

KIKUNDI: ADVOCACY FOR PRIVATE SECTOR MOBILIZATION TO ELIMINATE NEGLECTED TROPICAL DISEASES BRIEF

TOOLS TO DEVELOP A PRIVATE SECTOR
ENGAGEMENT STRATEGY FOR NTDS

TOOL A: ASSESS PRIVATE SECTOR OPPORTUNITIES IN THE COUNTRY

It is important to critically evaluate these PPPs' impact, benefits, and potential drawbacks to ensure that they truly serve the populations suffering from NTDs.

DIRECTIONS

- Begin by brainstorming/free-listing potential partners based on what is already known, hoped or believed about them.
- Gather as much information as you can about each of the potential partners from reports, articles, the internet and contacts.
- Fill out the questions to the best of your ability. Where necessary, interview other key stakeholders who are knowledgeable about public-private networks.
- Use the information to inform a private sector engagement strategy.

Question	Answer (to be completed)
Which are the most powerful/wealthiest companies in your country and what social or public health causes interest them?	
Which companies are in areas with a high prevalence of NTDs?	
What are the companies' goals, especially in the area in which you seek to collaborate?	
How might a partnership for NTD elimination contribute to those goals?	
How do the companies' core business or expertise relate to the program and what it seeks to achieve?	
What benefits might the companies derive from the partnership in the short, medium or long term?	
Can the companies work within the policy/regulatory environment in which the program operates?	

Can the program accommodate the demands of the companies' structure, legal obligations and culture?	
Has the CEO or senior management staff invested time in a health or social issue?	
How might these companies be contributing to NTD prevalence? Do you have evidence that can support this?	
What, if any, health activities does the company carry out alone or with other partners?	
Has the company or its leadership worked with other potential partners or the government in the past? Do leaders participate on Boards of Directors of other relevant organizations?	
Which NTD interventions specifically need private sector investment support?	
How feasible is it to engage the private sector funding these NTD interventions?	
What are the challenges in engaging the private sector to contribute to NTDs? What do you ask them to do?	
What other types of expertise or in-kind support would you like to leverage from companies in your country to scale up NTD interventions?	
Which stakeholders would need to be involved?	
What private sector coalitions, such as a chamber of commerce, exist?	
How do they contribute to NTD elimination or other health areas?	

What data exists on how NTD affects worker productivity in your country (e.g., returns on investment)?	
How can companies, universities, civil society, research organizations, and others, support the program to collect data?	

TOOL B: PRIORITIZE PRIVATE SECTOR PARTNERS IN THE COUNTRY

DIRECTIONS

Use the following criteria to shortlist organizations that might be a good fit for the proposed partnership.

Company (to be completed)	Criterion	Question	Answer (to be completed)
	Core business	Does the organization have expertise or resources (e.g., infrastructure, systems, technology) to help meet the program needs?	
	Prevalence	Does the company operate in areas with NTD prevalence?	
	Impacts	Does the company's practice contribute in any way to NTD prevalence?	
	Priorities	Does the organization operate in the areas where the program has gaps and priorities?	
	CSR, corporate affairs or company foundation	Has the organization already invested in health?	
		Does the organization own or sponsor any ventures (youth club, sports team or other) that could assist with or would be a good platform for demand generation?	

TOOL C: IDENTIFY KEY PRIVATE SECTOR STAKEHOLDERS

DIRECTIONS

Next, identify who needs to be involved, assessing their level of influence over decisions, and considering how different actors can be linked to create collective impact. Equally important is understanding **how these stakeholders are influenced**. Consider questions such as:

- How do public opinion and the media shape their decisions?
- What impact do public sector leaders, religious leaders, or peer organizations have on their choices?
- Where information is limited, who can you interview to gain a clearer picture of these dynamics?

Reflecting on these questions will help clarify the implications for your advocacy strategy. Use the worksheet to systematically list each stakeholder category, their role, examples of who fits in each category, and which individuals or institutions are likely to play the most critical role in driving change.

Stakeholder type examples	Examples	Role in NTD elimination proposal examples	Level of influence (1-5)
Chief executive officer	N/A	Depending on the company, reviews and approves the proposal.	
Human relations lead	N/A	Depending on the company, reviews proposal to determine applicability to finance workplace interventions.	
Corporate social responsibility lead (if one exists)	N/A	Depending on the company, reviews and approves the proposal to finance CSR activities.	
Champion	Private sector leaders; celebrities, First Ladies, ambassadors, politicians, religious leaders, chiefs, etc.	Has access to and/or influence over key decision-makers in companies, are well-known and respected.	
Expert	Research institutions, universities, etc.	Can produce evidence that the issue is relevant for the decision makers.	
Beneficiary	Workers, families, communities, etc.	Has a right to an NTD-free life and can serve as examples of the NTD burden.	

TOOL D: DEVELOP KEY PRIVATE SECTOR STAKEHOLDER CONTACT LIST

DIRECTIONS

Use the following table to keep track of your short-list of private sector companies that you want to engage.

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TOOL E: CHECKLIST FOR DEVELOPING A PPP STEERING COMMITTEE FOR NTDs DIRECTIONS

DIRECTIONS

The development of a PPP Steering Committee for NTDs will differ for each country; however, to get started, consider using this checklist as a guide.

INITIATE THE PPP STEERING COMMITTEE

- ☐ Develop documentation that defines the purpose of the PPP Steering Committee for NTDs and present a case for why it is needed (see above).
- ☐ Meet with the MoH or other health authorities to discuss the development of the PPP Steering Committee.
- ☐ Identify who should initiate the committee (typically the government, often via the MoH and/or MoF).
- ☐ Develop a stakeholders list that would represent core members of the PPP Steering Committee, for example: business leaders; ministry officials from finance, trade and local governments; leaders from private sector membership organizations such as chambers of commerce or mining, agribusiness and bankers' associations; and related health and environment ministry representatives.

DEFINE LEADERSHIP

- ☐ Identify a chair (usually a senior government official, e.g., MoH official with NTD expertise or proxy [e.g., WHO representative] and a private sector leader).

DEFINE ROLES AND RESPONSIBILITIES AND OPERATIONAL PROCEDURES

- ☐ Develop an illustration of the PPP structure and recommended mechanisms that need to be in place for increasing NTD elimination resources through the public and private sectors.
- ☐ Consider representation from legal, financial, technical, and regulatory experts.
- ☐ Define meeting frequency.
- ☐ Define voting procedures (consensus or majority).
- ☐ Specify decisions requiring committee approval.

DEVELOP A GOVERNANCE FRAMEWORK AND TERMS OF REFERENCE

Develop a Terms of Reference (ToR) including:

- ☐ Mission and objectives
- ☐ Roles and responsibilities of members
- ☐ Decision-making processes and quorum
- ☐ Meeting frequency and protocols
- ☐ Conflict resolution mechanisms

MANAGE AND ATTEND MEETINGS

- ☐ Schedule regular meetings (quarterly or bi-monthly)
- ☐ Circulate agenda in advance
- ☐ Maintain detailed minutes and action items
- ☐ Attend meetings regularly and circulate meeting minutes with decisions and follow-up actions for the next meeting.

MONITOR AND EVALUATE

- ☐ Develop KPIs to assess committee effectiveness and initiative outcomes.
- ☐ Regularly review and adjust strategies based on performance data.
- ☐ Ensure transparent communication via periodic reports and updates.

TOOL F: DEVELOP ADVOCACY OBJECTIVES FOR PRIVATE SECTOR ENGAGEMENT

DIRECTIONS

Consider the example objectives and sub-objectives below and fill out the tables to develop tailored, country-specific objectives and subobjectives.

Example Objective 1

Increase private sector contributions by 10% to help fill gaps in NTD financing for NTD elimination (approx. USD\$1M) from 20XX to 20XX.

Example Sub-Objective 1.1

Support a Public-Private Partnership (PPP) for NTD financing [Month, Year].

1.1.1	Form a PPP Steering Committee for NTDs with linkages to the MOH.
1.1.2	Recruit a chair of the PPP Steering Committee for NTDs by [Month, Year].
1.1.3	Develop and disseminate a TOR for a PPP Steering Committee by [Month, Year].
1.1.4	Provide support to strengthen dialogue between with the MoF to assist companies in receiving tax credits and/or waivers for their investment in NTDs.
1.1.5	Develop and submit a proposal to donors to fund a PPP Secretariat and advocacy activities to create a more enabling environment for private sector investments in NTDs for 20XX to 20XX.
1.1.6	Develop an outline of private sector investment options to fill NTD gaps
1.1.7	Conduct a private sector and philanthropist mapping to develop a more comprehensive list of potential donors.
1.1.8	Engage ALMA or other partners to explore at the head of state, ministerial, and parliamentary level the potential for private sector investment to fill NTD gaps.
1.1.9	Participate in quarterly PPP Steering Committee meetings, and other PPP meetings as appropriate.
1.1.10	Promote the PPP Steering Committee to private sector companies and other donors.

Example Sub-Objective 1.2

At least [No.] companies fill at least [Amount] of NTD gaps and other identified investment opportunities before [Month, Year].

Strategic priorities will focus on assessing, gaining, and sharing evidence on private sector investments in NTD elimination and promoting investments that work. Major activities for this sub-objective in coordination with MOH:

- 1.2.1 Develop and disseminate advocacy tools such as business cases, brochures, PPTs that promote the benefits of investing in NTDs gaps.
- 1.2.2 Develop private sector proposals that highlight business case data and promote NTD financing options to provide a choice for investment of interventions.
- 1.2.3 Recruit one champion each from the business, political, entertainment industry to promote the private sector investments.
- 1.2.4 Engage high-level government leaders (e.g., First Lady or President) to summon private sector chief financial officers to see how they can address gaps and fit their efforts into the larger strategy.
- 1.2.5 Convene NTD experts to consider NTD investments from a performance-based financing perspective to entice private sector investment.
- 1.2.6 Engage donors to consider a matching fund program with the private sector.
- 1.2.7 Develop NTD elimination frameworks for different industries to take small projects to scale under MOH authority (e.g., mandating through industry chambers, and incentivizing expansion).

- 1.2.8** Develop a menu of private sector investment opportunities to fill NTD gaps, and models that may be attractive to companies.
- 1.2.9** Conduct at least [No.] media activities per year that promote private sector investments
- 1.2.10** Conduct at least [No.] advocacy events per year that recognize private sector for contributions and advocate for specific support
- 1.2.11** Develop and disseminate [No.] case studies per year that show how investments are working.

Template Sub-Objective 1.1 (to be completed)

At least [No.] companies fill at least [Amount] of NTD gaps and other identified investment opportunities before [Month, Year].

Strategic priorities will focus on assessing, gaining, and sharing evidence on private sector investments in NTD elimination and promoting investments that work. Major activities for this sub-objective in coordination with MOH:

1.1.1	
1.1.2	
1.1.3	
1.1.4	
1.1.5	
1.1.6	
1.1.7	
1.1.8	
1.1.9	
1.1.10	

Template Sub-Objective 1.2 (to be completed)

At least [No.] companies fill at least [amount?] of NTD gaps and other identified investment opportunities before [When].

Strategic priorities will focus on assessing, gaining, and sharing evidence on private sector investments in NTD elimination and promoting investments that work. Major activities for this sub-objective in coordination with MOH:

1.2.1	
1.2.2	
1.2.3	
1.2.4	
1.2.5	
1.2.6	
1.2.7	
1.2.8	
1.2.9	
1.2.10	

TOOL G: DEVELOP A BUSINESS CASE AND MESSAGING GUIDE

DIRECTIONS

As previously noted, engaging the private sector in NTD elimination efforts requires addressing the perception that NTDs are solely a government responsibility. Advocacy should emphasize business incentives, such as return on investment, productivity gains, reduced absenteeism, positive PR, and connections with other decision-makers. Companies operating in high-burden or endemic areas – including those whose activities may inadvertently contribute to disease – may not recognize or acknowledge their role in the NTD burden. Advocates should be cautious, as suggesting a company is causing harm can backfire and lead to avoidance or defensiveness. At the same time, engagement can be framed as an opportunity to support affected communities and strengthen goodwill. Emphasizing “enlightened self-interest” alongside corporate social responsibility increases the likelihood that businesses will take meaningful action once they understand the impact of NTDs on their operations, employees, and surrounding communities.

Below are examples of the types of messages that can help build a strong business case. While some information may support the case when country-specific data is unavailable, it is essential that each country tailors the business case using its own data.

Category	Global-level message	Tailored country-level message (to be completed)
Africa burden of NTDs	Africa carries 40% of the global burden of NTDs, a group of 21 infectious diseases that flourish in areas with poor sanitation, unsafe water, and limited healthcare access [38].	
Impacts on household income	The economic cost of NTDs is high for affected households. The household income lost from out-of-pocket health expenditures and the wages lost due to NTDs is estimated to be at least \$33 billion (USD) per year [39].	
Impacts on the economy	Overall, the benefit of ending NTDs for affected individuals in terms of averted out-of-pocket health expenditure and lost productivity exceeded US\$ 342 billion during 2015–2030 [40].	
Impacts on productivity	Some of the most prevalent NTDs, including lymphatic filariasis, river blindness (onchocerciasis), bilharzia and soil-transmitted helminthiases, are responsible for an average annualized loss to productivity of about 29% in people with these diseases compared to uninfected persons [41].	
Impacts on gender	The burden of certain NTDs falls disproportionately on women and girls. For example, through close contact with children, women are two to four times more likely to develop trachomatous trichiasis and are blinded up to four times as often as men [42].	
Impacts on gender	Since women and girls perform two-thirds of water collection globally, they have a higher risk of developing schistosomiasis in endemic areas [43].	
Climate change links	Extreme weather events strain fragile health systems. They expand disease vectors into new geographies, strain surveillance systems, and alter where and how often people are exposed to NTDs. [44-45].	
Elimination successes	Investing in NTDs is a global development success story. As of July 2025, 57 countries have eliminated at least one NTD. Eight of these countries were validated in 2022 alone, showing progress is possible [46].	

Category	Global-level message	Tailored country-level message (to be completed)
Why invest: compounding benefits	Investing in NTD programs creates a ripple effect in society. It leads to better education, health, and employment outcomes, and transforms lives and communities. It also helps to reduce gender inequity, stigma, and preventable mortality and morbidity [47].	
Why invest: cost effective	Investment is seen as a development 'best-buy' and yields significant ROI. An investment case for ending NTDs estimated that preventive chemotherapy brought an estimated net benefit to affected individuals of about US\$ 25 per US\$ 1 invested [48-49].	
Why invest: it's simple	Many NTD control measures rely on simple interventions that can be carried out by non-specialists, making community-based delivery possible [50].	
Why invest: productivity gains	A study commissioned by the END Fund showed that Nigeria could gain approximately \$19 billion in increased productivity [51].	
Why invest: reduces child mortality	A 2018 placebo-controlled study in which twice yearly doses of azithromycin were administered to one group found that the rate of childhood mortality dropped by a combined 14 percent in the group across the three study countries in Sub-Saharan Africa [52].	
Why invest: strengthens education and human capital	A study showed how deworming benefits school attendance and long-term cognitive function. In Kenya, school absenteeism was reduced by as much as 20% and years were added to the duration of a child's education [53].	
Why invest: strengthens gender equity	The burden of certain NTDs falls disproportionately on women and girls. For example, approximately 56 million girls and women in Sub-Saharan Africa are affected by female genital schistosomiasis, which increases the risk of contracting HIV and HPV and threatens sexual and reproductive health [54].	

TOOL H: DEVELOP RELATIONSHIPS AND ENGAGEMENT OPPORTUNITIES

DIRECTIONS

Once you have a shortlist of companies to approach, identified private sector engagement objectives, and developed a business case with targeted messaging, consider strategies to engage potential partners and build relationships behind the scenes.

In large part, advocacy outcomes depend on the relationships advocates develop with decision makers. Advocacy experts suggest three ways of approaching decision makers:

- Establish points of entry: Identify what you have in common with the decision makers you want to approach. Shared values and goals can make it easier to build trust.
- Schedule a meeting: A direct meeting with a decision maker is an opportunity to convey your message with their full attention.
- Invite them to visit: Even if the decision maker does not attend, a staff member may come. Treat staff with the same respect and attention you would show the decision maker.

Decision makers are more likely to meet with and listen to people they already know and trust. If, however, you should approach someone you have never met before, there are still ways to have an effective advocacy meeting. Salespersons often spend a few minutes building a good rapport with clients before focusing on the sale itself.

Examples of advocacy opportunities for the private sector include:

- Site visits to communities affected by NTDs and health centers providing NTD services – especially impactful for CSR leaders who can witness firsthand how NTDs affect people in surrounding communities.
- Awards ceremonies that recognize leaders for NTD elimination efforts.
- An NTD-themed business symposium to highlight the economics of NTDs, recognize active leaders, and provide a platform for public–private partnerships.
- Photo exhibits at public events to spark discussions on the toll of NTDs, complemented by champions delivering public remarks on solutions.
- Letter campaigns from national leaders (e.g., heads of state) to private-sector leaders urging them to support the scale-up of NTD interventions.

Complete the table below to develop a list of advocacy meetings and opportunities that will build relationships with and engage the private sector.

[illegible]

TOOL I: DEVELOP AN M&E PLAN FOR PRIVATE SECTOR ENGAGEMENT

DIRECTIONS

Using the guidance in *Part 1: Kikundi's Neglected Tropical Disease Advocacy Framework: The Basics*, develop specific indicators for your private sector engagement strategy.

Table of Sample Indicators and Categories

Indicator type	Examples	Tailored indicators
Input indicators	• NTD champions • Funding for NTD advocacy activities • Equipment	
Output Indicators	• PPP steering committee launched • Numbers of private sector proposals developed for companies • Number of meetings held with private sector leaders about NTD investment • Number of advocacy events held to recognize private sectors leaders investing in NTDs	
Outcome indicators	• Number of private sector companies funding NTD elimination scale-up	

Tool J: Private Sector Advocacy Implementation Plan

Directions

Use this tool to develop an implementation plan for your private sector engagement and advocacy strategy.

Intended audiences	Intervention detail (Detail below the intervention)	Intervention reason (Describe why this intervention)	Stakeholders, partners, champions	Estimated costs	Timeline (mark an x for when the activity is starting)											
					M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12