

# 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.

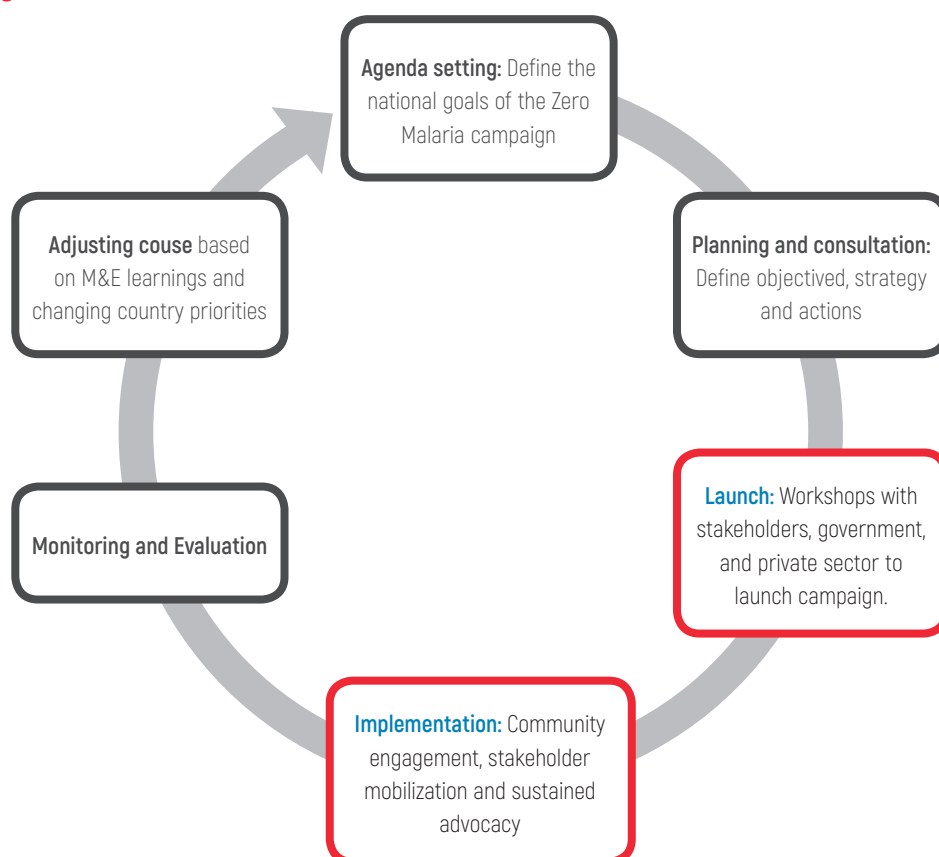
This module, along with [Module 3: Political engagement](#) and [Module 5: Community engagement](#) will help you navigate the “launch” and “implementation” stages of your campaign in the figure below. These stages will vary the most among countries depending on what you hope to achieve, who you need 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 work<sup>4</sup>. 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
<b>Labour-intensive industry and agriculture</b>  <i>Mining, petroleum, large-scale agriculture, and manufacturing</i>	<ul style="list-style-type: none"> <li>○ Reduce absenteeism</li> <li>○ Improve labour productivity</li> <li>○ Ensure a healthy environment for worker’s families</li> <li>○ Increased returns on new investments</li> <li>○ Improve reputation</li> <li>○ Stronger national business environment</li> </ul>	<ul style="list-style-type: none"> <li>○ Fund or operate malaria prevention and treatment interventions in the work area.</li> <li>○ Sponsor malaria-free communities to improve reputation</li> <li>○ Harmonize messages in training materials with national campaign</li> <li>○ Provide logistics support for malaria interventions</li> </ul>
<b>Telecommunication and financial services</b>  <i>Cellular network operators, money transfer firms</i>	<ul style="list-style-type: none"> <li>○ Reduce excess health spending on malaria among customer base</li> <li>○ Strengthen brand awareness and reputation</li> <li>○ Improve national market conditions</li> </ul>	<ul style="list-style-type: none"> <li>○ Sponsor social marketing and behaviour change communication campaigns using marketing capacities</li> <li>○ Offer customers the chance to voluntarily contribute to malaria elimination programmes</li> </ul>
<b>Tourism</b>  <i>Hotels, restaurants, safari/nature lodges</i>	<ul style="list-style-type: none"> <li>○ Protect staff and customers from illness</li> <li>○ Improve reputation in community</li> <li>○ Improve reputation of the country as a safe destination</li> </ul>	<ul style="list-style-type: none"> <li>○ Sponsor malaria-free communities</li> <li>○ Provide staff with training on malaria prevention</li> </ul>

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.<sup>5</sup>

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



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

### 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.

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

### 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](http://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 <b>20</b> champions	Sponsor <b>10</b> champions	Sponsor <b>5</b> 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 <b>1000</b> LLINs	Distribute <b>500</b> LLINs	Distribute <b>100</b> LLINs
Distribute <b>2000</b> supporting educational materials to children	Distribute <b>1000</b> supporting educational materials to children	Distribute <b>500</b> supporting educational materials to children
<b>US\$ 40 000</b>	<b>US\$ 20 000</b>	<b>US\$ 10 000</b>



### 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 <b>2 months</b>	3 billboards over <b>1 month</b>	3 billboards over <b>1 month</b>
Bus advertisements over <b>2 months</b>	Bus advertisements over <b>1 months</b>	Bus advertisements over <b>15 days</b>
<b>US\$ 30 000</b>	<b>US\$ 20 000</b>	<b>US\$ 10 000</b>

## 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](https://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.