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The World Economic Forum, with Elizabeth Ashbourne of the World Bank and Ed Vela of UNAIDS have been working in a partnership over the past four years to increase and improve the engagement of African-based private sector organizations in the fight against HIV/AIDS. One of the most successful strategies to forge closer relationships between the public and private sector has been to develop and support coalitions of businesses to address the many challenges of HIV/AIDS in societies and communities. This report represents and reviews the current status of the 20-plus coalitions that are in various stages of development in sub-Saharan Africa.

For their significant contributions to this report, we would like to thank Caroline Hope from the Corporate Council on Africa (CCA), Saskia Kersemaekers from PharmAccess, and the many Business Coalitions that have generously given their time and effort to provide the information that is central to this report’s analyses.

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We are delighted to release this new report, “The State of Business Coalitions in Sub-Saharan Africa”, from the Global Health Initiative (GHI) of the World Economic Forum.

The GHI’s mission is to catalyse public-private partnerships to fight HIV/AIDS, TB and malaria. To do this, we work in partnership with UNAIDS and the Stop TB and Roll Back Malaria partnerships of the WHO. We also report on the global voice of business and HIV/AIDS through the annual Global Business Survey and serve as a permanent member to the private sector delegation of the Global Fund to Fight AIDS, Tuberculosis and Malaria.

This new report on business coalitions is a good example of how we are trying to track and support business action against HIV/AIDS in Africa. Business coalitions are a critical component of the private sector response to the pandemic and the creation of many national business coalitions over the last four years represents strong progress. However, we know a good overview of the state of coalitions has so far been lacking and is what this report aims to deliver. It is a benchmark and source of information to help business coalitions and related stakeholders identify their priorities and next steps.

I would especially like to thank Accenture for their secondee, Chris Trimble, who led and managed this mapping exercise with exceptional drive and dedication, and the World Bank and UNAIDS for their support in making this programme a reality. I would also like to acknowledge the active participation and contributions of over 20 business coalitions for their commitment to this mapping exercise.

Richard Samans
Managing Director, Centre for Public-Private Partnerships, World Economic Forum
It is abundantly clear that the private sector must be a partner in addressing the human drama of HIV/AIDS. It is a scourge that feeds global poverty and inequality. It is the plague that undermines any hopes of peace, opportunity and sustainable economic development in many of the world’s poorest places.

HIV/AIDS is a problem of such magnitude that no pillar of state or economic entity can deal with it alone. No individual government can, alone, hope to stem the tide of the growing epidemic. Industry cannot protect the economy in which it operates. HIV/AIDS can only be dealt with through collective efforts – a partnership of governments, the private sector, civil society, faith-based organizations, trade unions and the global community. Together, we must all play a strategic role in mitigating the impacts of people being sick, of families torn apart, and of markets and countries threatened and disrupted.

Whether in Ouagadougou or on Wall Street, the facts are that 14,000 people contract HIV/AIDS every day and, of these, some 8,500 people die of the disease. In just over a decade, the HIV/AIDS pandemic has reversed many of Africa’s proudest achievements. It has reduced life expectancy in some countries by nearly four years and is now a leading cause of death on the continent. The pandemic is emerging as the paramount threat to investment in the region and subverts efforts to lift people out of poverty.

In this global battle, business has an obvious and important role to play. Those firms which understand the dangers and play an active part in combating the disease will reap the economic benefits over time. Confronting the problem is, at least in part, the business of business. From the private sector, we need collective involvement, awareness and action. Companies are uniquely positioned to use their global reach to protect their employees from the stigma and fear of HIV/AIDS. Investment in creating awareness of the disease, and taking action to protect workers, customers and communities, can ensure that people are free to pursue careers wherever they live, to learn skills and to care for their families.

The World Bank and its partners are committed to supporting a strategy to engage the private sector through the national strategies of the countries in which we work. Reaching out to organizations that are able to convene industry – business coalitions against HIV/AIDS, labour unions, employer federations, chambers of commerce and other organizations dedicated to the health and growth of national economies – and all that speak with a powerful and common voice, is perhaps our best chance of ensuring sustained attention and action to address the effects of HIV/AIDS. This report will certainly provide us all with important guidance on the opportunities to join forces and leverage the efforts of the private sector throughout the continent.

Debrework Zewdie
Director, Global HIV/AIDS Program of the World Bank Human Development Network
Executive Summary

Introduction to the report and to business coalitions

The emergence of businesses coalitions is a recent development in sub-Saharan Africa: most have only been created in the last two to five years. Most were set up by a small caucus of businesses that realized the value of coming together to fight the pandemic.

Business coalitions provide a vital platform in the private sector response to HIV/AIDS. They advocate for business action, help mobilize business efforts, ensure a coordinated and nationally aligned business response and facilitate sharing of best practices between businesses. This enables companies to leverage their resources more effectively and bring together the critical mass of business action needed to mobilize multinational, as well as large and sometimes small national, businesses.

This report provides an overview of the state of business coalitions in sub-Saharan Africa. It draws on data from the profiles of 20 coalitions created during a mapping exercise (see Figure 1) undertaken over the previous 12 months. Individual profiles can be found at www.weforum.org/globalhealth.

We hope the lessons learned from this report will be useful to help inform and strengthen the existing 20 business coalitions in sub-Saharan Africa, the many more being created around the world during the time of this report’s publication and all those interested in working with or in support of business coalitions.

Figure 1: At least 20 business coalitions formally now exist in Sub-Saharan Africa
Key findings on sub-Saharan African coalitions

The state of African business coalitions is varied and complex: it does not lend itself well to broad overviews. There are significant differences in membership models, financial models and activities. Furthermore, coalitions often operate in complex political environments, sometimes involving multiple business coalitions in one country. Such situations have led to duplication of work and inefficiencies. There are, however, a number of characteristics we observe across coalitions, particularly in terms of the challenges coalitions face.

Looking first at what coalitions actually do, we see them engaging in a broad range of activities and fulfilling several functions: from acting as the voice of the private sector to advocating increased action or being a facilitator of treatment programmes. Most of them, however, spend the largest proportion of their time and effort supporting company action against HIV/AIDS in the workplace. This ranges from developing country-specific toolkits to implementing tailored employee training programmes.

In terms of how coalitions are choosing to engage businesses, we observe two schools of thought: serve-all models, which behave like NGOs and serve any business without charging membership fees and membership-based models, which charge membership fees, either as a flat fee or based on company size/service provision. While the serve-all coalitions typically reach more businesses, the degree of support provided to all these businesses remains unclear, compared to the support provided to businesses that belong to a membership-based coalition.

Linked to this question is the financial sustainability of coalitions. One of the most important challenges reported by coalitions, membership-based or not, is the heavy reliance on unpredictable funding. While membership fees – and in some cases income generating activities – typically bring in some revenue, all coalitions remain dependent on donor funding to cover the majority of their costs. This funding is typically short-term and difficult to renew, which makes it difficult for coalitions to engage in long-term planning or implement programmes with longer time horizons.

Figure 2: The established, membership-based coalitions are typically reaching 30-100 organizations

* This chart represents organizations reached by coalitions, as reported by each coalition – this includes business members but may also extend to other organizations, according to how each individual defines its members.
with certainty. In response, some coalitions are now aiming to have membership fees cover the core staff salaries, so there is at least some stability within the secretariat.

In addition, coalitions typically struggle to meet company demand, meaning their staff are overstretched. Established coalitions typically have 30-100 members (see Figure 2), often representing mostly large multinationals in the country. This typically represents 1-5% of the total formal economy. Most coalitions only employ 3-7 people, making it entirely unrealistic to consider serving the full private sector.

Linked to these capacity challenges is the lack of key skills in coalitions. The most consistent skills reported as lacking are programme management and strategic marketing skills. Coalitions require better programme management skills in order to help them plan and execute their activities efficiently and enable them to bring more value to the private sector. Better strategic marketing skills are required, both to help attract new members and to help coalitions sell themselves better to international partners and secure donor funding.

With respect to scaling up the private sector response, coalitions face a particularly difficult challenge in engaging small and medium enterprises (SMEs). While large companies have the resources to invest in comprehensive HIV/AIDS workplace programmes – and tend to be the most active – SMEs remain largely unresponsive to HIV/AIDS. For coalitions, SMEs are harder to convince and require greater support than large companies when they do become active. They are, however, a critical sector to activate, particularly in sub-Saharan Africa, where some countries report that SMEs employ up to 80% of the formal economy’s workers.

In conclusion, this report highlights the significant progress that has been made in the private sector response through business coalitions. There is now real experience available as to what can work, with an interesting diversity of coalition models. To build on this progress and bring business coalitions to their full potential, work clearly needs to be done to overcome some of the challenges highlighted above.

All stakeholders – business coalitions, businesses and international partners – will need to work together to clarify the long-term vision of coalitions (in particular if serving the full private sector is the vision) and understand what priority actions are required to fulfil this vision.
1.1. Context of Business Coalitions

HIV/AIDS undermines social and economic well-being. Beyond the human tragedies, HIV/AIDS degrades the health and education of a nation’s citizenry. Current and future workforces are at an increasingly higher risk as the epidemic disproportionately affects people during their most productive years. HIV/AIDS can increase the costs of doing business and reduce the long-term business potential of markets. It can also impact the investment environment and inflows of foreign capital.

As a vital part of society, businesses are increasingly responding to the epidemic. Some respond from a sense of enlightened self-interest and corporate social responsibility. Others respond because of the direct effects that HIV/AIDS has or could have on their own business operations, including:

- **Increased costs**: With an increasing number of employees contracting HIV/AIDS, companies must cover the rising costs of health insurance, sick leave and funeral benefits, as well as the recruitment and training of new staff.
- **Weakened business environment**: HIV/AIDS puts national economies at risk. The increasing impact of HIV/AIDS on business deters investment and decreases output for foreign exchange.
- **Threats to the consumer base**: Overall, demand for goods and services decreases and companies must be less dependent on their consumer base. Households are faced with increased health expenditures leading to reduced disposable incomes and risk losing their income base.

Often companies respond to these threats in isolation. More effective, however, is the formation of business coalitions or associations, allowing members of the business community to share best practices and to develop coordinated responses within the framework of national strategies. National business coalitions against HIV/AIDS provide forums for cooperation and partnership and serve as an intermediary on HIV/AIDS matters between the private sector and the broader HIV/AIDS community (governments, NGOs and faith-based organizations, known as FBOs).

National business coalitions enable companies to more effectively leverage their resources and better combat HIV/AIDS. Coalitions assist companies by facilitating information sharing, permitting economies of scale in the development of workplace HIV/AIDS products and services and creating a strong, unified front for public policy debate and advocacy. They may act as service and product providers, offering constituents help with impact analyses, development of education, testing and treatment programmes, training of peer educators and design and implementation of other workplace and even community interventions. National business coalitions against HIV/AIDS often serve as important focal points for engaging with other stakeholders within the UNAIDS Three Ones framework and in particular with the national governmental HIV/AIDS programme.

Coalition member companies often have substantial financial resources, well-established business networks, political networks and strong incentives to combat the disease. Through partnerships, these attributes can be combined with existing knowledge and expertise on HIV/AIDS interventions in the public sector, providing greater outreach and impact. Acting through a business coalition also reduces potential public relations challenges that a single company might face when tackling alone a sensitive and politicized topic such as HIV/AIDS.

Business coalitions have generated some extraordinary results over the last 2-5 years. At least 20 business coalitions now exist in sub-Saharan Africa, and more are being created every year. They are mobilizing private sector action against HIV/AIDS in a way never seen before, helping not only to strengthen the response of businesses already committed to fighting HIV/AIDS, but also helping to scale up the private sector response by engaging businesses not previously active and in some cases expanding into new disease areas.
1.2. The Pan-African Business Coalition

It is important to note that we have seen some important steps towards creating a coordinating framework for coalitions in Africa with the creation of the Pan-African Business Coalition (PABC). The creation of this continent-wide network has been driven by National Business Coalitions, who have recognized the need for increased cooperation with each other.

At a minimum, the vision of the PABC is to facilitate learning between coalitions by sharing information and best practices about member services (e.g. supporting workplace action), as well as at an operational level, on how to run a business coalition effectively. Beyond this, there are a number of roles the PABC could develop. These include becoming the voice of business coalitions across Africa or acting as a coordinating and disbursement mechanism for the funding of business coalitions. Although initial discussions took place between member coalitions in 2004, the PABC has yet to reach operational capacity. The PABC was officially launched in December 2005 at ICASA (Abuja) and is now in the process of identifying funding to become operational. The current chair of the PABC is SABCOHA (South African Business Coalition on HIV/AIDS).

1.3. About this business coalition mapping exercise

Despite the many positive developments and achievements of business coalitions in-country, an overview of the activities, scope and models of business coalitions in sub-Saharan Africa has been lacking to date. Despite the multitude of international partners involved in supporting business coalitions, and the multiple coalitions each partner supports, they have yet to come together to create an overview of the state of business coalitions.

This report therefore represents an important step towards creating both a broad overview as well as a detailed understanding of business coalitions against HIV/AIDS. It is the result of a mapping exercise conducted within 20 countries in sub-Saharan Africa over 12 months and fulfils five purposes:

- Clarify the status of African Business Coalitions – what coalitions exist today and what are they doing?
- Facilitate learning between coalitions – helping them to understand individual success stories and best practices, as well as common challenges and the solutions to overcome them
- Help donors and international partners understand where their support is most needed and could have the most significant impact
- Provide input for the Pan-African Business Coalition in setting priorities
- Raise the global profile of business coalitions in Africa and awareness of the good work they are doing

This report is intended for all stakeholders of business coalitions: the coalitions themselves, businesses actively involved and supporting business coalitions, the Pan-African Business Coalition, international support partners and donors and academics interested in this field.

1.4. Limitations of this report

This report is not intended to provide a comprehensive and detailed insight into every coalition. Rather, it is intended to represent a first step towards creating a high-level overview of the state of business coalitions, in order to fulfill the purposes outlined above as efficiently as possible.

To build on the foundation provided by this report, there is a strong case for widening the scope of the mapping exercise. We have an opportunity for much deeper and comprehensive analysis within:

- **The business coalitions already included in this report.** The results of this report highlight areas for deeper analysis that were not included in the original data collection outlines (e.g. one of the primary challenges being reported by business coalitions is financial sustainability). There is scope for much deeper financial analysis to understand how to best support them. This will include basic income and expenditure (which has not been included in this exercise) and a better understanding of how business coalitions plan and organize their finances.
• **Additional business coalitions.** In this mapping exercise, we have only included one coalition from each country. In some cases, there exists more than one coalition against HIV/AIDS, and in some cases non-HIV/AIDS coalitions. This report includes only HIV/AIDS-specific coalitions. Where multiple coalitions exist (e.g., Kenya and Uganda), we profiled the coalition that was a member of the PABC. A more comprehensive report could profile all the coalitions related to HIV/AIDS in each country.

• **Other countries in sub-Saharan Africa.** Twenty-five countries were included in the mapping exercise, of which 20 had business coalitions. There may be coalitions in the remaining countries in sub-Saharan Africa of which we are not aware. These should clearly be part of any further analysis in mapping business coalitions.

In addition, we were pleased to realize some additional benefits in conducting the mapping exercise. For example, many coalitions provided feedback that the process of creating the profiles was in itself very useful, helping them clarify the status of their coalition and identify their own issues and challenges.

### 1.5. Methodology

The aim of the mapping exercise was to produce profiles for each coalition, which would serve as the basis for analysis and comparison in this summary report. Each of the coalitions was profiled using a suite of standard assessment metrics in order to enable consistent and comparable profiles:

- Profile building started with outlining clear data requirements and format for the profiles.
- Coalitions were contacted on an individual basis to create country profiles. This step included clarifying exactly which coalitions existed.
- All 20 coalitions were profiled (approx. 4-6 pages each)
  - Profiles were created in close partnership with each coalition, via interviews, when possible in person, or by telephone. In some cases coalitions took the lead to write their own profiles. Every coalition reviewed and validated the information and data included in the profiles.

- The profiles can be found at [www.weforum.org/globalhealth](http://www.weforum.org/globalhealth)
- Each profile had nine sections, including:
  - Contacts
  - Background
  - Organization
  - Membership Analysis
  - Coalition Activities
  - Coalition Relationships
  - Funding
  - Success Stories
  - The Future

- A situation analysis was written for five countries currently without a coalition.
- This summary report included a feedback process at the individual level (business coalitions, businesses and international partners) alongside group feedback at a number of events, including interim report presentations at ICASA (Abuja, December 2005) and the Forum for Mobilizing the Private Sector in Francophone Africa (Marrakech, June 2006).

Appendix 1 provides an overview of the coalitions included in this mapping exercise.
2. The Phenomenon of Business Coalitions

2.1. When Business Coalitions were created

- Figure 3 illustrates that business coalitions are a relatively new development in Africa. Most have been created in the last five years, and in the last two years at least six new coalitions have been launched.

- Of the 20 coalitions that have now been established, 14 are based in anglophone Africa and six are based in francophone Africa. Typically, francophone coalitions are younger than anglophone coalitions. The coalitions in DRC and Rwanda are the longest established francophone coalitions (launched in 2001), with most other francophone countries having launched in the last year or planning a launch in the next year (including Burkina Faso).

Additional trends observed in business coalitions to note include:
- Most business coalitions started with a small group (3-5) of very committed companies, which tend to be multinationals (e.g. Unilever, Standard Chartered Bank, Merck, etc.) and/or through the chambers of commerce.
- Coalitions often have to operate in difficult and complex political environments, and in a number of cases a number of business associations operate alongside one another within one country.
- Some business coalitions (including Mozambique, Botswana and Zimbabwe) have undergone a re-launch since first being created, which enabled them to fine-tune their business model.

2.2. Business Coalition governance

Typically business coalitions are organized around two bodies: a secretariat and a board. The secretariat is comprised of permanent staff members and is responsible for day-to-day operations and delivery of the coalitions’ services and activities. The board is typically made up of 4-8 senior company representatives, usually CEOs, and is in some cases chaired by a senior official in government (e.g. the Nigerian Business Coalition on HIV/AIDS is chaired by the President of Nigeria). The board is usually responsible for setting the long-term strategic direction of the coalition and holding the secretariat accountable for its activities.

Some coalitions also have advisory/technical boards which sit alongside the main board to provide advice on specific issues/areas of expertise for particular individuals (see the Côte d’Ivoire example in Figure 4).
2.3. Secretariat capacity: employees and skills

- Figure 5 illustrates that most coalitions employ 3-7 people in their secretariat. This will typically include a director/coordinator role, which oversees the day-to-day activities of the coalitions, alongside 2-3 programme officers, who deliver the activities of the coalitions and 1-2 support staff for assistance in the office, etc.
- Most aim to expand capacity soon: 11 coalitions want to employ at least two more employees in the next 6-12 months. This is in response to many coalitions being overstretched and struggling to meet demand from members. While most coalitions do have a vision of expanding capacity internally, they typically have not secured funding for these additional staff.
- Uganda is the one outlier in staff capacity, employing 45 people. This is the result of the unique model it has adopted in providing workplace treatment centres for companies (see the UBC example in section 4.2.3. below).

Note: Includes full-time staff in kind; does not include volunteers or part-time staff
Note: Chart does not include Mauritania, which is still establishing its secretariat
Coalitions report that they need support on some specific skill areas: specifically, project management and marketing:
- Basic project management for planning activities and delivering services effectively and on time
- Marketing to help attract members and better funding from international partners
Some coalitions aim to fund staff salaries through membership fees (e.g. Tanzania), while others only recruit staff on a project basis (e.g. Namibia).

2.4. Coalition relationships

Apart from businesses, coalitions work with a wide range of both national and international partners. Typically, coalitions will partner closely with up to 10-15 organizations, with the most important tending to be the local National HIV/AIDS Council (NAC) and their donor organizations.

In addition to working with NACs, coalitions will work with local service providers and NGOs to partner on specific initiatives. In an international context, coalitions are partnering with a wide range of organizations. These relationships tend to be in a support capacity, be it technical support or funding (in-kind or direct donations).

Common international partners include:

- World Bank
- GTZ / ACCA
- UNAIDS
- UNDP
- ILO
- World Economic Forum
- Global Fund
- GBC
- SIDA ENTRERPRISES
- PharmAccess
- CCA
- Action AID
- VSO
- USAID
- DFID
- SIDA
- DANIDA
- NORAD

2.5. Coordinating mechanisms – could the PABC be a solution?

To date, despite so many coalitions now existing and the multitude of international organizations supporting these efforts, there remains no regional coordination mechanism. There are just a few examples where coalitions are speaking to one another on a bilateral basis to share experiences, e.g. Kenya with South Africa, and Namibia supporting Swaziland.

Despite this, coalitions unanimously recognize the need for a coordinating mechanism, with all offering their support and interest in the PABC (see ‘Introduction and Overview’ for an outline of the PABC). Coalitions report they would like to see the PABC play a wide range of roles, e.g. to:
- Facilitate exchange of experiences between coalitions, helping each coalition to avoid re-inventing the wheel:
  - A PABC website may enable such exchanges
  - Create forums for dialogue, benchmarking, sharing of best practice and discussion of challenges
- Provide technical support to national coalitions to help them build their capacity
- Help national business coalitions better leverage resources and support (at an international level)
- Act as a distributing mechanism for international funding
- Act as the voice of African business coalitions at international meetings/forums
- Help develop a common framework for business coalitions in Africa, based on shared experience and understanding of running business coalitions
- Create an evaluation framework for the performance of business coalitions

Due to a lack of funding, the PABC has yet to reach operational capacity and begin fulfilling these roles. As the PABC increase its capacity, it is critical that the coordinating body has sufficient capacity (time and skills). Particularly in the beginning, the coordinator will need a strong vision and commitment to get the PABC up and running to its full potential. Likewise, it is important that the PABC does not itself try to become another coalition, which risks resulting in the inefficiencies we have seen already when multiple coalitions exist in one country. Rather, the coordinating body should be a neutral body that exists to maximize cooperation and coordination between business coalitions.

An additional practical challenge is for the coordinating body to be bilingual, so both anglophone and francophone coalitions can be included in the PABC.
3. The Approach and Scale of Business Coalition Activities

This section provides an overview of the various models for fees and business outreach currently in operation; and the number of companies coalitions are reaching through these models.

3.1. Models for fees and business outreach

Perhaps one of the most debated questions among business coalitions is the best approach to engage the private sector. This debate raises some fundamental questions about the purpose of the coalition to engage the private sector and the financial sustainability of coalitions. As illustrated in Figure 6, we see two schools of thought at a high level:

- Membership-based coalitions that charge fees
- ‘Serve-all’ coalitions that do not have members and do not charge fees for services

The philosophy of the membership school is that if businesses want the coalition to exist, they should pay for it. Coalitions should be working towards being a sustainable organization and if there is sufficient demand from the private sector for the coalition’s services, this demand will facilitate the coalition’s existence. Further, this school believes that if companies really are committed to fighting HIV/AIDS, they will be willing to pay fees as a sign of this commitment.

In contrast, the ‘serve-all’ school argues that experience shows that the fees model does not work: business coalitions are plagued by inconsistent fees payments, with a few very committed companies paying above their required fees, while many companies pay fees only in part, if at all. Indeed, looking at coalitions today, we see overall fee payment rates as low as 20-30% in some countries.

Figure 6: Models for fees and business outreach

- **Serve-All Model**
  - Approximately 15% of coalitions employ this model
  - These coalitions are not membership-based, rather, they serve the entire private sector, and do not charge fees, e.g. Botswana moved from a membership model in 2002 to serve the entire private sector

- **Flat Rate Model**
  - Approximately 20% of coalitions employ this model
  - A one-size-fits-all approach, e.g. Mali charges all companies – big or small – US$ 600 per annum for membership. All members are entitled to the same level of services

- **Company Size Model**
  - Approximately 50% of coalitions employ this model
  - Coalitions typically define companies as small, medium and large according to employee count or turnover, e.g. per person (Zambia) or by defining a large company as having more than 500 full time employees (Namibia) or a turnover greater than US$ 7.5m (Nigeria)

- **Membership Tier Model**
  - Approximately 15% of coalitions employ this model
  - The coalition will define 2-4 tiers of membership, with each tier entitling members to a clear set of benefits. See Malawi example below
The philosophy of the ‘serve-all’ school is that coalitions not only meet the demand of the private sector, but are also generating a public good: supporting the public sector by using the private sector as a channel to reach people. Thus, in serving this public need, coalitions should serve all of the private sector: it should not be an exclusive organization for companies who pay fees. Indeed, Botswana moved from a membership-based model in 2002, to a serve-all model. Previously, the coalition only managed to reach 40 businesses in Botswana. Since this change, the coalition now reaches over 800 businesses with its activities.

The membership-based school argues that this approach creates too much dependence on donor funding: relying completely on donors challenges the independence of the coalition and makes it difficult to plan for the long term, since donor funding is typically given on a 12-24 month basis. Furthermore, there is no guarantee that donor funding will continue.

### Example MBCA (Malawi)

#### Tiers for Membership

MBCA has developed a tier-based system for membership (Bronze, Silver, Gold and Platinum). Under this approach, each level entitles members to a clear list of services, but the cost of membership for each tier does not change according to company size (SMEs may be offered concessions, on a case-by-case basis). If a member company wants services above what they are entitled (e.g. peer education training), they have to pay for the specific service or move to a higher tier.

#### Bronze

Under the Bronze membership (minimum), companies have access to:

- Information on workplace programmes including where they can get resources
- Technical assistance on workplace programme development including M&E assistance
- Access to ARV treatment (through the ministry of health partnership)
- One vote at the Annual General Meeting (AGM); cannot sit on the board

#### Silver

- In-house training programmes (e.g. peer education training), executive management briefing
- Research support (e.g. situation analysis)
- 10% discount on training facilitated by MBCA
- Two votes at the AGM, but cannot sit on the board

#### Gold

- Provides access to personal company support, tailored to their company
- Features within the MBCA’s magazine and radio programmes
- Three votes at the AGM
- Directors can sit on the MBCA board; can represent the business coalition in national forums; some are members of the technical committees

#### Platinum

- CEOs act as champions for HIV/AIDS, e.g. mobilizing businesses to create new treatment clinics
- Featured on billboards and television coverage of MBCA
- Buddied with smaller companies who want to emulate their programmes
- Tasked to develop with sector initiatives, e.g. act as buddies or mentors for other companies in their sector
- 50% discount on training facilitated by MBCA
- Four votes on the board
- Can chair the coalition board; can represent the coalition at international meetings
3.2. Companies being served by business coalitions

This section explores what organizations are being served by business coalitions, as members and non-members, and how this relates to the private sector at large.

3.2.1. Membership-based coalitions

Looking first at the membership-based coalitions, as illustrated in Figure 7, we can make a number of observations:

- The established, membership-based coalitions typically reach 30-100 companies.
- While a detailed breakdown of these companies is not available – making it difficult to estimate the number of people reached through these businesses – we do know that the majority tend to be large companies, often multinational corporations.
- We estimate that this represents 1-5% of the total people employed in the private sector (formal economy). A number of coalitions are reaching as much as 10-15% of the formal economy (e.g. Namibia, Botswana).
- SMEs are typically much less active in coalitions or with HIV/AIDS workplace programmes. Most coalitions report that this is one of the key challenges they face: how to engage this sector, which typically employs more people than the large companies, but which struggles to find the resources and incentives for workplace programmes.
- Fees payment rates are very low in some cases. Across all coalitions, fees payment rates average approximately 60%, though in some cases this is as low as 20-30% (e.g. Mozambique, DRC).
- Most coalitions only accept companies as members, though some, such as the DRC, extend their membership to any organization that wants to make a commitment to HIV/AIDS (e.g. federations, unions, parastatals, NGOs).
- In terms of membership engagement, typically business coalitions report:
  - A core group of companies that are particularly committed – usually 30-50% of members – that pay their fees and are actively engaged in coalition activities (e.g. attending member meetings, training sessions, etc.).

Figure 7: The established, membership-based coalitions are typically reaching 30-100 organizations

* This chart represents organizations reached by coalitions, as reported by each coalition – this includes business members but may also extend to other organizations, according to how each individual defines its members.
- A second group (typically 10-20%) will join the coalition with some initial interest (e.g. attending a couple of training sessions) but without being particularly committed, though they will continue to pay some or all of their fees.
- A final group (30-40%) will join with the same initial interest that dissipates, but do not pay their fees.
- In some cases, e.g. Ethiopia, engagement is very high and more companies attend activities than there are members.

3.2.2. Serve-all coalitions

Secondly, we observe some different dynamics for the serve-all coalitions:
- No-fees business coalitions tend to reach more companies, because they can serve any business in the private sector. Botswana is the leading example, with over 800 companies that have been reached through the coalition’s activities.
  - This means a minimum of attending the BBCA activity and registering for activities, e.g. seminars
  - Of these 800, over 300 companies have been actively engaged (over 200 have implemented the BBCA toolkit, and over 100 companies have been reached through the capacity building training – see the activities list below)

3.2.3. General comments

Finally, there are a few general comments we can make about organizations being served by business coalitions:
- All coalitions continue to encourage non-member companies to become members. There are a number of different approaches taken to achieve these targets:
  - Company outreach visits, where the coalition will visit companies on a one-to-one basis to encourage companies to become members
  - Using existing business organizations to recruit companies (e.g. working through local chambers of commerce)
  - Offering incentives to join: Kenya offers a free sensitization course for HR representatives as the first step in establishing a workplace programme. Out of each training session attended by approximately 35 companies, usually 5-6 will proceed to request additional services from KHBC
- Some business coalitions employing a membership-fee structure report spending a disproportionate amount of time and resources servicing a few fee-paying companies with specific demands.
  - This may lead to the coalition being sidetracked from its overall founding direction and strategy, because of the immediate needs of a small group of fee-paying companies
This section takes a detailed look at the functions that business coalitions are serving across Africa, both internally and externally (see Figure 8). In addition, this section analyses the strategic disease-focus that business coalitions currently have, and in what direction they are headed.

4.1. Internal activities

All coalitions spend a certain proportion of time focused on internal activities. For coalitions established in the previous two years and still focused on creating the organization, such activities tend to take up most of their time, e.g.:

- Creating and defining the package of services and activities for members sometimes includes conducting a needs assessment of companies, to understand what services are needed most
- Recruiting a membership base as a foundation for the coalition
- Mobilizing funds from companies and/or the international community
- Establishing and implementing the structure of the coalition, from basic activities such as recruiting the secretariat, to more complex questions such as how to structure the coalition to best reach SMEs, e.g. given the strategic focus of Cameroon on SMEs (one objective is to reinforce the capacities of 100 SMEs by the end of 2008). What structure will enable it to achieve this target?

Figure 8: The functions and activities we observe internally and externally
4.2. External activities

Once a coalition is established, the activities tend to fall into three main categories, though most activities are focused on supporting business action.

4.2.1. Voice of the private sector at key national and international forums

Most coalitions represent the private sector in national HIV/AIDS policy forums. In this capacity, coalitions can reconcile the diverse interests and approaches of private sector actors and act as a credible interface between the public and private sectors when lobbying the national government and the international community for a more enabling environment for the private sector response. For example, coalitions can assist with the creation of national guidelines for workplace policies, legislation that protects the rights of people living with HIV/AIDS, increased access to ARV treatment, construction of more VCT clinics, etc.

Currently, most coalitions are recognized by National AIDS Committees (NACs) as the focal point for the private sector. Botswana is a particularly strong example of a coalition working closely with the local NAC and working within the National Strategic Framework.

4.2.2. Advocating increased business action

A fundamental raison d’être of business coalitions is to encourage increased action against HIV/AIDS within the private sector. This usually means engaging in activities that facilitate information sharing among companies and sharing of best practices. These activities are also a critical approach for coalitions to recruit new members to the coalition.

• At a minimum, coalitions advocate for increased action with companies who are members of the coalition (if the coalition operates on a membership model), but it can also extend this activity to reach non-members as well.
4.2.3. Supporting workplace programmes

Almost all coalitions offer direct technical support for company workplace programmes:

**Materials for workplace programmes.** At a minimum, this means providing supporting materials for the workplace programme. This usually includes developing Information, Education and Communication (IEC) materials for member companies. These can usually be tailored to a particular company’s branding, etc. It can also mean:
- Helping companies source condoms (e.g. CIELS in the DRC distributed 216,000 male condoms and 2,500 female condoms to companies between 2005 and 2006).
- Operating a resource centre that provides materials for borrowing (e.g. KHBC in Kenya runs a resource centre that has over 100 videos that companies can borrow for their workplace).

**Tools for workplace programmes.** Most coalitions will also provide some kind of a toolkit for companies to support and guide workplace programmes.
- General workplace programme toolkits for all companies (e.g. Côte d’Ivoire encourages its members to use the GTZ/ACCA toolkit for workplace programmes) or these may be tailored for the region, e.g. Tanzania has tailored a workplace toolkit to a national setting, including local contact information, Tanzania branding, etc.
- Some coalitions have also developed tools for specific workplace challenges, e.g. EBCA (Ethiopia) has developed tools for monitoring and evaluation, report cards, action frameworks, etc.
**Training for workplace programmes.** Beyond this, coalitions will offer training to companies. However, exactly what form this takes, how frequently it happens, who has access to these services and who implements training varies significantly.

- **What form this takes:** training can include
  - Supporting the development of a workplace programme, e.g. policy design, structuring a team
  - Sensitization visits as an initial outreach to staff to expose them to basic facts of HIV/AIDS, e.g. APELAS (Rwanda) sensitized 30 companies in 2005 (approx. 22,000 people)
  - Peer education training
  - Arranging VCT sessions to allow employees to be tested

- **How frequently it happens:** some coalitions hold regular training sessions, e.g. EBBA (Ethiopia) provides monthly practical training modules or workshops, whereas some coalitions hold training sessions based on demand from companies, e.g. NABCOA (Namibia) has provided two company-specific training sessions, which is a profit generating service

- **Who has access:** some coalitions offer training to members only and do not charge anything; some offer it to all companies, and offer a reduction in cost for members (see the Malawi example below)

- **Who implements training:** some coalitions facilitate the training themselves, while others work through local service providers and consultancies (e.g. SABCOHA working through AGNANG to implement the SABCOHA toolkit, Zambia moving to a role of coordinating the service providers, DRC facilitating VCT sessions through a local consultancy, etc.)

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**Example: UBC (Uganda)**

**Service Provision in Uganda:** UBC has taken their level of service to companies beyond supporting the creation of workplace programmes, to providing intense treatment support through their Workplace Treatment Centre (WTC) Programme

- Through its WTC programme, started in 2003, UBC has now established three Workplace Treatment Centres (WTCs) across the country
- Through the centres, UBC has now tested and counselled more than 10,000 workers and their families. They currently provide comprehensive HIV/AIDS management services to almost 4,000 workers and their families. These workers may not necessarily belong to companies who are members of UBC
- Each Centre employs close to 12 workers including doctors, laboratory technicians, pharmacists, counsellors, data managers, etc.
- Funding for the WTC programme is secured until 2008 (US$ 3.5 million received so far, US$ 2 million committed until 2008 from Peplar).

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**Example: NABCOA (Namibia)**

**Cost Benefit Analysis Service in Namibia:** in partnership with GTZ/ACCA, Namibia has developed a cost-benefit analysis of workplace programmes, which helps companies decide how to optimally invest in their HIV/AIDS programmes

- Provide members with cost-benefit ratios to actual financial investment (or lack thereof) in workplace programmes
- Cost-Benefit Analysis (CBA) estimates the short- and long-term impact of three separate courses of company action
- Ten major companies have already benefited from the analyses.
4.2.4. Specific examples

Beyond this, some of the more established coalitions are developing specific services and activities that are not seen in other coalitions. Three examples of emerging good practices are highlighted here:

**Example: SABCOHA (South Africa)**

**Innovation Research**
Some coalitions are playing a research role, exploring new and innovative solutions for the private sector response. SABCOHA (South Africa) recently completed the Cleaners Project reaching new industries:
- Focused on introducing workplace programmes in the cleaning industry of South Africa
- Successful implementation created a domino effect to other industries penetrated through the cleaning industry
- As a direct result, three industries now want to establish workplace programmes (hospitality, tertiary education and gambling services)

**Monitoring & Evaluation**
Acting as the private sector focal point, some coalitions are starting to conduct regular assessments of the private sector response in their country, which optimally feed into the National Monitoring & Evaluation system. This is in accordance with the Three Ones principle: every country’s HIV/AIDS response should operate under One National Strategic Plan, One Coordinating Body and One Monitoring and Evaluation system. SABCOHA (South Africa) partners with the Bureau of Economic Studies to produce an annual report on the business response in South Africa.

**Example: MBCA (Malawi)**

**Public-Private Partnership for delivering treatment in Malawi:** MBCA has been chosen to coordinate the national private sector treatment programme. This has involved working closely with the Ministry of Health (MoH). Started in September 2005 and lasting five years, this programme is embedded within the National ARV Scale-up plan, which includes using the private sector for channelling treatment. While the programme is subsidized, it still costs companies US$ 5 per patient per month.
- Roles and responsibilities are clearly defined
  - Funded by the Global Fund for the procurement of drugs and training of healthcare workers in the private sector.

- WHO provides operational and administrative costs, including salaries
- MoH, in collaboration with the NAC and UNICEF, procures the drugs for the private sector. MoH trainers are also using the MBCA programme to train the private sector.
- MBCA identifies private sector companies that will be part of this programme

- This programme is now also helping to attract new members, because companies know that through the programme, they can access the lowest priced medication available
4.3. Strategic focus: disease area

Figure 9 illustrates that the primary focus of most coalitions remains HIV/AIDS, though most business coalitions are open minded about expanding to other disease areas, if they have not already done so.

**Example: MBCA (Malawi)**

MBCA is changing its approach by encouraging companies to make HIV/AIDS just one disease within a broader health programme. A number of factors have driven this:

- Companies in Malawi are reporting that uptake of services within companies is low because of employees fear (of dismissal if disclosed, or of being shamed by their peers – “you are a sinner”). Workers would rather travel far to remain anonymous.
- MBCA wants companies to provide better information on the importance of better nutritional wellness (achieved through counselling).

This is partly driven by a trend to destigmatize HIV/AIDS by building it into an overall wellness campaign and treating it like any other disease. Some businesses report that, while HIV/AIDS is important, having a programme exclusively dedicated to it makes it stand out as an issue and compounds an already strong stigma against the disease.

- Some coalitions were set up from the beginning to include the three major diseases (HIV/AIDS, TB and malaria), e.g. Cameroon
- Some have begun extending to other disease areas, e.g. Uganda

For most coalitions, TB is the most natural extension because of the high correlation between TB and HIV/AIDS; though some coalitions report their members saying they need more support with malaria, e.g. DRC.
5. Financing of Coalitions

5.1. Membership fees

Figure 10 illustrates the variation in coalition fees that exists across business coalitions. As discussed above, approximately 50% of coalitions set their fees according to company size or according to a membership tier system. In those cases, the chart illustrates the highest membership bracket.

For coalitions that operate a membership based model for companies, one of the most difficult questions coalitions report is the level at which to set their fees. One important factor driving this decision is the level of services offered – clearly coalition fees need to reflect the support that will be offered to companies that pay membership fees. Another factor is the ability of their members to pay. With this in mind, one additional benchmark which may be useful is Gross National Income (GNI) per capita, which as a measure of an economy’s strength may be used as an indicator of companies’ ability to pay.

The chart above also plots each country’s GNI per capita. This should provide a useful chart for coalitions to benchmark themselves against other business coalitions in Africa. In some cases, the highest fees are approximately twice the GNI per capita (e.g. South Africa, Namibia, Mali and Tanzania). In other cases, the highest fees are more than five times the GNI per capita (e.g. Mozambique, Kenya, Malawi, Ethiopia, etc.).

Figure 10: We see significant variation in membership fees charged by coalitions*

* Chart does not include data from Ghana and Cameroon: both coalitions are still deciding at what level to set fees
5.2. Coalition finances

We do not have a clear picture of coalition finances. Even information on basic revenues and expenditure, past or forecast, is lacking. Nor does a clear picture exist of how coalition revenues are split between the three sources (see Figure 11), or how coalitions split their expenditure across the different areas of activity.

Example: Namibia Finances

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Donor Funding

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Figure 11

Coalition income and expenditure

Coalitions typically get revenues from three sources:
- International donors
- Membership fees
- Services provided

Expenditures typically fall into two categories:
- Operational costs, e.g. staff salaries, office space, etc.
- Programmatic activities, e.g. training programmes, company specific programmes, etc.
5.3. Funding gap

Most coalitions remain dependent on donor funding, at least in part, if not in full (as is the case for coalitions employing a serve-all model). Coalitions report being constrained by the funding they can access. While no “funding gap” has necessarily been defined, there is clear scope to scale up coalition activities. As mentioned above, all coalitions are only reaching a small proportion of the total private sector. Furthermore, most coalitions report being over-stretched, struggling to meet demand from companies, and are under capacity, both in terms of staff and skills.

In some cases, coalitions are taking a proactive approach and defining what the ‘gap’ is. In most cases, coalitions do not have the capacity to do even this – they operate on a reactive basis, according to how much funding is available, and they then define their activities from there.

Some coalitions are trying to make a move away from this dependence. Malawi and Namibia are the leading examples of coalitions that charge members fees for services on a for-profit basis (which is redistributed to finance other not-for-profit activities within the coalition). Both coalitions remain 80-85% dependent on donor funding, so even these impressive moves towards income generating activities will require implementation on a significantly larger scale to bring coalitions to a point where they are sustainable and self-sufficient.

Example: MBCA (Malawi)

Training in managing HIV in the workplace, November 2005

MBCA facilitated a successful two-day training on managing HIV/AIDS in the workplace, which was open to members and non-members alike (US$ 100 for members; US$ 200 for non-members). This was the first training session open to non-members, and it was so successful that several sessions similar to this have been held since.

The training was very well attended, reaching full capacity of 120 companies. In fact, MBCA was forced to turn away some public sector organizations due to space constraints. Eighty non-members attended, alongside 40 members. Unexpectedly and unprompted by MBCA, the NAC noticed an advertisement for the training in a local paper and decided to provide the money to fund participation for 40 of the non-members.

Of the companies that attended, few had workplace programmes in place already:
- 30 companies had no policies in place.
- 30 companies had a policy developed by the HR manager, but it was not implemented.
- 20 had no policies implemented.

Training included:
- Basic facts on HIV/AIDS
- Economic impact of HIV/AIDS
- How companies respond
- HIV mainstreaming
- Putting a policy in place that governs response
- M&E
- Resource mobilization (requirements, collaborative partnerships).

This training actually generated a profit of US$ 19K for MBCA.
- Total revenues raised were US$ 24K (K2.4m).
- The total cost for all the materials, etc., was US$ 5K.
  - This included three facilitators costing US$ 360 for two days.
  - Donors paid for the training materials.
  - Consultants were not used: ADRA, PSI and partners provided people for the day.

This profit will be contributed to finance other activities within the coalition (e.g. part of the fees collected from non-members are being used to subsidize training for smaller companies).
5.4. Support from international partners

We typically see three forms of support: direct funding, in-kind support through staff members (either on secondment or funded salaries) and technical support (via seconded technical advisers).

- Technical support tends to range from support in developing strategic plans and service offerings, to training in specific skill areas (e.g., account planning, monitoring and evaluation skills), to support on specific pieces of work (e.g., situational analysis).

There is significant variation in the number of international partners each coalition is currently receiving support from. Most coalitions receive support from only a few international partners (usually 1-3). A small number of coalitions, such as Namibia and Ethiopia, receive support from as many as eight international partners.

A wide range of international partners are currently supporting business coalitions in some capacity (there are more support partners than coalitions).

- Some partners are highly involved and committed to coalitions across Africa, such as the World Bank and UNAIDS (financial and technical), while others tend to focus their efforts in one or two countries.
- Some partners focus on providing funding (e.g., World Bank, USAID), while some focus on in-kind support (e.g., GTZ/ACCA and UNDP focus most efforts on providing full-time employees or technical assistance).

Local partners may also be a significant source of support. In some cases, governments are providing support through particular ministries, e.g., Ministry of Health providing IEC materials. An important source of support can be in-kind donations from member companies. Members will often provide office space to house the coalition, or host meetings/conferences in their own offices.
The data and analyses presented in this report offer a new platform for discussion and decision-making for all stakeholders of business coalitions – public and private. More specifically, the data from this report enables us to draw a number of conclusions and identify certain opportunities that should be considered by business coalitions, businesses, national public sector partners and their international public sector partners.

**Business coalition formation should be country led and based on specific national needs**

This business coalition mapping exercise has clearly shown that coalitions can play a very diverse range of functions. Section 4 illustrates the wide range of activities and the different niches each coalition can play according to the country context in which each operates and develops. Interestingly, this diverse spread includes the traditional roles of private sector coordination and supporting business action. It additionally shows that there may also be a role for coalitions in treatment roll-out and scale-up, e.g. Malawi and Uganda.

However, the most important lesson is that each country business coalition should define its own response by learning from challenges and opportunities from other countries and partners, by coordinating with the national response to HIV/AIDS and by incorporating the needs of its own business community (potentially through a situational analysis, e.g. Mauritania) and the national situation. Questions might include:

- What set-up would most help achieve the NAC (as representative of the national response to HIV/AIDS) objectives?
- What types of private sector entities should be members of the business coalition, but are critical to the private sector response, and how should the coalition engage organizations that are not businesses? For example, DRC extends membership to any organization or institution that has an interest in addressing HIV/AIDS in the workplace, including businesses, employer federations, unions, individual entrepreneurs and the informal sector.
- How does the model for fees and business outreach impact the activities of the coalition?

**Potential total demand for coalition services exceeds supply**

On the one hand, the demand for coalition services and support is very high. Many business coalitions have made significant progress in mobilizing the private sector. However, even the most advanced coalitions are only reaching a small proportion of the total private sector. Specifically, SMEs and the informal economy pose a particular challenge as they are traditionally less responsive and require different services and approaches to large companies. Meanwhile, coalitions tend to have a small group of very advanced companies that often need specialized, and resource intensive, support. Therefore, the total potential demand is not only very high, but could also grow in a number of different dimensions.

On the other hand, coalitions today are not able to meet this potential demand. Coalitions are constrained by a lack of human capital, which appears to be driven by two main factors: poor financial sustainability and a lack of specific skills.

- **Poor financial sustainability:** As coalitions remain dependent on donor funding, which is typically short term, they find it difficult to plan for the long term with certainty, which in turn makes it difficult to expand secretariats significantly.
- **Lack of specific skills:** Meanwhile, a lack of key skills means that, in some cases, coalitions are not able to make full use of their existing staff. The most important key skills coalitions report they lack are:
  - project management skills
  - strategic marketing skills (to help both recruit new members and secure more fundraising).

A number of organizations, such as the World Bank, GTZ and UNAIDS, are already helping business coalitions develop such skills, but there are certain areas where a more focused approach could help further.
Opportunities

This section concludes with some of the major opportunities that currently exist for all stakeholders of business coalitions (though there are many additional opportunities to explore, e.g. leadership, etc., that we do not cover).

Engaging Small and Medium-sized Enterprises (SMEs) and the informal economy

Two primary methods for business coalitions to engage SMEs and the informal sector currently exist.

1) The supply chain approach – where large companies support SMEs in their supply chain to establish HIV/AIDS workplace programmes – may be one solution. There are a number of examples of this already happening, with close support from business coalitions, e.g. SABCOHA (South Africa) is supporting Eskom, and VW reach out to their supply chains. This approach can help leverage the vast supply chains of large companies – and the hundreds of SMEs involved. They can also harness the capacity within large companies to reach out and support SMEs, potentially relieving capacity constraints within coalitions. As in the case of SABCOHA, it can also create a new revenue stream for business coalitions. The World Economic Forum’s Global Health Initiative has partnered with several multinationals to understand how large companies can play this role better. See www.weforum.org/globalhealth for guidelines and case studies of this approach in Africa.

2) Business coalitions have also been able to successfully engage SMEs through existing structures such as employer federations and trade associations. For example, the DRC coalition has worked with the Réseau des Très Petites Entreprises – RTPEC (an employers’ federation of very small businesses) to obtain World Bank MAP financing for its HIV/AIDS activities. RTPEC is one of the few private sector organizations that has successfully disbursed and accounted for 100% of its total MAP financing.

Increasing revenues and increasing financial sustainability

Coalitions may need to explore alternative financial models. This may require an increased focus on income generating activities. We have seen some coalitions make the move towards greater service provision for members, which earn profits for the coalition. Coalitions can develop a menu and fee structure for services such as trainings, space for activities and access to funding opportunities (see section 4: Coalition Functions and Activities for more service provision options).

It may also mean exploring greater support from national governments. This could reduce dependency on the international community, which is perhaps less stable than national government support, but coalitions risk losing their independence if they rely on funding from national governments.

Furthermore, a diversified funding portfolio will provide coalitions with increased stability, while international organizations, umbrella business organizations and NGOs can help business coalitions structure their funding in a more sustainable way.

Maximizing the quality of outputs

There may be a role for the international community to increase investment and support in focused skills building from organizations that have this expertise and are willing to translate it to the national level. Groups such as the World Bank and GTZ should continue to support the business coalitions as they have done to date – by providing specific technical skills and opportunities for coordination and sharing of experiences in annual workshops.

Coalitions may also explore increased partnering with umbrella organizations for service delivery, in addition to recruiting members, a role that some umbrella organizations currently fulfill.
## Summary of Basic Data

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Footnotes

⁷ Profiles were created over a six month period – all information was correct at the time each profile was created.

⁸ To our knowledge, the countries where multiple coalitions exist all had representation in the PABC.

⁹ For more information on setting up a business coalition, please see “HIV/AIDS Business Coalitions: Guidelines for Building Business Coalitions against HIV/AIDS” available at www.weforum.org/publichealth

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