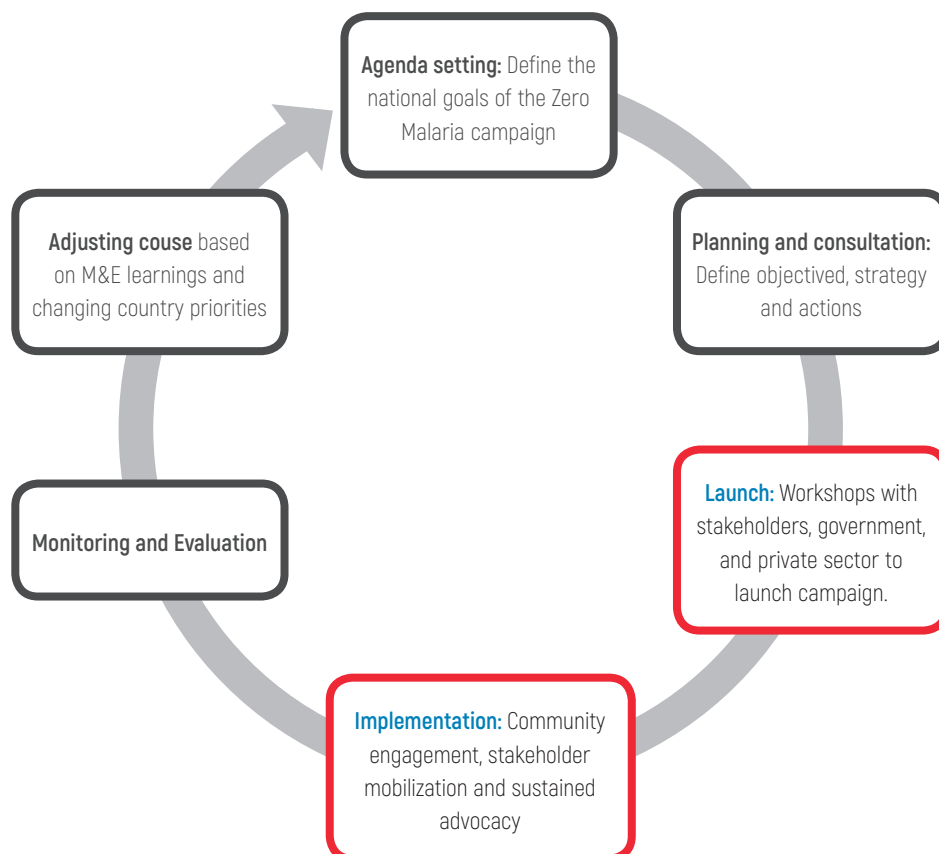
This module, along with [Module 3: Political engagement](#) and [Module 5: Community engagement](#) will help you navigate the “launch” and “implementation” stages of your campaign in the figure below. These stages will vary the most among countries depending on what you hope to achieve, who you need to engage with, and what approach is best for your specific context. There is no one-size-fits all solution for

eliminating malaria, so feel free to use these tools as they suit you and adapt them however you see fit.

Section 1 will describe how private sector engagement can make a difference for national malaria elimination programmes and identify different types of private actors. Section 2 will provide tools to help you start engaging members of the private sector, through workshops, innovative financing mechanisms, the “Zero Malaria pledge” for the private sector, and various templates and graphics to use in your materials.

If you haven't done so already, consider taking a look the tools for Agenda Setting and Planning in previous modules before getting started. These tools can help you choose the right strategy for your campaign, saving you time and effort in the long run.

Figure 8: Launch and implementation of engagement approaches in the Zero Malaria project cycle





- [Module 1: Agenda setting](#)
- [Module 2: Planning and consultation](#)

Learning objectives

By the end of this module, you will:

- understand how why the private sector should be motivated to support malaria elimination;
- understand how your campaign and private sector organizations can complement one another;
- know how to lead a workshop to engage members of the private sector; and
- know how to design financing schemes that will appeal to target audiences.

Section 1: The role of the private sector in malaria elimination

Funding to support malaria elimination has stagnated for several years. At the same time, developments like drug and insecticide resistance and climate change have become major threats to progress. The fight against malaria needs fresh ideas and new partners to sustainably mobilize the resources and motivation needed to reach national and continental goals for a healthier future.

Businesses have a stake in malaria elimination and have unique capacities to support public sector and community

efforts. The private sector should be viewed as more than simply a source for new funds—their reach, reputation, marketing abilities, and more create the potential for innovative partnerships to make the fight more effective.

Malaria has a profound and measurable impact on economic performance and constitutes a “disease of poverty,” disproportionately affecting the poorest members of society. Among members of the private sector, 72% of business leaders in sub-Saharan Africa stated that the disease had a negative impact on their work⁴. Malaria hurts business directly through its effects on labour (absenteeism, lower productivity, higher health spending) and indirectly through worsening the wider economic context (poorer domestic market, worse potential for investment).

Success in the fight against malaria, as with other major diseases, requires new partnerships linking various public and private stakeholders. For many actors in the public sphere, businesses make an ideal partner due to their ability to reach larger segments of the population. Businesses interested in fighting malaria will also need partners to advise on the best ways to invest, the addition of health programming to workplace training materials, and measures to fight malaria at work sites.

The motivations and potential actions of companies can be divided by sector, though recognize that every company is unique and may have other capacities it can offer.

Company type	Motivations for malaria elimination	Potential actions
Labour-intensive industry and agriculture <i>Mining, petroleum, large-scale agriculture, and manufacturing</i>	<ul style="list-style-type: none"> ○ Reduce absenteeism ○ Improve labour productivity ○ Ensure a healthy environment for worker’s families ○ Increased returns on new investments ○ Improve reputation ○ Stronger national business environment 	<ul style="list-style-type: none"> ○ Fund or operate malaria prevention and treatment interventions in the work area. ○ Sponsor malaria-free communities to improve reputation ○ Harmonize messages in training materials with national campaign ○ Provide logistics support for malaria interventions
Telecommunication and financial services <i>Cellular network operators, money transfer firms</i>	<ul style="list-style-type: none"> ○ Reduce excess health spending on malaria among customer base ○ Strengthen brand awareness and reputation ○ Improve national market conditions 	<ul style="list-style-type: none"> ○ Sponsor social marketing and behaviour change communication campaigns using marketing capacities ○ Offer customers the chance to voluntarily contribute to malaria elimination programmes
Tourism <i>Hotels, restaurants, safari/nature lodges</i>	<ul style="list-style-type: none"> ○ Protect staff and customers from illness ○ Improve reputation in community ○ Improve reputation of the country as a safe destination 	<ul style="list-style-type: none"> ○ Sponsor malaria-free communities ○ Provide staff with training on malaria prevention

4 Initiative mondiale en faveur de la santé / Forum économique mondial, Harvard School of Public Health (2006), Business and Malaria: A Neglected Threat? Geneva. [From: [file:///C:/Users/mbosl/Dropbox/Zero%20Malaria%20Toolkit%20\(1\)/Engagement%20du%20secteur%20privé/Atelier%20-%20Engagement%20du%20Secteur%20Privé%20-%20Note%20Conceptuelle.pdf](file:///C:/Users/mbosl/Dropbox/Zero%20Malaria%20Toolkit%20(1)/Engagement%20du%20secteur%20privé/Atelier%20-%20Engagement%20du%20Secteur%20Privé%20-%20Note%20Conceptuelle.pdf)]

Section 2: Private sector engagement tools

In this section, you will find guides and tools to launch and implement activities with the private sector. These materials are partly based on those used in Senegal to build partnerships with major companies. Use the tools here as a starting point but be sure to adapt your approach to suit your audience's unique motivations and capacities.

Building relationships with the private sector

A successful partnership with companies in the private sector is seen as a “win-win” deal by both parties. As with other types of actors, before meeting with representatives from companies, be sure to invest time in researching your audience. Try to answer the following questions about potential engagement targets:

How can a partnership with them help your campaign achieve its objectives?

Though sometimes you must be opportunistic when responding to new opportunities, a private sector engagement strategy works best when it is coherent. Investing time into partnerships only slightly related to your objectives is less cost effective than building a united coalition to resolve the most important malaria challenges in your country.

What defines their business culture?

What are the business's core values and current objectives? Which customers are they trying to reach? Which businesses do they partner with and who are their competitors? Developing an understanding about what matters most to the leaders of the business will allow you to position the partnership as a winning move, rather than something unrelated to their interests.

Who can introduce us to the business?

An introduction to a business leader through a personal or professional connection will make it much easier to meet with them. Check the extended network of your campaign members and partners for potential connections.

How can a partnership with YOU help them achieve their objectives?

Where do your capacities align with their needs? How will a partnership with your campaign improve their reputation, brand awareness, productivity, and business environment? A convincing answer to this question,

supported by data from your research, will get the attention of business leaders. See the table below for how characteristics of a Zero Malaria Starts with Me campaign and businesses can align for mutually beneficial impact.

Several examples of successful partnerships show how these arrangements can take many different shapes to achieve different benefits based on the interests of the country and the companies involved.

Private sector engagement success stories

In Senegal, the Zero Malaria Starts with Me campaign partnered with WARI, a money transfer firm active in the country and well known in rural areas. The campaign needed support for community engagement work to raise awareness about malaria prevention techniques. At the same time, WARI was looking for a way to let more people know about their brand and show that they were helping the very communities they served. The company used their platforms to disseminate important messages about malaria prevention and treatment, as well as provided financial support to the “Community Champions” programme. In return, Zero Malaria Starts with Me published stories on social media about the partnership and used the WARI logo at awareness-raising events. Leaders from WARI even had the chance to directly participate in these events to see the work for themselves and let people know about their commitment to end malaria in Senegal.

For mining company AngloGold Ashanti, malaria was both a public health problem and an occupational hazard endangering their workforce. In 2004, the company partnered with the Ghana National Malaria Control Programme (NMCP) to launch an indoor residual spraying (IRS) campaign in the areas in which it works. IRS is highly effective reducing the mosquito population, but it is relatively expensive compared to LLIN distributions and requires trained staff. The cost of the intervention was offset by the gains in productivity the company experienced, and the benefits extended beyond staff members. Within two years, malaria cases were reduced by 74% and admissions to the local hospital for malaria fell from 6,711 to 238 cases from 2005 to 2013, freeing up staff to treat other conditions.⁵

Private sector engagement approaches

You now have likely identified potential targets for engagement (See the [Stakeholder analysis tool](#) in Module

5 George, S. [2014, April 25]. How one Ghanaian town sprayed away 74% of malaria cases in two years. The Guardian. Retrieved May 10, 2018, from <https://www.theguardian.com/global-development-professionals-network/2014/apr/25/ghana-anglogold-malaria-reduction>



	Campaign characteristics	Private sector characteristics
Capacities	<p>Legitimacy: acting with government and community support to solve malaria problems.</p> <p>Scale: When a campaign has many partners, they can work together efficiently to achieve greater results.</p> <p>Technical expertise: Either within the campaign or through partners, the campaign has access to sophisticated knowledge of malaria prevention and treatment.</p> <p>Programme design and evaluation: The campaign has the time and mandate to design programmes appropriate for private sector participation and lead monitoring and evaluation.</p> <p>Reputation: The campaign should develop a positive reputation among communities and the government as an actor for positive change.</p> <p>Media engagement: The campaign may have communication skills and media relationships to share positive stories.</p>	<p>Resources: Businesses are willing to make investments that will benefit their returns.</p> <p>Infrastructure and logistics: Some businesses have access to networks for transportation, shipping, or telecommunication.</p> <p>Marketing skills: Many large businesses have dedicated marketing departments that can produce high-quality promotional materials in print, radio, televised, or online formats.</p> <p>Community access: Business may have relationships with communities among their customers or staff.</p>
Needs	<p>Resource poor: The campaign will likely have few financial and material resources of its own, unable to lead programmes without support.</p> <p>Audience access: The campaign needs to spread its messages widely among target groups.</p>	<p>Time poor: Business leaders have very little time and are unlikely to attend events that they do not view as relevant to their work.</p> <p>Low technical expertise: Most business leaders will have a limited understanding about malaria prevention and treatment tools and approaches.</p> <p>Coordination problem: It is not efficient for one business to fight malaria on its own.</p> <p>Brand awareness: Most businesses are continuously trying to improve their reputation among new groups.</p> <p>Corporate citizenship opportunities: More companies are trying to demonstrate that they are contributing to the common good.</p>

1) and understand how to develop a value proposition to demonstrate how a partnership can bring benefits to both parties. The following guides can be used to meet with your targets and encourage them to join your campaign. These tactics can include:

Malaria workshop: Invite interested actors to a malaria workshop, informing them about your campaign, sharing tips for improving their existing antimalaria activities, and demonstrating how support for your campaign can help their business objectives.

Awareness-raising sessions with staff: Offer to provide company staff with a free training on malaria prevention. Bring a technical expert or a nurse to the company with LLINs and information on malaria symptoms to turn staff into local "malaria champions." Companies appreciate opportunities to engage staff and may want to become more involved with the campaign.

Staff participation in campaign events: Businesses often look for ways to involve their staff in community causes. Consider inviting staff to community awareness-raising events or asking for volunteers to design campaign materials. Rewarding volunteers with t-shirts or hats with the campaign logo can make the campaign popular at the company.

Malaria roundtable: Once you have developed partnerships, a roundtable with representatives from several organizations can be an opportunity to share results, tips, and ways to improve coordination.

Innovative financing models: After meeting and developing a relationship with private sector stakeholders to determine their interest, you will need to develop a clear request. It is best to tie a certain amount of financing to a particular result, allowing the business to have metrics for success.

Zero Malaria Starts with Me awards ceremony: Recognize your private sector partners with a Zero Malaria Starts with Me award. By presenting them with a trophy or certificate, you can show them how much their efforts are appreciated, create an incentive for others to get involved, and possibly attract media attention.

Zero Malaria Starts with Me photo booth: At a convention or event, set up a small “photo booth” where people can have their picture taken. Make it fun by including a Zero Malaria Starts with Me backdrop, a large version of the pledge, and props, like long-lasting insecticidal nets (LLINs), IRS gear, or a large cardboard mosquito.

Private sector engagement workshop

This guide can help you organize a simple workshop with members of the private sector who may be interested in the programme. A short workshop is a chance to formally introduce stakeholders to your campaign, allowing them to learn about your objectives, how they can participate, and ask questions. For some of the stakeholders, it will also be a chance to meet other workshop attendees, helping lay the foundation for a coalition against malaria.

When organizing a workshop, think through the following questions:

Workshop goals

- Which of your campaign objectives will the workshop support?

- What do you hope to achieve through the workshop? Ensure your goals are realistic and feasible.

Attendees

- Who should be invited to the workshop? Which companies and which individuals within those companies are critical to its success?
- What are the characteristics of the attendees? Be sure to tailor the workshop to suit those in attendance, with regards to: position, level of influence within their company, available resources, and interest in malaria. For instance, a workshop with companies already investing in malaria can focus on differentiating your campaign from other approaches, while a workshop with those new to malaria will need to convince participants that the issue is relevant to them.

Preparation

- How long should the workshop be? Remember that business leaders do not have very much time. A workshop longer than a few hours could make some reluctant to participate.
- What is your budget for the workshop? Will coffee, tea, a snack, or lunch be provided?
- What needs to be prepared for the workshop in terms of presentations, factsheets, and briefing documents? Who will prepare them?
- What logistics need to be prepared (booking a space, food and drink, etc.)? Who will be responsible for their preparation?

Your presentations are a form of messaging. Ensure that you use your key evidence points to build a narrative showing how the campaign offers value to your targets. See the [Message development](#) guide in Module 2 for more information.

The format you use for your workshop should vary based on who is there, how much time you have, and how engaged the attendees are. Below are sample formats for different types of workshops. You can use these as a rough model when thinking about what should be included in your workshop.

Sample Workshop #1: Introducing the campaign

When introducing the campaign to new audiences, be considerate of the participants time and give them an opportunity to ask questions. Your presentations should give context to the campaign and make them interested to learn more.



Goals	<ul style="list-style-type: none"> ○ Introduce business leaders to the campaign ○ Obtain contact information from attendees ○ Identify opportunities for further engagement and discussions. 	
Attendees	<ul style="list-style-type: none"> ○ Ten executives from telecommunications and financial services firms 	
Agenda	09:00	Arrival of attendees at hotel conference room
	09:15–09:30	Welcome speech by workshop organizer, explain objectives and agenda of the workshop
	09:30–09:45	Introductions of attendees: Say name, position, and how malaria affects their business.
	09:45–10:30	Presentation of Zero Malaria Starts with Me campaign: <ul style="list-style-type: none"> ○ The malaria burden in our country ○ Effect on business ○ How business participation can make a lasting difference ○ How less malaria will improve business returns
	10:30–11:00	Participant questions, comments, and concerns
	11:00–11:30	Family photo and snack
Logistics and Materials	<ul style="list-style-type: none"> ○ Book hotel conference room for the date of the event ○ 10 notebooks, water bottles, and pens ○ Large photos and banners ○ Bring projector, screen, and laptop. ○ Print 10 copies of the Zero Malaria Starts with Me private sector factsheet ○ Prepare presentation 	

Sample Workshop #2: Founding a malaria coalition

The efforts of individual companies working alone can be made much more efficient, cost-effective and impactful through working together. After introducing the concept and engaging private sector stakeholders in individual meetings, you may have the opportunity to form a "Zero malaria coalition" in your country.

This type of workshop will take more time to establish the details of the collaboration, but as your audience is already significantly invested in the concept, they should be able to make time to participate.

Goals	<ul style="list-style-type: none"> ○ Establish a Zero Malaria Business Coalition, uniting private sector organizations to support community awareness activities. 	
Attendees	<ul style="list-style-type: none"> ○ Executives from one telecommunications firm, one money transfer firm, three mining companies, and three major hotels. 	
Agenda	09:00	Arrival of attendees at hotel conference room
	09:15–09:30	Welcome speech by workshop organizer, explain objectives and agenda of the workshop
	09:30–09:45	Introductions of attendees: Say name, position, and why malaria elimination is an important goal for their business.
	09:45–10:30	Recap of Zero Malaria Starts with Me campaign progress <ul style="list-style-type: none"> ○ Major accomplishments since launch ○ Status of national malaria burden and economic effects ○ Potential increases in cost-effectiveness and impact through united coalition approach
	10:30–12:00	Work session: developing the Zero Malaria Coalition <ul style="list-style-type: none"> ○ Define objectives, available resources, and roles.
	12:00–13:00	Lunch
	13:00–15:00	Work session: developing the Zero Malaria Coalition <ul style="list-style-type: none"> ○ Build an action plan and timeline ○ Identify risks ○ Define next steps
Logistics and Materials	<ul style="list-style-type: none"> ○ Book hotel conference room for the date of the event ○ 10 notebooks, water bottles, and pens ○ Bring projector, screen, and laptop. ○ Print 10 copies of the Zero Malaria Coalition concept note and briefing booklet ○ Prepare presentation with research on malaria impact on each firm and potential actions. 	

Building financing models for malaria elimination

Business leaders are highly results-oriented. When you have developed a relationship and an understanding about their business interests and capacities, great care should be taken into developing an appropriate request for support.

Your request should clearly explain the programme you are proposing, remind leaders about the benefits of investing, include a costed description of exactly what is included, and include options for financing the programme at various levels.

Following workshops with members of the private sector to share their approach and campaign goals, the Senegal Zero Malaria Starts with Me campaign developed financing models to support a community engagement project. Below is a model of the briefing document they provided to interested parties explaining how their contributions could support malaria elimination. Empty templates to create your own financing model document can be found in the online Zero Malaria Starts with Me toolkit at zeromalaria.africa/private-sector-engagement



Sample financing model description: Zero Malaria Starts with Me Senegal programme description

Support the Community Champions Programme

Malaria elimination requires everyone's commitment. To ensure communities are alert and participate in this work, the National Malaria Control Programme (NMCP) and partners have developed a programme based on "Community Champions," whose mission is to raise awareness about malaria prevention and the fight against the disease in Senegal.

To support the activities of the district health centres, the programme will strengthen capacities and training of volunteers who want to help improve quality of life and health in their community, contributing to the elimination of malaria from Senegal.



The role of community champions

The role of community champion is to:

- raise awareness and inform communities;
- contribute to vector control efforts;
- ensure coordination of work with the health system; and
- develop a network of individuals working for change.

Sample financing model description: Zero Malaria Starts with Me Senegal unit costs

MALARIA

Malaria constitutes a global health crisis, primarily affecting poor women and children. Malaria is a deadly disease that perpetuates a cycle of poverty in developing countries. The associated illnesses and deaths cost the African economy an estimated 12 billion dollars per year.

Over the past 10 years, the fight against malaria has expanded in reach and intensity thanks to the participation of new partners and the considerable increase in available funds. This effort has caused a significant reduction in malaria-related deaths and has been fundamental to the general reduction in child mortality.



The community champion kit

Each community champion will be equipped with:

- One backpack
- 25 Long-lasting insecticidal nets
- One hat
- One smartphone
- Communication equipment
- A monthly stipend

On each piece of clothing, the logos of the National Malaria Control Programme, the Zero Malaria Starts with Me campaign, and the company sponsoring the community champions.

Different financing options are available:

Support one community champion for one year: **US\$ 2 000**

Support two community champions for one year: **US\$ 4 000**

Support three community champions for one year: **US\$ 6 000**



Sample financing model description: Zero Malaria Starts with Me Senegal funding options

FUNDING OPTIONS

[In this table, show in detail what funding partners can achieve at different levels of funding. See the example from Senegal for some ideas]

Platinum option	Gold option	Silver option
Sponsor 20 champions	Sponsor 10 champions	Sponsor 5 champions
Founding member of the coalition	Participation in the coalition and at press conferences	Participation in the coalition
Organization of an awareness-raising session at your company with 50 staff members	Organization of an awareness-raising session at your company with 50 staff members	Organization of an awareness-raising session at your company with 50 staff members
Distribute 1000 LLINs	Distribute 500 LLINs	Distribute 100 LLINs
Distribute 2000 supporting educational materials to children	Distribute 1000 supporting educational materials to children	Distribute 500 supporting educational materials to children
US\$ 40 000	US\$ 20 000	US\$ 10 000



The Zero Malaria Starts with Me campaign continues

To ensure that the Community Champions Programme is integrated into Zero Malaria Starts with Me, the campaign has organized a mass communication campaign for 2016.

A ten-episode television series will show a community champion's fight against malaria in his village. Broadcast over the internet and on the top three Senegalese television stations, we hope to reach a large portion of the Senegalese population across the country. Animated billboards will be shown in Dakar during two months at busy intersections, along with advertisements on busses.

Private sector partners are invited to co-brand the communication campaign, allowing us to highlight the business partners committed to this work.

Co-branding options

Platinum option	Gold option	Silver option
Advertisement on Sen TV	Advertisement on TFM	Advertisement on RTS
3 billboards over 2 months	3 billboards over 1 month	3 billboards over 1 month
Bus advertisements over 2 months	Bus advertisements over 1 months	Bus advertisements over 15 days
US\$ 30 000	US\$ 20 000	US\$ 10 000

Financing model template

[Project title]

[Describe your community engagement project in a way that is engaging to your audience. Help them understand why this approach is critical to malaria elimination and how their support can help]

The Zero malaria kit

[Describe and list the materials needed for community engagement. You could list what each community volunteer will be equipped with or other key project inputs]

[In this box, describe what different levels of funding can achieve. See the example from Senegal for some ideas]

[First level of support]: [Cost per year]

[Second level of support]: [Cost per year]

[Third level of support]: [Cost per year]



FUNDING OPTIONS

[In this table, show in detail what funding partners can achieve at different levels of funding. See the example from Senegal for some ideas]

Platinum option	Gold option	Silver option
[Amount per year]	[Amount per year]	[Amount per year]



[Other ways to support the campaign]

[There may be another option for how companies can support the campaign, through providing support for operational costs or co-branding on advertisements. Use this section to describe how else they can support the campaign, and use the table below to describe what]

Co-branding options

Platinum option	Gold option	Silver option
[Amount per year]	[Amount per year]	[Amount per year]

Private sector engagement resources

When meeting with private sector stakeholders, it is useful to have some materials on hand to ensure your campaign is visible, memorable, and convincing. In this section you will find some resources that can help you get started, available at zeromalaria.africa/private-sector-engagement

Briefing documents: This one-page brief may be helpful when introducing the campaign to new audiences.

Templates: If appropriate for your campaign, letterhead, factsheet, and invitation templates with the Zero Malaria Starts with Me branding can be downloaded through the online toolkit.

Graphic resources: The Zero Malaria Starts with Me logo, banners, and high-quality photos about the campaign are also available through the online toolkit.

Zero malaria pledge: A printable copy of the Zero malaria pledge is available in the online toolkit.

Sample financing scheme: This document describes the financing scheme developed by the Zero Malaria Starts with Me campaign in Senegal and could serve as an inspiration or model for your uses.

Financing scheme template: A document that you can fill in with your own financing proposal for private sector audiences.



Module 5: Community Engagement

Introduction

The support and participation of the people most affected by malaria is the key to a successful programme. Whether the disease is common or rare in an area, these communities have the most to gain from elimination, through better health for themselves and their families, reduced household income losses due to health conditions, and better-performing schools, clinics, and hospitals. When prevention tools are available and treatment services are accessible, the final step to ensuring their effectiveness is empowering people with adequate information about their use.

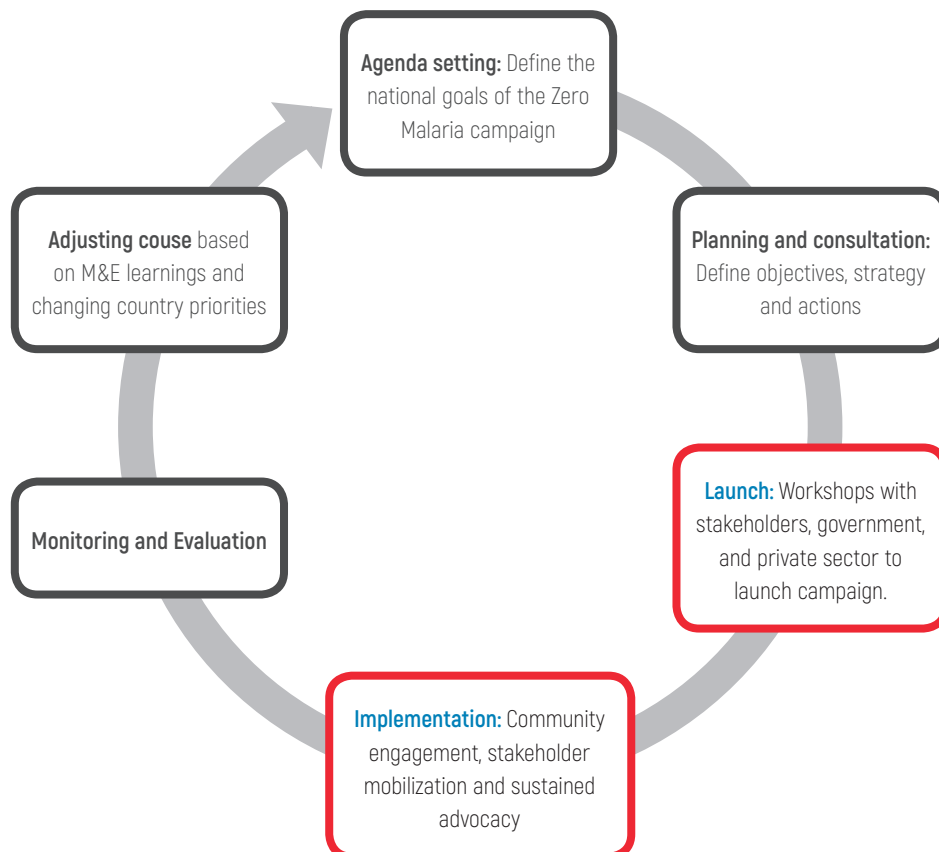
This module, along with [Module 3: Political engagement](#) and [Module 4: Private sector engagement](#) will help you navigate the "launch" and "implementation" stages of your campaign in the figure below. These stages will vary the most among

countries depending on what you hope to achieve, who you need to engage with, and what approach is best for your specific context. There is no one-size-fits all solution for eliminating malaria, so feel free to use these tools as they suit you and adapt them however you see fit.

Section 1 will describe why community engagement matters for malaria programmes and how it can improve their effectiveness through increasing the uptake of interventions and creating grassroot champions, advocating within local political structures for the services they need.

Section 2 provides links to tools and guides for community engagement that cover its theoretical backing, planning specifics, monitoring and evaluation criteria, and a description of models used in other countries that may be appropriate for your campaign.

Figure 9: Launch and implementation of engagement approaches in the Zero Malaria project cycle.



If you haven't done so already, consider taking a look at the tools for Agenda Setting and Planning in previous modules before getting started. These tools can help you choose the right strategy for your campaign, saving you time and effort in the long run.

- [Module 1: Agenda Setting](#)
- [Module 2: Planning and Consultation](#)

Learning objectives

By the end of this module, you will:

- Understand why community support is essential for success against malaria
- Understand common community engagement approaches
- Know how to plan an appropriate community engagement project

Section 1: Community engagement for Zero Malaria

Malaria elimination programmes are highly affected by social and behavioural factors, based on traditional beliefs and social norms, that may impact certain community groups' access to prevention and treatment services. Many of the tools used to fight malaria today depend on community acceptance, active participation, and ownership of interventions to achieve lasting results. In addition to making programmes more effective, communities that are aware and concerned about malaria can help political and private sector actors make more equitable decisions and gain visibility of local issues affecting the disease. Despite a growing body of evidence for the power of community engagement (see table below), these strategies remain underused in many countries.

Evidence for community engagement

Malaria SBCC Evidence Database⁶

Available at: <https://healthcommcapacity.org/malaria-evidence-database/>

This website features an evidence database with literature reviews and studies that describe the impact of various social and behaviour change communication (SBCC) programmes.

A national campaign advocating for zero malaria can make a substantial difference through promoting community engagement strategies that are well-suited for your country's unique context. Political leaders and interested members of the private sector may need evidence and programme design support to launch engagement programmes. The communities affected by malaria may need better policies and more funding. By working with each group, the campaign can act as a bridge between communities, political decision-makers, and the private sector, building relationships and solving information gaps to achieve national elimination goals.

Community participation can vary along a gradient, from passive compliance to local ownership of interventions.⁷ The success of individual interventions requires at least some measure of community engagement, with some types of activities requiring more involvement than others. For instance, while indoor residual spraying requires residents to accept that their house be sprayed once a year, asking a community to sleep under bed nets requires them to change daily behaviours and sleeping habits. Some interventions simply perform better when the community is involved. Environmental management, or the elimination of mosquito breeding sites, is often managed from a top-down perspective. Experts arrive in an area they do not know well, identify the breeding sites they can find, treat them, and leave. When the community participates and owns the

LOW ←		Community support		→ HIGH
Community rejection	Passive acceptance	Community participation	Community ownership	
Communities do not allow interventions to take place in their area, making elimination impossible.	Communities accept interventions that require little or no effort (allowing environmental management, allowing a health post to be established, etc.)	Communities make an effort to support interventions (participate in test and treat campaigns, use long-lasting insecticidal nets [LLINs] etc.)	Communities engage in finding solutions, becoming partners for elimination (community-driven vector control, local advocacy for services, identification of barriers for accessing services).	

Adapted from Whittaker and Smith (2015).

⁶ Malaria SBCC Evidence Database. Retrieved May 15, 2018, from <https://healthcommcapacity.org/malaria-evidence-database/>

⁷ Whittaker and Smith. *Reimagining malaria: five reasons to strengthen community engagement in the lead up to malaria elimination*. Malar J (2015) 14:410 DOI 10.1186/s12936-015-0931-9



effort, they are better suited to find where the mosquitos that bite them regularly come from and ensure that the site is managed sustainably, so that the problem does not simply re-emerge the next time rain water collects in a location.

Certain situations specific to malaria elimination programmes require a strong investment in community engagement. If malaria becomes scarce, it becomes less of a perceived risk to many individuals, who may abandon preventive measures. This is a crucial moment for an elimination programme—as the finish is near but progress can still be reversed. Community approaches are especially critical to ensuring uptake and treatment access for marginalized groups who, due to their gender, religion, income, ethnicity, age, or location of their households may be less likely to access and adhere to quality malaria services.

Issues of stigma, language, gender, age, legal status and physical barriers can exacerbate the way that some populations access services to prevent or treat malaria. Migrants, internally displaced persons (IDPs), refugees, and forest workers, for example, are populations with increased exposure to malaria that are frequently excluded from health services. Pregnant women, particularly adolescent girls, are often at particular risk of harmful consequences from the disease. However, gender norms, reduced decision-making ability within the household, and discrimination can make it more difficult for these women to receive the care they require. Identifying and addressing these barriers requires comprehensive community consultation and participation in the malaria fight

The community engagement strategy you choose will depend on the problems you need to address and the mechanisms you are able to use to address them. Common approaches to community engagement include:

Social and behaviour change communication (SBCC): SBCC approaches seek to share knowledge and help communities change certain practices to achieve better health outcomes. These approaches can use a variety of communication channels, from inter-personal to mass media, to reach their target audience, and can help increase awareness about malaria and improve participation.

Community health workers: In rural areas where access is difficult, many countries have found it useful to train community members to perform basic health tasks, such as diagnosing malaria, diarrhoea, and other conditions.

Community surveillance and information-sharing: The people who know the most about community health issues are often the people living in the communities

themselves. Volunteer networks have been mobilized to manage integrated vector control programmes on the ground to identify mosquito breeding sites and ensure that the local population has access to preventive tools.

Grassroots advocacy: Top-down decision-making can unintentionally create inequities. Sometimes, decision-makers cannot be sure that their investments are serving the target populations needs. Through empowering community-based organizations and local associations with tools to strengthen their voice in local politics, they can provide balance and let political leaders know when they are not getting what they need.

A successful community engagement strategy can ensure decreases in malaria transmission are sustainable, reduce health inequities, and improve the performance of many interventions. Depending on what strategy is used, these approaches can have benefits that extend beyond health as well. Participants often gain skills and knowledge that can help them gain employment, grassroots advocacy approaches can make local government more responsive to community needs, and partnerships between community-based organizations, businesses, and the public institutions can increase intersectoral collaboration.

Section 2: Community engagement tools

In this section, you will find guides and tools to launch and implement effective and appropriate community engagement activities. Many of these materials are based on the work of the RBM Partnership to End Malaria SBCC working group and the Zero Malaria Starts with Me campaign in Senegal. These tools can complement existing community engagement work or help your campaign design new approaches and should always be adapted to the unique cultural and social characteristics of the populations you intend to serve.

In general, try to develop activities that are both fun and educational. Communities want to be the actors of their own development, rather than spectators. Actions that they enjoy and that make them feel valued are more likely to succeed than top-down instructions.

Planning for effective community engagement
[Module 1: Agenda Setting](#) and [Module 2: Planning and consultation](#) contain an assortment of advocacy project planning tools that are a useful starting point for gathering essential information about your country's malaria situation, identifying key stakeholders, and building a plan of action.

Designing a community engagement approach requires a few additional steps. These approaches seek to work with and mobilize groups of people who may have distinct beliefs, behaviours, and preferences that are not always obvious. Before beginning a new programme, it is essential to understand how your approach will be received by your target audience.

To support the achievement global malaria goals for 2030, the RBM Partnership to End Malaria SBCC working group developed the *Strategic Framework for Malaria Social and Behaviour Change Communication 2018–2030*, available at <https://endmalaria.org/our-work/working-groups/social-and-behaviour-change>

The Strategic Framework describes the potential roles of SBCC approaches for malaria and contains tools to carry out situation analyses and audience analyses, build communication and implementation plans, and design a monitoring and evaluation framework to measure success.

Integrating community engagement into all interventions

Most malaria interventions can be made more effective by integrating community engagement or SBCC approaches. This can be a cost-effective way to begin community engagement, as it supports existing projects. Real community engagement requires community consultation to understand their needs. When beginning community engagement, it is essential to build in a consultative process with the population you hope to serve, discussing with

community leaders and groups representing different constituencies (e.g., women, forest workers, marginalized groups, etc.) how malaria interventions can be made more effective and better able to reach and positively impact everyone, regardless of their gender, age, ethnicity, religion, etc.

Here are a few examples of how your campaign can support other interventions:

The Community Champions model

In Senegal, the National Malaria Control Programme and partners used the “Community Champions” programme to create community ownership of the malaria fight through education and local capacity building.

Senegal recognized in its plan to eliminate malaria that communities had an essential role to play. Malaria prevention tools had become widely available in affected areas, but people continued to get sick. It became clear that many people lacked the knowledge and skills needed to protect their families from the disease.

The Zero Malaria Starts with Me campaign in Senegal found the answer in the village of Thiénaba. Thiénaba has not had a malaria-related death since 2009. Prior to this, malaria was wreaking havoc in the community.

In 1999, Ami Diop, a 12-year-old girl, passed away after a two-day sickness with fever. Ami’s father, El Hadj Diop,

Intervention	Community engagement opportunities
LLIN distribution	<ul style="list-style-type: none"> ○ Hire local musicians to turn the LLIN distribution into a public celebration. ○ Use a local theatre group to demonstrate the purpose of LLINs and how to use them in a brief skit. ○ Distribute visual aids and flyers with key messages about fighting malaria along with the LLINs so that people know how to use them.
IRS campaign	<ul style="list-style-type: none"> ○ Train the IRS operators on awareness raising techniques so that they can explain what IRS is for and why it is important. ○ Broadcast a radio advertisement the week before the campaign to explain why they should agree to IRS. ○ Have the IRS operators distribute flyers about other prevention techniques, malaria symptoms, and where to seek treatment.
Drug-based strategies (Seasonal malaria chemoprevention (SMC), mass drug administration (MDA), etc.)	<ul style="list-style-type: none"> ○ Host a community event with religious leaders and local authorities to explain what the drug-based strategy is for and how to participate. ○ Broadcast an interview with a health expert in the local language to answer questions about the approach. ○ Train local champions to explain the campaign to neighbours
Integrated Vector Management (IVM)	<ul style="list-style-type: none"> ○ Train a community-based organization on malaria prevention skills ○ Recruit volunteers to eliminate mosquito breeding sites ○ Provide awards (trophies, certificates), to communities that fight malaria effectively.



was devastated by the loss of his daughter and decided to prevent other families from experiencing a loss from this preventable disease. El Hadj formed the *Association Islamique Sopey Mohamed* (AISM), which became the town's main source of education on stopping malaria. Twenty years later, persistence and communal responsibility have become a simple, yet innovative solution to Thiénaba's malaria challenges.⁸

Inspired by Thiénaba's example, the campaign brought together motivated individuals from communities with malaria, technical experts from the health system, and a private sector partner eager to support its customers in accessing lifesaving tools to create the Community Champions model.

The programme raises awareness about malaria symptoms, treatment, and prevention that would be led by locally recruited and trained "Community Champions." The Champions shared essential malaria information with their communities through neighbourhood events, household visits, and presentations at schools, making themselves available to answer questions and provide advice. The Champions also worked closely with local health structures, serving as a bridge between public services and the community, and organized "clean-up days" to destroy mosquito breeding sites.

If you are interested in more information about the approach used in Senegal, the following resources provide an in-depth look into how it was designed and managed and can be easily adapted to deploy a similar programme in your country.

Special events for community engagement

An easy way for anti-malaria efforts to stay visible among political partners, private sector partners, and the community is to organize celebrations around key dates (see table below). Rather than host an event, an office or conference room, consider organizing it in a community to show your support for the population. A World Malaria Day celebration in a region that is leading the malaria fight can recognize success and remaining challenges, increase community motivation to participate in campaign projects, and share key messages with those in attendance.

Community engagement through mass media

Mass communication, such as radio, television, billboards, and online campaigns, can be used to share malaria messages and increase the visibility of your campaign. Though these approaches have the potential to reach thousands, or even millions of people, the depth of engagement is relatively shallow and are unlikely to result in behaviour change unless complemented with other approaches.

Often, private sector companies are willing to support and co-brand mass media approaches, as they are highly visible and help them develop a positive brand image. Many large companies also have marketing departments and relationships with radio, TV, and online marketing producers. See [Module 4: Private sector engagement](#) for more details.

You will want your communication to be short, fun, memorable, and educational. Many styles are available depending on your budget and available production partners, including:

Resource title available at zeromalaria.africa/community-engagement	Description
Community champions brief	Describes the programme, how it was developed, its objectives, and approach.
Community champion training guide	Manual used to train Community Champions
Malaria picture book	Pedagogical tool used by Community Champions to describe malaria symptoms, treatment, and prevention.
Monitoring tools	Templates used by Community Champions to report on their activities
Zero Malaria certificate	Certificate used by Community Champions to recognize households with exemplary malaria prevention practices in place as a motivational tool.

⁸ Speak Up Africa. [2018, March 29]. How a Little Innovation and Determination Helped One Community in Senegal Reach Zero Malaria-related Deaths. Retrieved May 15, 2018, from <http://www.speakupafrika.org/blog/>

Key dates for community malaria events

International Women's Day (8 March): Pregnant women are especially at risk from malaria, malaria interventions contribute to gender equality in health.

World Health Day (7 April): World Health Day is an occasion to show how your country is working to improve the health of all. Anti-malaria efforts are a major contributor to improvements among health, especially among children and pregnant women, so should be represented at any events to mark the day.

World Malaria Day (25 April): Every year, World Malaria Day is an opportunity to reaffirm country commitments to shared malaria goals. Many countries organize celebrations featuring speeches by political leaders and performances by musicians or theatre groups. This may also be an occasion to recognize local community champions.

World Health Assembly (May, dates vary): The annual World Health Assembly (WHA) in Geneva brings together leaders from around the world to discuss health issues and vote on World Health Organization business. The WHA is an opportunity for your country to share its work with donors, other countries, and governance institutions.

International Children's Day (1 June): Malaria accounts for one out of every four childhood deaths in Africa.

International Poverty Eradication Day (17 October): Malaria creates a cycle of poverty, elimination and eradication can create lasting economic gains.

United Nations Human Rights Day: Access to malaria prevention and treatment is a human right.

National Malaria Control Programme (NMCP) anniversary: If your country's NMCP has a major anniversary coming up, take the opportunity to organize a gathering of partners and participants.

Jingle: A short (30 second) song with a key malaria message

Commercial / Public Service Announcement (PSA): A short (15–30 second) video or radio segment with a key malaria message. See the [Nightwatch Programme](#), by Malaria No More in collaboration with Yossou N'Dour and others for an example.

Drama: Actors can portray common malaria-related situations in a short (30 seconds–5 minutes) or long (multi-episode series). For example: a character says that they have a fever and their friend advises them to get tested. See *The Champion of Bonaba* description below for an example.

Interview and questions: A malaria expert could be interviewed by a radio or TV host. Listeners or viewers could have the opportunity to call-in live and ask questions about malaria.

Music video: Local musicians or artists participating in the campaign could produce a song and music video about malaria to share over the radio, TV, and online. See the *Zero Malaria Anthem* description below for an example.

Billboards: Remind passing motorists to sleep under an LLIN or get tested for malaria using billboards.

Mobile movie screenings: Bring your message to the community by hosting a mobile movie screening in their area. By setting up a projector and playing a malaria-related movie, you can create an opportunity for dialogue with the community and answer their questions about the campaign.

The Zero Malaria Anthem



The Zero Malaria Starts with Me campaign in Senegal wanted to complement its community education efforts with a broader

messaging strategy to ensure that everyone had access to information about how to prevent, diagnose, and treat malaria. Working with musicians, rappers, video producers, and the Heartbeat Project, they launched the Zero Malaria Anthem online in 2015. The catchy, upbeat, and fun song uses local languages and features many recognizable and upcoming Senegalese artists



View the Zero Malaria Anthem on YouTube (French subtitles):
<https://www.youtube.com/watch?v=UkHEfy6uNpY>

The Champion of Bonaba



The Zero Malaria Campaign also worked with local television stations to produce The Champion of Bonaba, a soap opera about

a man seeking to end malaria in his village after tragically losing his wife to the disease. The episodes are recorded in Wolof, the most common language spoken in Senegal, and were distributed over the main television networks as well as online.

View The Champion of Bonaba on YouTube (in Wolof):
<https://www.youtube.com/watch?v=-6MZrAiZrcc&t=101s>

Community engagement resources

Community Champion training guide: Download training materials for community champions through the online toolkit: zeromalaria.africa/community-engagement

Malaria Behaviour Change Communication (BCC)

Indicator Reference Guide: A support for evaluating the effectiveness of malaria BCC interventions and to measure

levels of behaviour change for malaria prevention and case management at the country level. Available through the online toolkit: <https://endmalaria.org/sites/default/files/Malaria-BCC-Indicators-Reference-Guide.pdf>

Malaria Picture Book: Contains a visual guide for sharing malaria prevention and treatment messages with communities. Available from www.zeromalaria.africa

Strategic Framework for Malaria Social and Behaviour Change Communication 2018–2030: An RBM Partnership to End Malaria resource to support the design and implementation of SBCC activities. Available through the online toolkit: www.zeromalaria.africa: https://endmalaria.org/sites/default/files/BCCstrategicFramework_0.pdf.

Supervision resources for community champions: Tools for supervising and monitoring the work of community champions. Available from www.zeromalaria.africa

Zero Malaria Certificate: A certificate that Community Champions can present to households or local leaders demonstrating exemplary malaria prevention knowledge and use. Available from www.zeromalaria.africa

Module 6: Making the campaign visible

Introduction

For a campaign to gain traction, it is essential that people know about it. A media engagement and visibility approach will get people talking about the campaign and energize them to join the cause. By using the approaches contained in this module, you can increase the amount of people that hear about your work, make sure that they are hearing the right things, and inspire them to get involved and support the effort.

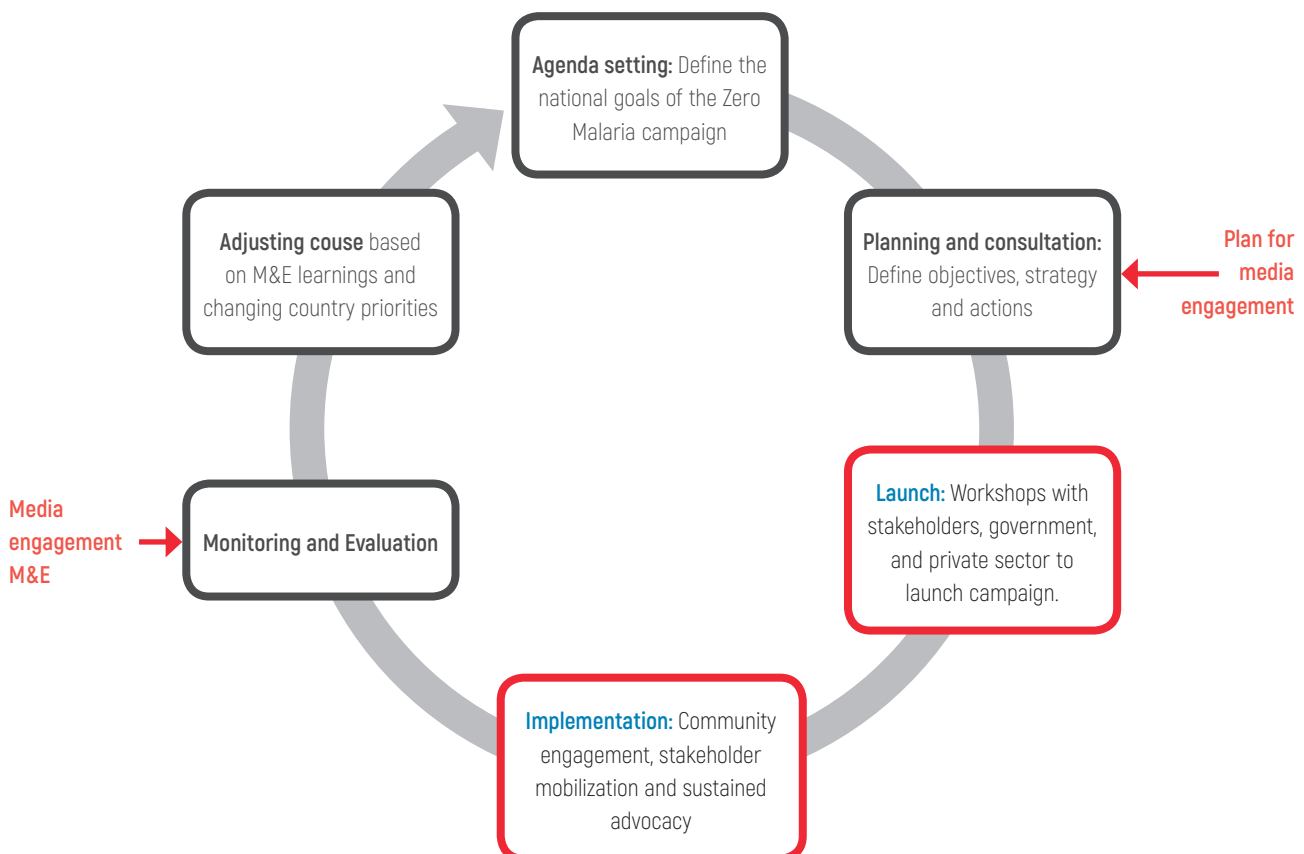
Making your campaign more visible will increase its influence among all audiences. When decision-makers see news stories about malaria or about your work to eliminate malaria, they will know that it is important to their constituents and that they need to pay greater attention to the issue. Generating stories and partnering with supporters on ways to raise visibility can help ensure that efforts to fight malaria are prioritized. More visibility means more

people will learn how to prevent and seek treatment for malaria. Finally, greater visibility creates pressure on and accountability for policy makers to take more action—e.g., through increasing funding and access to life-saving tools to prevent and treat malaria—and prioritize the malaria fight in the country's health and finance agendas.

Section 1 describes how to think like a journalist when generating stories and provide tips for making a successful pitch to media outlets to cover the issue of malaria.

Section 2 contains tools for increasing your visibility, including template press releases, ideas for engaging in partnerships with "champions" to spread your message, and branding guidance.

This module is a complement for the launch and implementation phases of your campaign ([Module 3](#), [Module 4](#), and [Module 5](#)) and is equally important for reaching





political leaders, members of the private sector, and communities. Be sure to plan for media engagement and visibility approaches ([Module 2](#)) and develop Monitoring and Evaluation indicators to track your work ([Module 7](#))

Learning objectives

By the end of this module, you will:

- gain insights into how to choose the right stories to pitch to journalists;
- learn how to develop an effective press release and a powerful op-ed;
- learn how to recruit and leverage partnerships with key supporters, or “champions”;
- learn how to develop and use a campaign brand (or how to effectively use the Zero Malaria brand); and
- learn how to use social media to build a following

Section 1: Generating media

Partnering with media is an important component of your advocacy strategy. Media can set the public agenda, which in turn can set the policymaker agenda. By using media strategically, the campaign can create pressure and accountability for advocacy outcomes. When politicians look good in the press for supporting the malaria fight, they are likely to continue their support. When a problem affecting malaria in a country is given a media spotlight (for example – a lack of LLINs or drugs), decision-makers are more likely to take action. The media is a powerful tool and can be used to support and encourage stakeholders in the private sector and communities as well as the political sphere.

Just as politicians are regularly pressured by many people with their own agendas, journalists, too, face many influences, including editors, and competing media. Malaria advocates must think creatively about how to convince journalists to report on the impact that malaria has on communities and the country's health and progress; on ambitious goals set by policy makers, and on successes in the fight to achieve those ambitious goals.

Most journalists will tell you that they want a story that is “newsworthy.” Use the checklist below to determine if you have a such a story. Generally, you may have a story that is newsworthy if you have at least three items on the list.

Your story is newsworthy if:

- Your story is about something that affects a majority of people, or a minority of people who don't typically get attention or who are marginalized.
- It can be linked to a current issue or topic.

- You have a human-interest story to tell.
- You have new evidence on a current topic or a topic that impacts many people.
- You are calling for action.
- You are having a celebrity and/or high-profile policy maker, business or community leader conveying your message.
- You can identify an issue where public commitments are not being kept.

Tips for building and leveraging media relationships:

- **Determine your objectives for reaching out to media.** Are you trying to educate them; get them to write more stories generally; get them to write more positive stories; get them to hold policy makers accountable; maybe all of the above. Once you determine what's needed, you can better target your efforts to drive the outcomes you want.
- **Develop a media list.** Create a list of relevant reporters' and editors' names and contact information. Who writes about health issues? Offer yourself as a contact on health and malaria prevention and control, and elimination articles and ask if you can send them information.
- **Conduct press briefings.** Particularly during special malaria-related events (World Malaria Day, the launch of a new campaign, etc.), hold a press briefing between media and malaria experts.
- **Develop campaign messages.** It's important to determine what key points you want media to cover and to reinforce those points by repeating your messages in your materials, as well as by aligning spokespeople and partners around the same messages. Use these messages to inform your materials and outreach to the media.
- **Develop a press kit.** Include basic information/fact sheets about malaria and its impact on the community and country, on individual health and on the country's health system, on the impact on children going to school, people being able to work, etc.
- **Conduct site visits.** Take policy makers, celebrities, high profile business and community leaders and the media to programme or event sites and introduce the media to experts and people who have benefitted from life-saving interventions like bed nets, insecticide spraying of homes, early diagnosis of malaria and easy access to anti-malarial treatments.

- **Look for photo opportunities.** A picture is worth a thousand words. If you have field trips, send photographs to the media immediately after the trip. Include short captions that describe what is happening and who are the main people of interest in each photo.
- **Identify human interest stories.** Think of how your initiative impacted ordinary people – e.g., saved their or a family member's life, helped them or a family member be healthy enough to go to work or school – and tell it from their perspective.
- **Be selective and creative.** Don't bombard the media with letters and press releases about stories that are not news. Don't do what everyone else is doing. Think about new and innovative ways to tell a story about malaria's impact on an individual, family or community, or about a successful outcomes(s) driven by your initiative.
- **Train journalists.** Organize workshops, webinars, conference calls or informal meetings with journalists to explain the issues. Hold story contests awarding journalists who write the most compelling stories about the fight against malaria.
- **Build media coalitions.** Make journalists part of a network. Be sure to support and recognize them.
- **Keep up regular communications with the media.** To gain sustained attention on an issue and/or to change perceptions around an issue, it's important to regularly reach out to media with updates of information, new statistics/research, upcoming events, etc. Being in regular contact keeps the issue of malaria's impact and malaria elimination top-of-mind for the media and increases opportunities for media coverage.

Media highlights

Ghana Innovations in Advocacy

In Ghana, getting accurate reporting on malaria was challenging due to previously poor relationships between the media and the NMCP. A media network of supportive journalists called the Ghana Media Malaria Advocacy Network (GMMAN) helped build a bridge between the media and the National Malaria Control Programme (NMCP), which resulted in positive, engaging media stories. The formation of the network was the result of a two-day malaria advocacy training held for 30 health desk officers and senior reporters from various media outlets in the country. This network further strengthened malaria prevention and control advocacy in Ghana. It motivated many respected journalists to commit to keeping malaria in the news, showcasing good

practices and highlighting recommended malaria prevention and treatment practices.

Advocates in Ghana also developed an *Action Alerts* newsletter, which for seven years was a regular publication on all things malaria. *Action Alerts* was circulated widely to policy makers and leaders from many different sectors, and leaders relied on it for policy updates.

Ghana advocates also launched the malaria control campaign, "Use your Power!" with TV and radio spots, billboards, posters, and events. This campaign encouraged leaders to use their power for increasing malaria prevention and control. The campaign's calls for action were specific—leaders were asked, for example, to invest in supply chain management so that commodities could more easily reach the field and to support subsidies to make drugs more affordable.

Recognizing African leadership: The African Leaders Malaria Alliance National Excellence Awards

In 2009, the African Leaders Malaria Alliance (ALMA) was launched as an intergovernmental forum for action against malaria. ALMA's advocacy mission is to keep malaria elimination high on the agenda of governments, regional organizations, and other partners; engaging at the highest levels to build commitment.

Every year, ALMA recognizes countries that demonstrate exemplary leadership in driving down malaria cases through the annual ALMA Awards for Excellence. The awards generate positive press for these countries and often receive comment by high-level stakeholders, such as the United Nations Secretary General. When Presidents are proud of their country's malaria success story, they are more likely to continue supporting actions to fight the disease.

Section 2: Media engagement and visibility tools

Engaging key stakeholders through the media

Many of the events and activities described in previous modules can be enhanced by increasing their visibility. The approaches listed below, from found elsewhere in the toolkit, create accountability and encourage stakeholders to commit to zero malaria.

Political engagement approaches. This tool describes different political engagement approaches to build support for malaria, including some that would benefit from media engagement. Getting press coverage of



a Zero Malaria Starts with Me awards ceremony, for instance, would increase its power to influence your advocacy targets.

Engagement on key dates. Provides a list of dates conducive to discussing malaria with policy makers and in the press. Prior to every World Malaria Day, for instance, international and domestic journalists are on the lookout for something unique to say about malaria. A statement made by a political leader on this date is more likely to receive coverage. Look at the tool for other dates that may be appropriate for your campaign.

Committing to malaria elimination: The Zero Malaria Starts with Me pledge. The pledge gives stakeholders the opportunity to publicly signal their support for the malaria fight. Publicizing their commitment rewards them for their participation and can increase the pledge's effectiveness.

Private sector engagement approaches. This tool describes approaches to engage private sector stakeholders for malaria elimination. As with the political engagement approaches (see above), many of these activities would be more effective if covered by the media or otherwise made visible.

Special events for community engagement. Describes different types of community engagement events and a list of days when it may be appropriate to organize them.

Community engagement through mass media. Describes approaches for sharing malaria messages and building community support through radio, television, and digital communications.

Press release

The press release is a fundamental tool for media outreach. It typically announces a range of news items, such as events, awards, new research or products, and programmes, and it follows a standard format. A downloadable press release template and sample press release can be found at www.zeromalaria.africa.

How well a press release is written is almost as important as the information it contains. Tips for writing a good press release:

- **Use a compelling title.** This is the first thing people see so make it compelling but also captivating. Ideally, it should contain seven words or less.
- **Start with a concise lead.** This is your first paragraph. The most important information comes first (e.g., what, when and where). Ideally, it should contain about 35–40 words, with supporting and background information in later paragraphs.
- **Frame and bridge.** Link the new information with something the readers know and care about to propel it into the public agenda. Follow the principles of what makes a newsworthy story (see above) and be careful not to repeat misconceptions or contradict someone's narrative with numbers.
- **Report and verify the facts.** Make the press release evidence-based. Your credibility depends on the accuracy of the information. Pick the most important and hard-hitting facts and stick to those. Be careful not to use too many facts and figures as it can confuse the reader.
- **Make a statement.** Include a quote from an influential person or a someone who was personally impacted by the news you are sharing to clarify your position and frame the issue you are writing about.
- **Keep it simple and elegant.** Use action words and active language, as well as simple sentences with common language. Avoid jargon and acronyms. Also avoid adjectives such as "outstanding" or "interesting" that convey opinion rather than fact. Use the same formatting for dates, names, abbreviations, etc.
- **Help media recognize and find you.** Use a media release template with your logo, tagline (if you have one) and business address. Include information about your organization and what it does as well as link to its website. Include contact information.⁹

Op-Eds and Human-interest Stories

Getting an opinion-editorial (op-ed) published is a powerful way to deliver your messages directly to the reader. It can be effective in grabbing the attention of your target audiences, including elected officials, business and community leaders, and target populations in the public. When evaluating op-ed submissions, newspaper editors look for pieces that are of interest to the public and exhibit

9 Adapted from: Roll Back Malaria Partnership. August 2014. RBM Advocacy for Resource Mobilization (ARM) Guide.

originality of thought, timeliness, a strong argument, and expertise on the issue. They also give priority to people who are well-known in their field or who might be well-respected in their community.

Tips for writing a strong op-ed:

- The topic should be timely and newsworthy. Find a way to connect the issue to a broader issue that is of interest to the public.
- Determine the 3 messages you want the reader to take away from the piece and ensure that you clearly communicate and repeat these messages.
- The author should have a personal connection to the issue, as well as expertise on the issue, or be a well-respected or admired celebrity or leader. Notable names are more likely to have their op-ed published. Note, however, that key influencers may not have very much time or writing experience. The campaign can support them by providing a draft to assist in its timely delivery, as well as ensure that key messages are included in the narrative.
- Pieces should express a single, clear point of view and be supported by a select number of facts and statistics. Be careful not to overwhelm the reader with too many facts that can confuse readers and minimize the opportunity to deliver your strong message(s).
- Writing should be powerful and capture the attention of a broad target audience.
- Pieces should end leaving a lasting impression and with a clear call to action.
- Pieces should be concise—500 to 800 words maximum.

Try to share real-life stories of ordinary people, celebrities or other high-profile government, business or community leader. Many times, it helps if the author has personally been impacted by malaria – whether directly or indirectly. The story of one person with malaria or who has been touched by the impact of malaria on their family or community can create a lasting impact than dry statistics of 200 million cases. While telling the story, weave in a select number of facts and figures about malaria. Bridge the story with malaria prevention and control and the benefits of eliminating malaria. Take it even further and include broader development issues such as improving education, gender equity, greater access to all healthcare. Emphasize the duty of the government to mobilize domestic funds for malaria prevention and control and to follow through on the

commitments they've made to eliminate malaria for their country.

A tragic story alone will not always lead people to conclude that a change in the system is required, or that the government should do something about it. Without addressing accountability, the burden of malaria might be interpreted as a need for charity, or the blame might be put on the victims (e.g., more parents could protect their children from malaria if they tried harder). An effective story should connect an isolated case to evidence and trends, as well as to policy interventions and the need to prioritize government and private sector spending on preventing and treating malaria and ending malaria for good. This can help non-expert audiences related to complex government financing and public health issues.¹⁰

Example: Human Interest of a Football Star and Malaria
Didier Drogba, an Ivorian footballer who is the captain and all-time top scorer for the Côte d'Ivoire National Football Team, has suffered from malaria. In 2013, the international, UK-based media outlet The Guardian published an article about how malaria affected Drogba and how he committed to fight the disease. The media are more inclined to raise awareness about malaria when the burden is associated with such an iconic player.¹¹ To read the story for yourself, use this link: <https://www.theguardian.com/global-development-professionals-network/2013/feb/06/didier-drogba-anti-malaria-campaign>

Recruit Champions to Convey Messages and Represent the Campaign

Create a list of leaders who can speak about the importance of fighting and ending malaria, including their names, their affiliation and contact information. Champions could include private sector leaders, philanthropists, community leaders, celebrities, politicians, sports figures or any other influential public or private figure.

A well-respected champion who believes in the fight against malaria can open important doors and raise awareness about your issue. That is the champion's most important job in this early stage of advocacy. The champion can help facilitate a meeting between policy-makers so that more in-depth discussions and negotiations can take place, as well as raise visibility of malaria messaging among the key audiences/the public.

10 Adapted from: Roll Back Malaria Partnership. August 2014. RBM Advocacy for Resource Mobilization [ARM] Guide.

11 Smedley, T. (2013, February 6). Didier Drogba joins the anti-malaria campaign as Africa mounts big drive. The Guardian. Retrieved May 16, 2018, from <https://www.theguardian.com/global-development-professionals-network/2013/feb/06/didier-drogba-anti-malaria-campaign>



When recruiting champions, a personal investment can make a big difference. Having shared interests other than work can help. Building a relationship with them helps ensure that they stay committed when facing competing requests for their time, contacts/networks and energy. Consider the following when brainstorming personalities who could become a champion:

- What links are already established with policy-makers?
- Who do you know who might know or have influence on one – or ideally several – of your policy-makers?
- Is the champion known and respected among them?
- What other potentially useful connections/networks does the champion bring to the campaign?
- What does the champion know about the programme and issue? Or is the champion open to learning about the programme and issue?
- How personally invested is the champion in the cause? If they have a personal connection, that is great. If they don't, are they interested in learning more, by meeting survivors of malaria or seeing health workers in action to fight malaria, etc.
- Will the champion require payment, or will their time be volunteered?

Campaign branding

Organizations spend considerable effort and time creating a brand, which is a name, a tagline and a visual representation of who they are and what they do.

A strong brand improves recognition of the campaign and what it represents. This recognition can help you get the attention of your priority audiences and the media, and to gain access to powerful influencers and decision-makers. A good brand name can help your work and ensure that your message will be heard and remembered.

Countries are welcome to use the Zero Malaria Starts with Me name, logo, and associated materials if they think it will resonate in their language and with their target audiences. If your country already has a named campaign, however, there is no need to change the name.

If you are choosing a name for a new campaign, branding strategists suggest considering the following¹²:

- Make sure the name is pleasing to the ear.
- Make it easy to remember.
- Initials aren't names.

- Think multilingual.

Keep in mind that your brand reflects your messaging (see [Message development](#) guide (pg. 28). Paint your campaign as a winning cause that others will want to join; avoid words that imply victimization, vulnerability or despair.

Logos should be recognizable and reflect your campaign's goals and values. Think about the most memorable logos used by different companies and organizations. Even without knowing that much about an organization, a good logo helps people remember who they are and what they do.

Logos are also important instruments in alliances and coalitions. Displaying partners' logos on materials allow you to recognize your partners for their contributions. Always use partners' logos with consistency and care. Alternatively, the logo for your country's campaign could represent all partners involved and be a tool that they can use on their materials to show their support for zero malaria.

Logos should not be too sophisticated. The best logos are based on simple, clever ideas. Even simple designs created on your computer can work well. The most important thing is that the image may be easily recognized, remembered and understood by those who know little or nothing about you. Over-designed logos tend to make little impact, the very opposite of what they are supposed to achieve.

Social media

Social media channels, like Facebook, Twitter and Instagram, can help your campaign reach a wider audience and interact with them in a familiar way.

Maintaining a social media presence takes consistent effort. An effective social media account is regularly updated with relevant, interesting, and engaging content.

The most popular platforms for social media advocacy are **Facebook**, **Twitter**, and **Instagram**. Note that social media trends can change quickly. Don't be afraid to experiment with a new platform if it will help you connect with your audience.

- **Facebook** allows you to create a social media page where you can share photos, text posts, videos, and external links. Users who follow your page will see your posts in their newsfeed and can interact through liking your content, sharing it with their networks, and commenting.

12 Adapted from: Jack Trout, Steven Rivkin (1996). *The New Positioning*. New York: The McGraw Hill companies. 1996.

- **Twitter** also allows you to share short text, photo, or video posts with your followers through “tweets”. As of 2018, Twitter allows users to post 280 characters at a time, though the average length is still closer to 140 characters. Twitter is a platform for conversations. Use it to interact with stakeholders, share thoughts on news, and respond to questions or comments from your audience.
- **Instagram** is primarily a tool for sharing images with short descriptions or captions. Your followers can like your content. It is more difficult to share links on Instagram, but you are allowed to include a link in your profile to drive traffic to a website that you manage.

Posting content without an advertising budget will enable you to reach those who already follow you or those you are interacting with, known as “organic reach.” These platforms have advertising options that can greatly expand your reach at a relatively small cost. If you are new to social media advertising, however, this option might not be worth your time, so consider this step optional.

Paid content will appear in the newsfeeds of new audiences. Additionally, both platforms allow you to target who will be reached by your ads, filtering by location and interests. Be creative in your approach—you can target communities in a certain geography for malaria messages, private sector or political actors in major cities, or a general national audience.

For information about advertising on social media, use the following resources:

- **Facebook:** <https://www.facebook.com/business/products/ads>
- **Twitter:** <https://business.twitter.com/en/solutions/twitter-ads.html>
- **Instagram:** <https://business.instagram.com/advertising/>

Media engagement and visibility resources

Engaging with the Media: A companion to the advocacy toolkit for influencing the post-2015 development agenda:

A guide to support media engagement on development issues. Available at: <http://www.stakeholderforum.org/fileadmin/files/Engagingwiththemedi.pdf>

Graphic resources: Campaign logos, stock photos, and graphics ready to use on social media to support your campaign. Available at www.zeromalaria.africa

Social Media Advocacy: How to Build a Brand Advocate Programme:

A short guide by Hootsuite, a company providing tools for social media, on how to use platforms for maximum effect. Available at: <https://blog.hootsuite.com/social-media-advocacy-brand-advocate/>



Module 7: Monitoring & Evaluation

Introduction

Just as evidence is critical for understanding your country's malaria burden, performance data will allow you to see if your campaign is achieving its objectives. A robust, objective monitoring and evaluation (M&E) plan will show you what is working, allow you to fix any issues, and let you show your partners how your campaign is making a difference.

M&E is a transversal activity—important at every stage of your campaign and across all activities. Plan your M&E approach just after choosing your objectives and setting an action plan ([Module 2](#)). When launching and implementing campaign activities, collect data to track progress (number of community members reached, number of meetings held, etc.). Collect data on your work during the launch and implementation phases of the campaign. The M&E phase is the time to analyse your data and reflect on what it means. Then, use these learnings to inform future objectives and plans.

Section 1 describes the role of M&E in advocacy and outlines some of the key terms and concepts used by M&E planners.

Section 2 provides a series of tools for developing an M&E framework and monitoring plan.

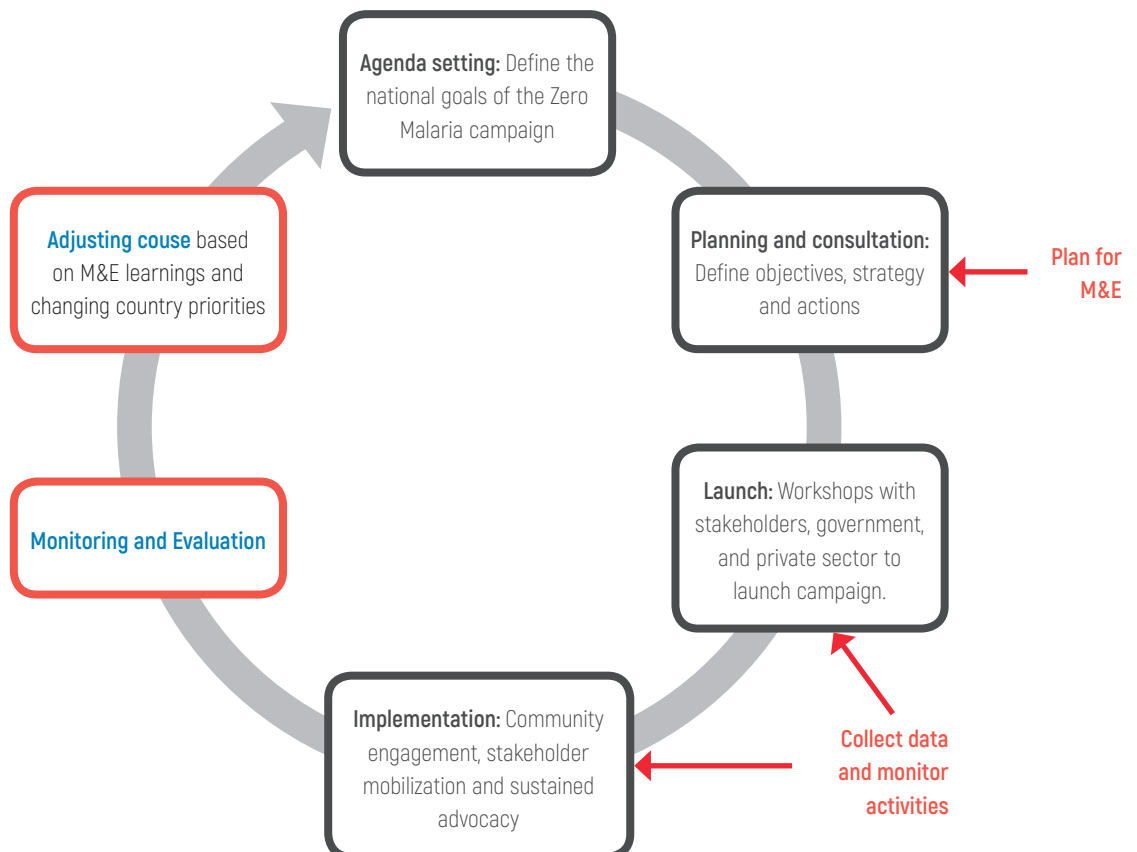
Learning objectives

By the end of this module, you will:

- understand the concepts and rationale behind M&E;
- know how to develop a M&E logical framework; and
- know how to manage routine monitoring

Section 1: M&E for Advocacy campaigns

Monitoring and evaluation are two separate but related activities to help you judge your campaign's performance.



Monitoring generally looks at performance indicators through routine data collection and allows managers to make real-time adjustments to their approach.

Evaluation is a more comprehensive look at how a campaign met its objectives. While monitoring is ongoing, evaluations are usually carried out at the end of or following the campaign.

M&E is essential for accountability and for ensuring that lessons are learned so that future advocacy initiatives can be made better. It is important for you to assess both the process and impact of your advocacy.

Process monitoring allows you to judge whether you are on track delivering planned activities (events, producing research reports, publications, one-to-one meetings, conferences, etc.) and whether these activities are meeting the desired objectives. For instance, are enough target audiences being reached and are your messages accessible to them? Are you collaborating with the right allies and partners?

Impact monitoring helps you know if you are making progress towards the change objectives you have set. You can, for example, monitor whether you are likely to meet your milestones within a given timeframe and if any unintended impacts—positive or negative—have occurred; you can also monitor whether commitments have been followed through with (e.g., whether pledges of additional support have resulted in actual additional support).

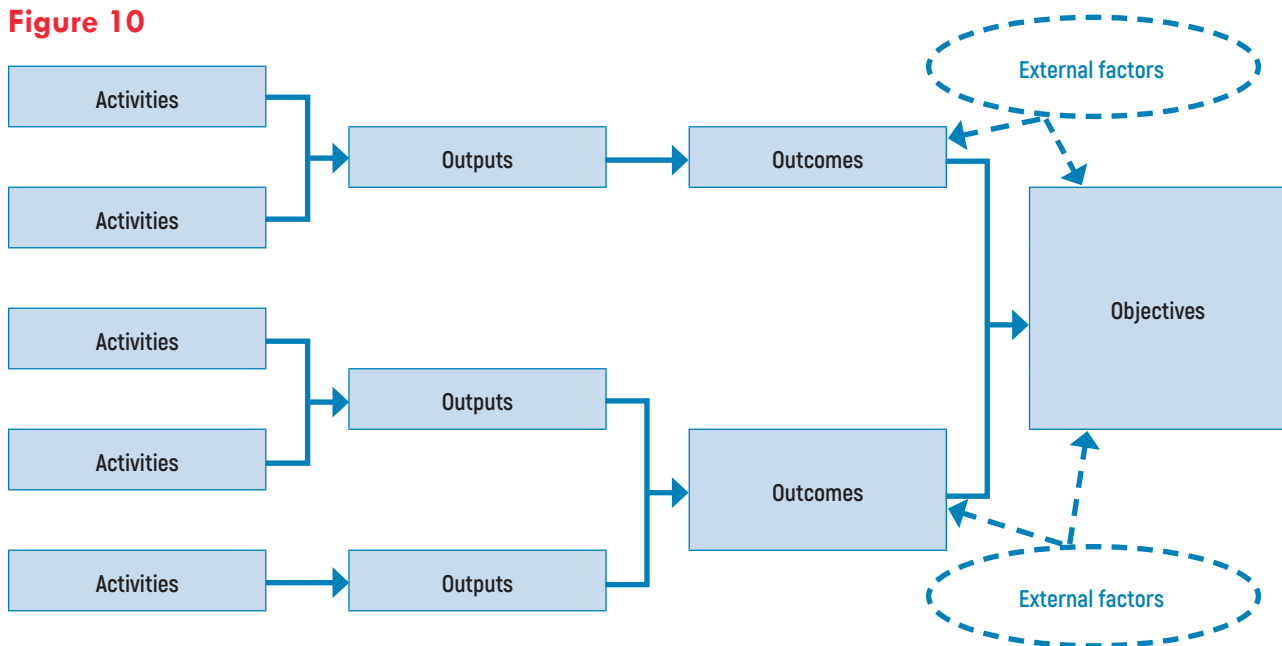
Key terms

As a first step, it is important to understand common M&E terms. **Outcomes** are the benefits that a project or intervention is designed to deliver. Outcomes cannot be entirely attributable to you because they are somewhat beyond the scope of your intervention.

- **Outputs** are the direct results of your project activities, e.g. knowledge and awareness creation, influencing key decision-makers, empowering affected populations to make their voice heard etc.
- **Indicators** are objective ways of measuring progress. These must relate to the aims and objectives of your advocacy work.
 - **Impact indicators** assess what impact your advocacy work has had on the audiences you seek to influence. Impact indicators measure the results of your advocacy.
 - **Process indicators** indicate what progress has been made in implementing your activities and measure outputs generated as part of your advocacy work. Examples include the number of meetings held, attendance levels, and circulation figures for key research projects.

Remember that **Outputs** are the direct result of project activities. **Outcomes** are the indirect results of your work through achievement of **outputs**. Together, these **outcomes** help you achieve your **objectives**.¹³

Figure 10



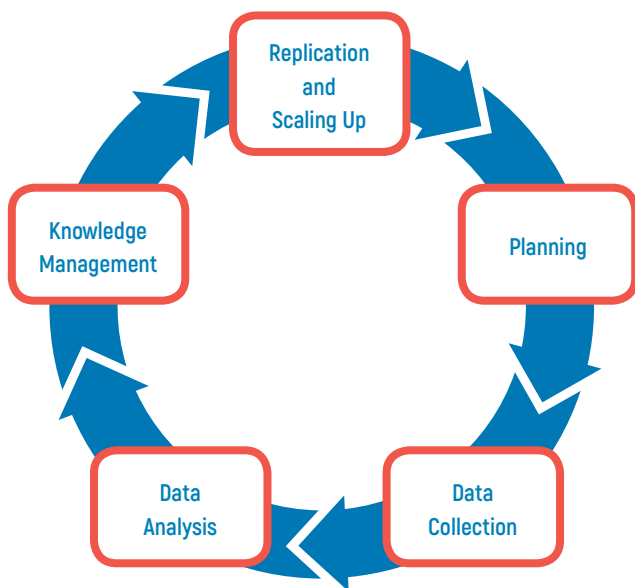
13 Adapted from: Roll Back Malaria Partnership. August 2014. RBM Advocacy for Resource Mobilization (ARM) Guide.

To visualize how these elements work together, see the following diagram:

Measuring success

The M&E tools reflect the logic of the project and follow an implementation cycle, as shown in the figure below.

Figure 11: M&E cycle



The cycle is described as follows:

- **Planning.** Define the evaluation questions and what you intend to measure.
- **Data collection.** This can involve qualitative methods (interviews, focus groups, etc.) and quantitative methods (quantitative surveys, tracking numerical indicators, etc.).

- **Data analysis.** Your data should tell a story and answer meaningful questions. To what extent did the advocacy intervention succeed in mobilizing domestic funds for malaria control? How valuable are the advocacy outcomes to the overall malaria control and elimination goals?
- **Knowledge management.** What have you learned from the evaluation? The ultimate purpose of M&E is to promote accountability. Not using the M&E findings would be a waste of time and resources.
- **Replication and scaling.** How will you use the data, apart from reporting? Can your experience help others mobilize more resources for malaria control?¹⁴

Section 2: M&E Tools

When developing your advocacy strategy, it is essential to have consensus on objectives, outputs and outcomes. These should be appropriate and realistic within the context of your advocacy work. In addition, plan carefully when choosing indicators; select those that will best measure progress and are possible to track accurately.

The M&E framework should be developed during the Planning Stage ([Module 2](#)) to accompany your [action plan](#) (pg. 26). The M&E framework takes a different look at actions—showing how outputs help achieve campaign outcomes. These outcomes allow you to achieve your objectives and eventually the advocacy goal.

In the M&E logical framework included below, list your objectives in the first row, along with the indicators you will use to track them, the targets you have set and when you intend to achieve them, and what sources of information you will use to track their achievement. Then, do the same for outcomes and outputs related to the objectives.

M&E logical framework

	Description	Indicators	Targets	Source of information
Objectives				
Outcomes				
Outputs				
Activities				

Adapted from: Tools4Dev. Monitoring and evaluation (M&E) plan template. Retrieved from <http://www.tools4dev.org/resources/monitoring-evaluation-plan-template/>

14 Adapted from: Roll Back Malaria Partnership. August 2014. RBM Advocacy for Resource Mobilization (ARM) Guide.

Below is a relatively simple sample M&E framework.

	Description	Indicators	Targets	Source of information
Objectives	1. Expand the network of private sector leaders supporting anti-malaria efforts through the campaign to include 50 individuals by 2020.	Number of private sector leaders involved in malaria	50 private sector leaders by 2020	Project records
	2. Through advocacy, build a coalition of parliamentarians and members of government able to increase budgetary spending for malaria by 50% 2020	Dollars spent on direct malaria programmes	Increase by 50% from 2018 baseline by 2020.	Budgetary records.
Outcomes	1.1 Greater appreciation and understanding among private sector leaders of the challenges to implement effective malaria control.	Composite indicator based on knowledge statements on malaria control	100% of private sector participants in outreach efforts report a better understanding of malaria control by 2021.	Surveys at start of campaign and at the end.
	1.2 Percentage of employees, families and community members protected from malaria through investments made by companies.	Number of employees, families, and community members with access to malaria prevention tools.	10,000 people protected through investments made by companies by 2020.	Project records.
	2.1 Positive contacts made or discussions held between private and public sector to advocate for improving malaria control in-country.	Number of contacts made Number of discussions held	25 meetings by private sector partners with public sector decision makers by 2020.	Project Records Meeting minutes
	2.2 Agreement on the part of public sector decision makers to increase resources to improve malaria control.	Votes or actions taken by those with budgetary decision-making power.	Parliamentarians pass a bill to increase in malaria funding by 2020. The President does not veto the proposed increase.	Parliamentary records. Government records.
Outputs	1.1.1 Private sector members attend workshops.	Number of private sector workshop attendees.	At least 50 members of the private sector attend workshops by 2020.	Project records.
	1.2.1 Companies invest in campaign anti-malaria efforts.	Amount contributed.	Over is contributed by companies by 2021.	Project records.
	2.1.1 National leaders attend advocacy events	Number of event attendees	Over 50 national decision-makers attend advocacy events by 2020.	Project records
	2.1.1 Parliamentarians join a malaria committee	Number of committee members	At least 10 parliamentarians join committee by 2020.	Parliamentary records

Build a monitoring plan

When choosing indicators, remember that data collection will require time and energy on the part of campaign staff. You may not be able to track all of the indicators that would be part of an ideal M&E framework, so carefully prioritize what you collect.

When possible, collect data from existing sources (government publications, Google Alerts (www.google.com/alerts) for media mentions, data provided by international organizations, etc.). Store these indicators on a single document that you share with team members to avoid duplicating efforts.



The following tool can help you plan routine monitoring work. A sample is included further below.

Monitoring plan

Indicator	Collection method	Person responsible	Frequency

Sample monitoring plan

Indicator	Collection method	Person responsible	Frequency
Insecticide-treated net (ITN) use (%)	Demographic and Health Surveys Malaria Indicator Surveys	Community engagement lead	When data is available (typically every five years).
Number of private sector workshop attendees	Attendance records from private sector workshops	Private sector engagement lead	Quarterly
Number of malaria stories in the local media	Google alerts	Media engagement lead	Quarterly
Dollar amounts invested in malaria education and prevention.	Public financial records	Private sector engagement lead	Quarterly

Ensure your data is used

Data by itself cannot improve programme performance. To develop a culture of data use, complement your monitoring plan with scheduled M&E reviews.

At an M&E review meeting, those most familiar with the data can present it to others to get their feedback and inform management decisions. This feedback should influence your current and future plans. If an activity is not working as intended or creating unintended harmful consequences, these meetings are an opportunity to change course. On the other hand, if some activities are more successful than you anticipated, you can invest more in them.

Monitoring and evaluation resources

Guidance for Evaluating the Impact of National Malaria Control Programmes in Highly Endemic Countries: Provides recommendations for NMCP, Ministries of Health, or other development partners to evaluate the scale-up of malaria control interventions in endemic countries. This resource is designed specifically for high malaria burden countries, though a companion piece for moderate and low malaria

burden countries is forthcoming. Available at: https://endmalaria.org/sites/default/files/Framework_for_Evaluating_the_Scale-up_of_National_Malaria_Control_Programs_FINAL.pdf

Malaria Indicator Survey Toolkit: Contains guides for designing and carrying out a Malaria Indicator Survey (MIS). Available at: <http://www.malariasurveys.org/toolkit.cfm>

MEASURE Evaluation tools: MEASURE Evaluation's website has M&E tools, guides, and trainings materials available for free throughout their website. Website: <https://www.measureevaluation.org/resources/>

UNICEF: Monitoring and Evaluating Advocacy: UNICEF's advocacy toolkit contains guidance for developing and implementing advocacy actions to improve child health. The M&E Companion contains advocacy-specific guides for monitoring and evaluating your campaign. The guide can be accessed at: https://www.unicef.org/evaluation/index_60811.html

