



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



Neglected tropical diseases remain a significant but underrecognized global health challenge. More than 1 billion people worldwide are affected by NTDs, and 1.5 billion require interventions. Beyond causing disability and disfigurement, these diseases can be fatal, trapping survivors in cycles of poverty and inequity. Nowhere is the burden heavier than in Africa, which accounts for 40% of the global total.

CONTENTS

Executive Summary: Engaging the Private Sector for NTD Elimination	1
Why Mobilize Funds from the Private Sector for NTDs?	2
Private Sector Investments in NTDs Thus Far	2
The Investment Case	3
Industry Impacts on NTDs	3
Productivity Losses due to NTDS	3
Options for Private Sector Contributions to NTDs	4
Private Sector Opportunities	5
Consider a Public-Private Partnership Framework and Steering Committee	6
Tools to Develop a Private Sector Engagement Strategy for NTDs	8
Tool A: Assess Private Sector Opportunities in the Country	8
Tool B: Prioritize Private Sector Partners in the Country	11
Tool C: Identify Key Private Sector Stakeholders	12
Tool D: Develop Key Private Sector Stakeholder Contact List	13
Tool E: Checklist for Developing a PPP Steering Committee for NTDs	14
Tool F: Develop Advocacy Objectives for Private Sector Engagement	15
Tool G: Develop a Business Case and Messaging Guide	18
Tool H: Develop Relationships and Engagement Opportunities	20
Tool I: Develop an M&E Plan for Private Sector Engagement	21
Tool J: Private Sector Advocacy Implementation Plan	22

EXECUTIVE SUMMARY: ENGAGING THE PRIVATE SECTOR FOR NTD ELIMINATION

Private sector funding is more critical than ever to sustain progress in controlling and eliminating neglected tropical diseases (NTDs). Severe public funding cuts – particularly the 2025 reductions in United States (U.S.) funding and the dissolution of U.S. Agency for International Development (USAID) – have placed years of progress at risk. This section summarizes key elements from this *Kikundi: Advocacy for Private Sector Mobilization to Eliminate Neglected Tropical Diseases Brief* to help advocates engage the private sector effectively, address perceptions that NTDs are irrelevant to business, and translate investment opportunities into tangible benefits for companies and communities alike.

FIVE KEY STEPS

MAP OPPORTUNITIES AND PARTNERS

- Identify companies operating in high-NTD-burden areas.
- Assess which industries' practices may contribute to NTD risks.
- Prioritize partners and align with business goals and CSR objectives.

DEVELOP A STRONG BUSINESS CASE

- Quantify and qualify the impacts of NTDs on issues such as workforce productivity, local economies, and gender equity.
- Highlight success stories and return on investment (ROI) from previous investments.
- Align NTD interventions with company interests: workforce health, community goodwill, and operational continuity.

ESTABLISH A PUBLIC-PRIVATE PARTNERSHIP (PPP)

- Set up a steering committee linking government, private sector, and NTD experts.
- Define roles, responsibilities, and operational procedures for contributions.
- Use the PPP to coordinate interventions, recognize champions, and sustain long-term engagement.

BUILD RELATIONSHIPS AND ADVOCACY CHANNELS

- Engage CEOs, corporate social responsibility (CSR) leads, and industry associations through media, meetings, written proposals, site visits, and events, including recognition ceremonies.
- Use champions and respected leaders to amplify messaging.
- Tailor messages to company priorities, highlighting how NTD investment benefits their operations and reputation.

MONITOR, EVALUATE, AND SCALE

- Track private sector contributions, engagement activities, and impact on NTD outcomes.
- Adjust strategy based on performance data and feedback.
- Showcase successes through media, events, and case studies to encourage broader participation.

TOP THREE ARGUMENTS FOR PRIVATE SECTOR LEADERS

This brief also contains a narrative, key messages, and references to studies that can be used to build a business case for why the private sector should be engaged in NTD elimination. Consider these top three arguments and review the full brief for more information.

RETURN ON INVESTMENT & PRODUCTIVITY GAINS

- NTD interventions are cost-effective: US\$1 invested can yield ~US\$25 in societal benefits.
- Controlling and eliminating NTDs increase worker productivity. Healthier employees mean fewer sick days, higher productivity, and stronger economic performance.

CORPORATE SOCIAL RESPONSIBILITY & REPUTATION

- Investments improve company visibility and goodwill in communities.
- Demonstrates to global, national, and local authorities and communities a commitment to sustainable development and alignment with national health goals.

STRATEGIC RISK MITIGATION & COMMUNITY IMPACT

- Preventing NTDs in areas affected by company operations reduces operational and reputational risks.
- Supports local economic development, education, and gender equity, creating stable environments for business.

WHY MOBILIZE FUNDS FROM THE PRIVATE SECTOR FOR NTDs?

With substantial reductions in public health funding in 2025, NTD program managers agree that private sector investment should be strongly considered as an option to help address funding gaps and build on the gains made in NTD elimination programs. Without a dedicated global financing mechanism, NTD programs face increasing competition for scarce domestic resources, overshadowed by critical high-profile health priorities like HIV/AIDS, malaria, and TB, as well as non-communicable diseases (NCDs). Budgetary funding gaps across health and non-health sectors, compounded by the impacts of COVID-19, climate change, and humanitarian crises, threaten to unravel achievements.

Advocacy to mobilize domestic financing from the private sector for NTD elimination efforts is considered a priority by NTD program managers who were consulted as part of the development of *Kikundi's Neglected Tropical Disease Advocacy Framework*. When engaging the private sector in NTD elimination, advocates must address the perception that NTDs do not affect businesses directly or that responsibility rests solely with the public sector. Getting the messaging right will be key, and it is important to translate investment opportunities to the company's bottom line, with linkages to broader economic benefits.

EXAMPLE

AngloGold Ashanti's successful malaria control programs in Ghana is one widely publicized example of how a company's fight against malaria can reduce malaria cases and absenteeism, and the costs associated with both.

<https://www.ccmghana.net/index.php/2018-2020/malaria/anglogold-ashanti-malaria-control>

Private sector investments can:

- Increase visibility of a business for the linkages between investments and community development and reduction of NTDs, which will increase the company's image, recognition, and goodwill in the community.
- Companies gain a receptive audience with government officials, as investments in NTDs can give company executives leverage and provide other opportunities.

PRIVATE SECTOR INVESTMENTS IN NTDs THUS FAR

Pharmaceutical companies have long contributed to NTD treatment and elimination efforts through large-scale medicine donation programs, which by 2025 had delivered more than 3.3 billion treatments to over 1.7 billion people [1]. Despite the success of these programs, stakeholder consultations conducted for this guide suggest that gaps in logistics and distribution can result in medicines expiring or being misused. Sustainability is also a concern when donor funding declines or shifts. Moreover, the costs of mass drug administration (MDA) can reach tens of millions of dollars, underscoring the need for continued advocacy and to ensure resources are available for these medicines.

Aside from large-scale drug donation programs, NTD program managers reported sporadic and limited support from the private sector. Some of these were from banks, mining companies, agricultural industries such as sugar producers, as well as from local merchants and media outlets. Moving forward, governments and advocates can broaden engagement to include companies across industries that can contribute to a range of activities, and pool resources for greater impact and sustainability (See Table 1 for examples).

When engaging companies for NTDs, consider not only the financial resources they bring to the table but also the expertise or services they can provide. This includes supporting water, sanitation and hygiene (WASH) efforts; communication campaigns; and areas of management and logistics. NTD stakeholders should take stock of the major companies in their country and consider reaching out to them and to private-sector membership organizations (e.g., chambers of commerce, Rotary clubs) to engage them in NTD elimination efforts. This requires aligning opportunities to contribute to NTD interventions with businesses' CSR goals or their enlightened self-interest – in other words, aligning investments with their business interests,

such as a healthy workforce, productivity gains, and goodwill among community members and local officials.

THE INVESTMENT CASE

It is important to build an investment case when attempting to engage the private sector. Consider the information below when developing a country-specific investment case.

- Africa bears 40% of the global burden of NTDs, with 600 million needing treatment. Schistosomiasis, lymphatic filariasis, and onchocerciasis are the most prevalent, while other NTDs include leprosy, Buruli ulcer, and intestinal worms [2].
- At least one NTD is endemic in every African country; 79% have five or more. Schistosomiasis alone affects 112 million and causes ~280,000 deaths yearly [3].
- Preventive chemotherapy can reduce disease burden for several NTDs, 245 million people at risk of onchocerciasis worldwide [4] and 406 million people at risk of lymphatic filariasis in the WHO Africa Region [5].
- Investing in NTDs is a global development success story. So far, as July 2025, 57 countries have eliminated at least one NTD, 19 of them in Africa, showing progress is possible [6-7].
- In 2022, Togo became the first country in the world to eliminate four diseases – and all of them NTDs. In 2020, 600 million fewer people required interventions against NTDs than in 2010 [8].
- When there are so many intractable issues in global health, investments in NTDs can offer wins for donors and for affected communities.
- 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 [9-10].

INDUSTRY IMPACTS ON NTDs

Industries like mining, agriculture, and other operations can create environments that contaminate water supplies, contribute to poor hygiene and sanitation, create breeding habitats for vectors, and increase contact with infectious agents, all of which can heighten the risk of neglected

tropical diseases (NTDs). For example, mining operations can contaminate water sources and degrade sanitation, contributing to waterborne and vector-borne NTDs such as schistosomiasis and guinea-worm disease (as well, there are data showing increased vulnerability to malaria, tuberculosis, STIs, and HIV/AIDS, data of which can be used to bolster the case for integrated health programming) [11-13].

Agricultural practices such as irrigation and fishing are considered risk factors for the spread of NTDs such as schistosomiasis [14]. In agriculture, irrigation and farming near open water and human contact with soil increase exposure to disease vectors like snails and tsetse flies, raising the risk of schistosomiasis, Buruli ulcer, human African trypanosomiasis (HAT), and sporotrichosis. Use of untreated manure and open defecation further contaminates soil, driving soil-transmitted helminth (STH) infections [15-18]. Poor sanitation and inadequate hygiene in affected communities amplify transmission, with studies showing significantly higher infection rates among farmers [19].

These factors create health, economic and social burdens in affected communities.

PRODUCTIVITY LOSSES DUE TO NTDs

NTDs affect about 600 million people in Sub-Saharan Africa, according to a 2023 WHO report [20]. Several of the NTDs do not kill; they do, however, disable, disfigure, and impair the cognitive development of children. 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 (international dollars) per year [21]. 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 [22].

Many NTDs impose productivity losses for affected people that can impede agricultural development from local to national to regional scales [23]. Some low-income communities appear mired in this poverty–disease trap, and thus might require substantial investment in health systems to promote the necessary agricultural and economic growth to pull them out of the poverty–disease cycle [24-28].

Most of the economic cost comes in lost productivity, usually working time (and wages), lost to morbidity and disability. The extent of loss of productive inputs depends on the type and severity of the NTD as well as where it occurs [29].

The particularly high economic cost of blindness motivated the World Bank's first investments in health, with the creation of the Onchocerciasis Control Programme in West Africa in 1975 [30].

Eliminating NTDs could also have knock-on effects for education and health literacy because NTDs impede cognition, learning, and school attendance [31]. Indeed, an investment of just US\$3.50 per child for NTD control can result in the equivalent of an extra school year of education [32]. This is likely an underestimate because of unaccounted for indirect effects of deworming on learning. A recent study revealed large cognitive gains among children who were not dewormed but had older siblings who were [33-34].

OPTIONS FOR PRIVATE SECTOR CONTRIBUTIONS TO NTDs

See below for options for the private sector to contribute to NTD elimination, by private sector involvement. This list is by no means all inclusive, and different countries can create different opportunities based on their needs and resources.

SPONSORSHIP

Public sector key benefits

Funding or in-kind support (e.g., NTD community events, school distributions, print and media for NTD awareness).

Private sector key benefits

Company name associated with a public benefit.

COMMUNITY NTD PREVENTION AND TREATMENT PROVISION

Public sector key benefits

Improved health outcomes and decreased burden on public health system.

Private sector key benefits

Increased productivity, meeting CSR objectives, better relationship with community.

OCCUPATIONAL HEALTH PROGRAMS

Public sector key benefits

Implementing occupational health and safety programs in mining, including worker protection, monitoring, and access to healthcare, is vital to mitigate the risks associated with mining activities.

Private sector key benefits

Increased productivity and worker safety.

For example, a Deloitte study for the END Fund estimated that Nigeria could gain around \$19 billion in productivity through effective NTD interventions [35].

IMPROVED WATER, SANITATION, AND HYGIENE AND SUSTAINABLE RESOURCE MANAGEMENT

Public sector key benefits

Improving access to clean water, sanitation, and hygiene, along with promoting environmentally sustainable mining practices, contributes to reducing NTD transmission and enhancing community health.

Private sector key benefits

Increased productivity, meeting CSR objectives, better relationship with community.

Access to policy support, commodities, training, staffing.

MEDIA COLLABORATION

Public sector key benefits

Increase audience exposure to NTD messages, improved outcomes.

Private sector key benefits

Reaches audience with positive messages, enhanced reputation, income (for media company).

PRIVATE SECTOR OPPORTUNITIES

Private sector engagement presents significant untapped opportunities, but success requires strategic advocacy backed by compelling business cases. The Kikundi stakeholder consultation revealed multiple sectors with unrealized potential, as shown below.

MINING AND CONSTRUCTION

Mining and construction companies were frequently identified as high-potential but challenging partners. While these industries sometimes invest in CSR projects, their contributions tend to prioritize high-visibility infrastructure projects such as building roads or housing, with limited attention to health-related initiatives. Health investments in these industries tend to concentrate on malaria and HIV/AIDS, given their high disease burden among workers.

Clear linkages between industrial practices and NTD transmission can be made, particularly through water and sanitation issues around worksites. Mining activities can pollute underground water and rivers, increasing risks of NTD transmission.

Mining and construction companies can play a role in NTD elimination in surrounding communities and beyond, including filling gaps in key intervention efforts, and especially by addressing water and sanitation challenges, and collaborating on efforts such as building public toilets to reduce open defecation.

AGRICULTURAL COOPERATIVES, EXPORTERS, AND FOOD INDUSTRIES

Agriculture and agribusiness

Agricultural producers – including rice, sugar, coffee, and beef operations – represent another untapped opportunity for NTD engagement. Agricultural operations and water sources can harbor contaminants that drive NTD transmission. For instance, stakeholder consultations revealed that in one country more than 70% of NTD cases occurred in agricultural areas, while in another, tea and sugar companies operated in districts with high burdens of onchocerciasis and schistosomiasis. In yet another country, farming and beef industries were

where NTDs were most concentrated. The mobility of seasonal and migrant workers can contribute to the spread of infection, e.g., through fecal matter or in some cases through direct contact. Engaging agricultural cooperatives or associations could provide a practical entry point for coordinating private sector contributions.

Food and beverage sector

Food and beverage companies are also promising partners, especially when connections are made to WASH initiatives and rural farming communities. Companies with strong community investment portfolios – particularly those already funding water access and rural development – may be receptive to supporting NTD programming when the link between WASH and NTDs is clearly articulated.

FINANCE, TELECOM, TOURISM, AND CHAMBERS OF COMMERCE

Banking, telecommunications, and tourism represent another untapped sector with potential to contribute to NTD efforts, particularly in urban centers and high-transit areas. The banking sector could be engaged to mobilize funding, while telecommunications companies may provide innovative avenues for awareness-raising and resource generation. Tourism industries – especially in areas affected by schistosomiasis – and waste management actors are also directly connected to NTD challenges. Chambers of commerce could be leveraged as partners in engaging these and other industries for NTD elimination.

CONSIDER A PUBLIC-PRIVATE PARTNERSHIP FRAMEWORK AND STEERING COMMITTEE

Addressing the resource needs for NTDs requires strong coordination between public and private actors. A well-structured public-private partnership (PPP) can provide sustained financing, improve efficiency, and ensure that private sector contributions are strategically aligned with national NTD priorities.

The PPP should aim to:

- Create an enabling environment for contributions from public, private, and multisectoral stakeholders.
- Catalyze private sector investments to fill gaps in NTD interventions.
- Strengthen coordination and long-term sustainability of NTD efforts.

One way to operationalize this is through a PPP Steering Committee linked to the Ministry of Health and NTD program leadership. This committee can develop a strategy and tools for private sector partnerships with implementing organizations capable of managing resources effectively.

Key functions of the PPP steering committee could include:

- **Partner identification and vetting:** Establish a transparent, credible process to identify and categorize recommended implementing partners, and maintain a rated database for donor-partner matching.
- **Technical oversight:** Support a technical advisory committee to screen proposals and match them with capable implementing partners, where needed.
- **Monitoring and evaluation:** Designate an external monitoring function to track performance using clear indicators.
- **Recognizing private sector Champions:** The committee could build momentum by publicly acknowledging private sector contributions, through press releases and events, media-covered symposiums, and award ceremonies. Engaging a popular public official (such as the First Lady and a well-known business leader) to endorse these events can increase their visibility.

A PPP Steering Committee can also lead strategic actions to mobilize private sector support. For example, it can:

- Conduct outreach and advocacy to private sector leaders, organizations, diaspora communities, and individual philanthropists.
- Recruit strategic partners and champions to promote participation.
- Adopt investment models such as matching funds between private sector donors and development programs, or mobile-based remittance platforms.
- Facilitate private sector incentives and other innovative financing mechanisms, including tax waivers or rebates.

SPOTLIGHT ON PPPS FOR MALARIA PREVENTION

The Zero Malaria Business Leadership Initiative (ZMBLI), piloted between 2020 and 2021 by the Ecobank Group in collaboration with the RBM Partnership to End Malaria and Speak Up Africa, mobilized the African private sector to support malaria control. Between 2021 and 2024, 59 companies contributed in-kind and cash donations to the tune of US\$6 million, representing a diverse range of economic sectors (mining, construction, media, pharmaceutical etc.), as well as company sizes, with individual contributions ranging from a few hundred dollars to over US\$1 million.

Private sector engagement in malaria control in Ghana began well before 2020 and unfolded over several years. In 2018, Ghana's National Malaria Control Programme (NMCP) faced a \$320 million funding gap in its 2014–2020 strategic plan. To address this, with support from a UK-funded three-year Private Sector Malaria Prevention Project, implemented by the Johns Hopkins Center for Communication Programs, the project encouraged companies to invest in malaria prevention for their workforce.

With this support, Ghana increased the visibility of private sector contributions and engaged more partners in the fight against malaria, including Ecobank and companies in the mining, energy, pharmaceutical, and telecommunications sectors. Key initiatives included a private sector-led PPP Steering Committee, designed to facilitate resource mobilization and enable companies experienced in malaria control, such as AngloGold Ashanti, to share best practices with new partners [37].

Potential stakeholders for a PPP Steering Committee may include:

- **Business leaders:** Employers, industry associations, chambers of commerce, private foundations, leaders from private sector membership organizations such as chambers of commerce or mining, agribusiness and bankers' associations, etc.
- **Government:** NTD program managers and key officials from the ministries of health, finance, trade, and local governments; related health and environment ministry representatives; the Office of the President and the Office of the First Lady, etc.

- **Civil society and academia:** Implementing partners with expertise in NTDs, academic leaders and representatives from research institutions with expertise in NTDs, etc.
- **Other influencers:** Public interest committees, municipal authorities, etc.



See *Tool E* for a *Checklist on Developing a PPP Steering Committee*.

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?	

TOOL A: ASSESS PRIVATE SECTOR OPPORTUNITIES IN THE COUNTRY

Question	Answer (to be completed)
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?	

TOOL A: ASSESS PRIVATE SECTOR OPPORTUNITIES IN THE COUNTRY

Question	Answer (to be completed)
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.

Company name	HQ location	Field operations (locations)	Contact name(s)	Contact information	Core business	Existing or past CSR interests / activities	Notes

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

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.

TOOL F: DEVELOP ADVOCACY OBJECTIVES FOR PRIVATE SECTOR ENGAGEMENT

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].	

Category	Global-level message	Tailored country-level message (to be completed)
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].	
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.

Date	Advocacy goal	Advocacy event	Location	Target audience	Champions	Key messages

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 (to be completed)
Input indicators	<ul style="list-style-type: none"> ■ NTD champions ■ Funding for NTD advocacy activities ■ Equipment 	
Output Indicators	<ul style="list-style-type: none"> ■ 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	<ul style="list-style-type: none"> ■ 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

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