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BACKGROUND & OBJECTIVES

The private sector, alongside governments and other stakeholders, can play an important role in helping countries prevent, detect and respond to health-related crises, and strengthen systems for health security. During the 2014-2016 Ebola virus disease outbreak in West Africa, companies, especially from extractive industries, were active participants in response efforts.

DAI Global Health leads the implementation of the USAID Preparedness and Response (P&R) Project to establish or strengthen national multisectoral One Health coordination mechanisms to improve prevention, detection, and response to pandemic threats.

In 2016, P&R undertook a study of selected extractive industry companies in West Africa to:

- Understand their actions in response to the Ebola crisis; and
- Assess what they think industry's role should be in future outbreaks.

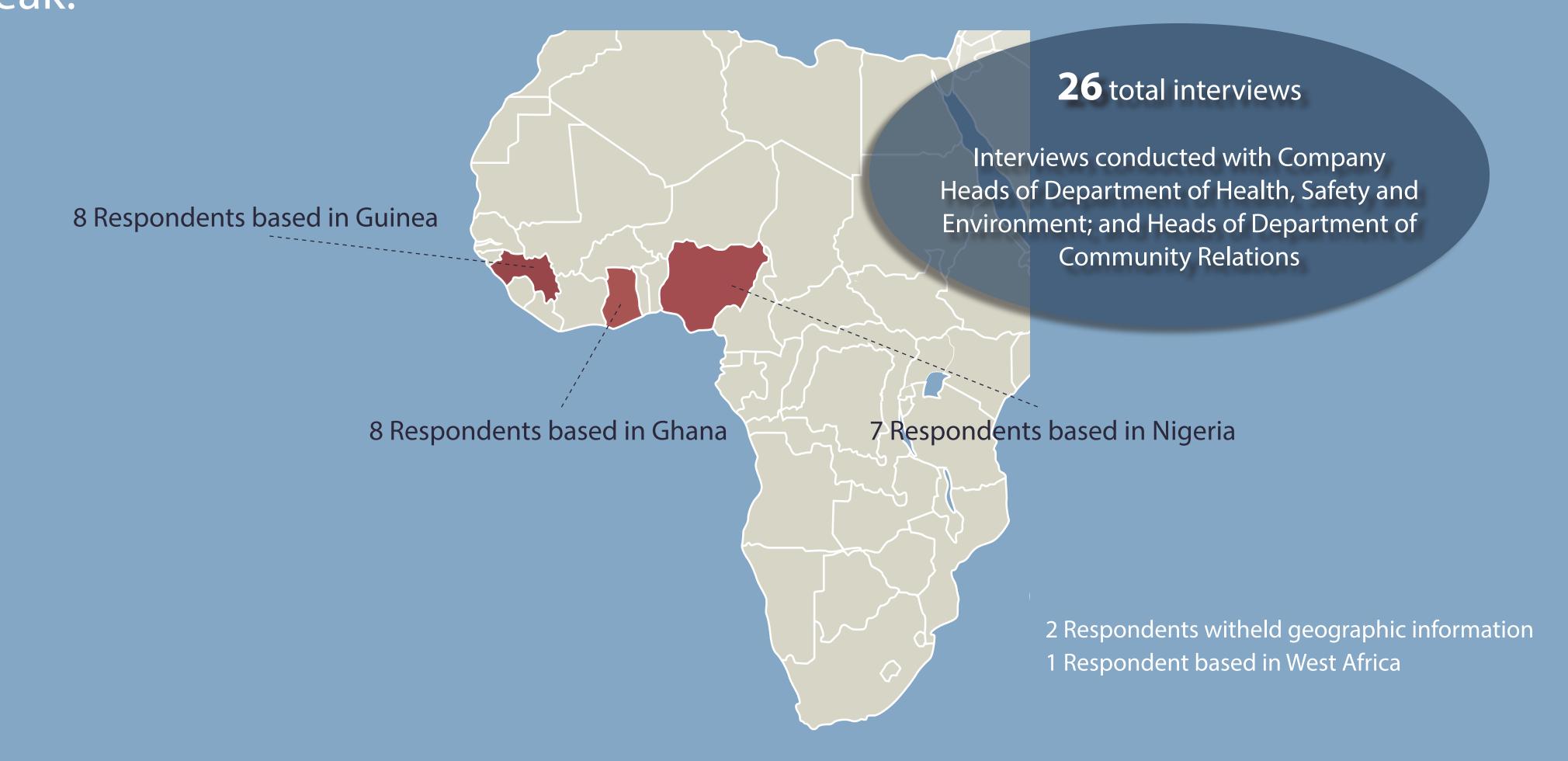
METHODS

P&R administered a survey questionnaire to representatives of 26 multinational oil, gas, and mining companies operating in West Africa.

Survey participants included respondents representing companies operating in Guinea, Ghana and Nigeria. The three countries were selected because of their large extractive industry sectors and range of experiences with and response to the Ebola outbreak.

The survey was conducted by interviewing participants at a Society of Petroleum Engineers workshop held in Accra, Ghana, as well as by in-person and phone interviews with selected key informants in Ghana and Guinea.

The P&R team compiled and conducted qualitative analysis with the completed survey questionnaires and interview transcripts. Separate highlighted case studies of Firestone and Arcelormittal operations in Liberia were conducted to gain a further detailed picture of private sector actions in response to the Ebola outbreak.



LESSONS FROM THE FIELD important result of Firestone's response is the success with which community members identified suspected Ebola cases, agreed to voluntary quarantine in dedicated facilities, and minimized stigmatization of Ebola survivors. The education, social mobilization, and reintegration programs, as well as the visibility of supervisors and leaders in the community, likely contributed to these successes." ARCELORMITTAL Control of Ebola Virus Disease — Firestone District, Liberia; CDC **Industry:** Mining (iron ore)

Hired Ebola specialists to advise the company on

Crafted a trigger matrix, ran scenarios (like border

closures) and corresponding alert levels to guide the :

staff, and spearheaded an education campaign for

distributed personal protective equipment to on-site :

Constructed a new medical clinic, hired medical

employees and local community members

Installed scanners to test employees for fever,

The company was able to sustain existing

operations (though the company postponed

additional investment). These actions mitigated

operational disruptions, maintained production :

levels, and contributed to collective private sector

workers and employees

hospitals, and provided training to health-care

best practices

company

Bottom Line:

stability.

Ebola Response:

Industry: Agriculture (rubber)

Ebola Response:

FIRESTONE

- Response included services for case identification, case management, and reintegration of convalescent patients into the community
- Created an isolation ward and developed a comprehensive treatment response strategy
- Instituted procedures for the early recognition and isolation of Ebola patients, enforced adherence to standard Ebola infection control guide lines (including guidance from MSF)
- The company also created a robust risk communication, prevention, and social mobilization campaign to boost community awareness of Ebola and how to prevent transmission, including regular radio messaging and educational programming

Bottom Line:

The company approached outbreak response via management of quarantine on a voluntary and exposure-risk basis, involved community leaders and health educators in patient and community destigmatization efforts, and provided protective supplies and support to employees and families. The company was able to maintain near-capacity performance in agricultural operations, with a fifty percent reduction to rubber wood mill production.

Less than half of respondents reported their company to have an outbreak response plan prior to the Ebola outbreak. Companies updated existing plans and/or developed Ebola-specific outbreak plans once the outbreak began.

Response Planning

RESULTS

Key Findings and Experiences of

Firms Surveyed

Future Engagement with the Public Sector Respondents universally agreed that governments must lead and coordinate the development of a national risk management: strategy, but companies should be consulted and participate in outbreak response.

Working with Governments Most respondents reported that their companies worked closely with governmental institutions to mount outbreak control efforts.

BOARD 95

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experienced minor effects on exports, but no companies shut down operations. Training, Outreach & Working with

On-Site Preventive Measures

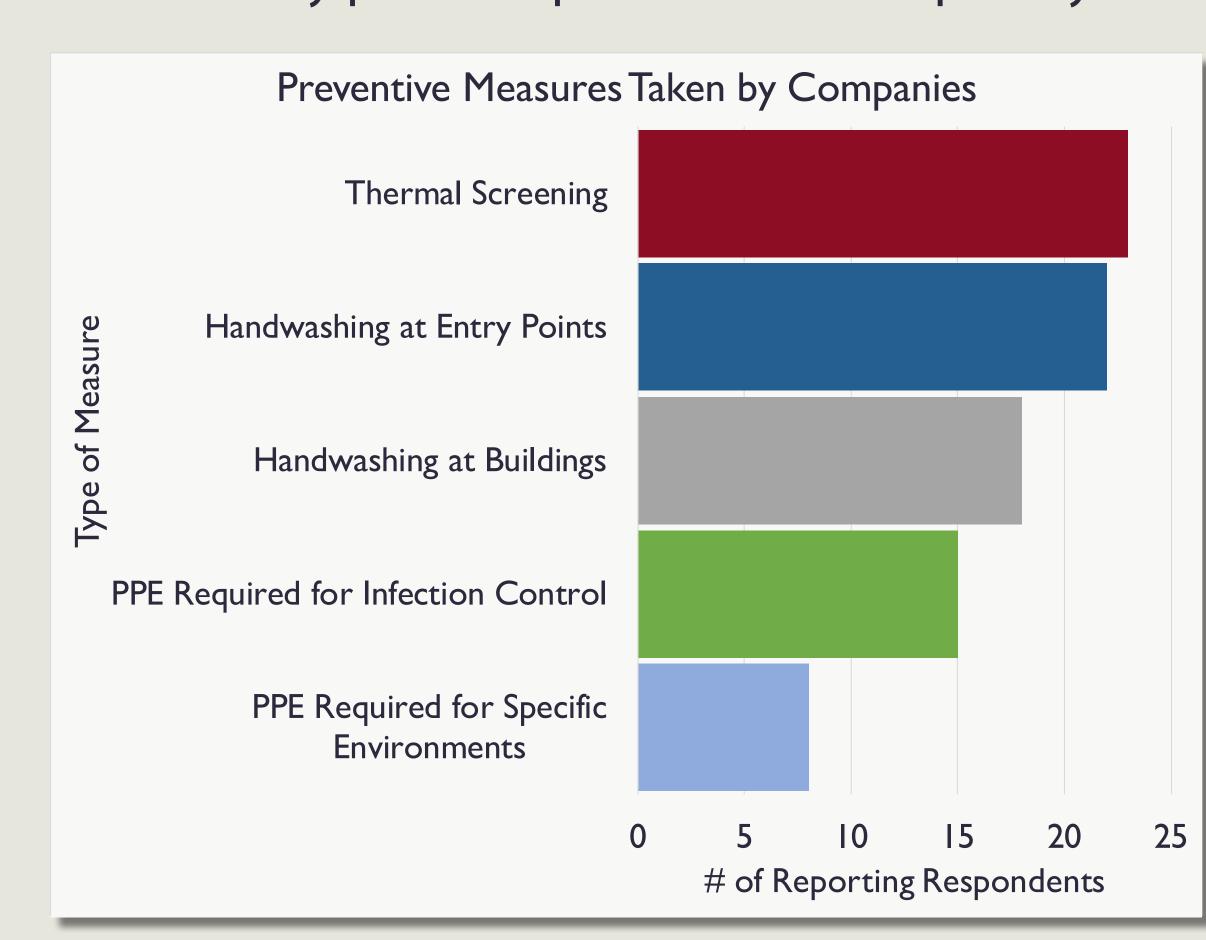
All companies surveyed implemented Ebola-specific preventive measures, with thermal screening and handwashing at entry points reported most frequently.

Logistics, Supply Chain

Companies had to make adjustments

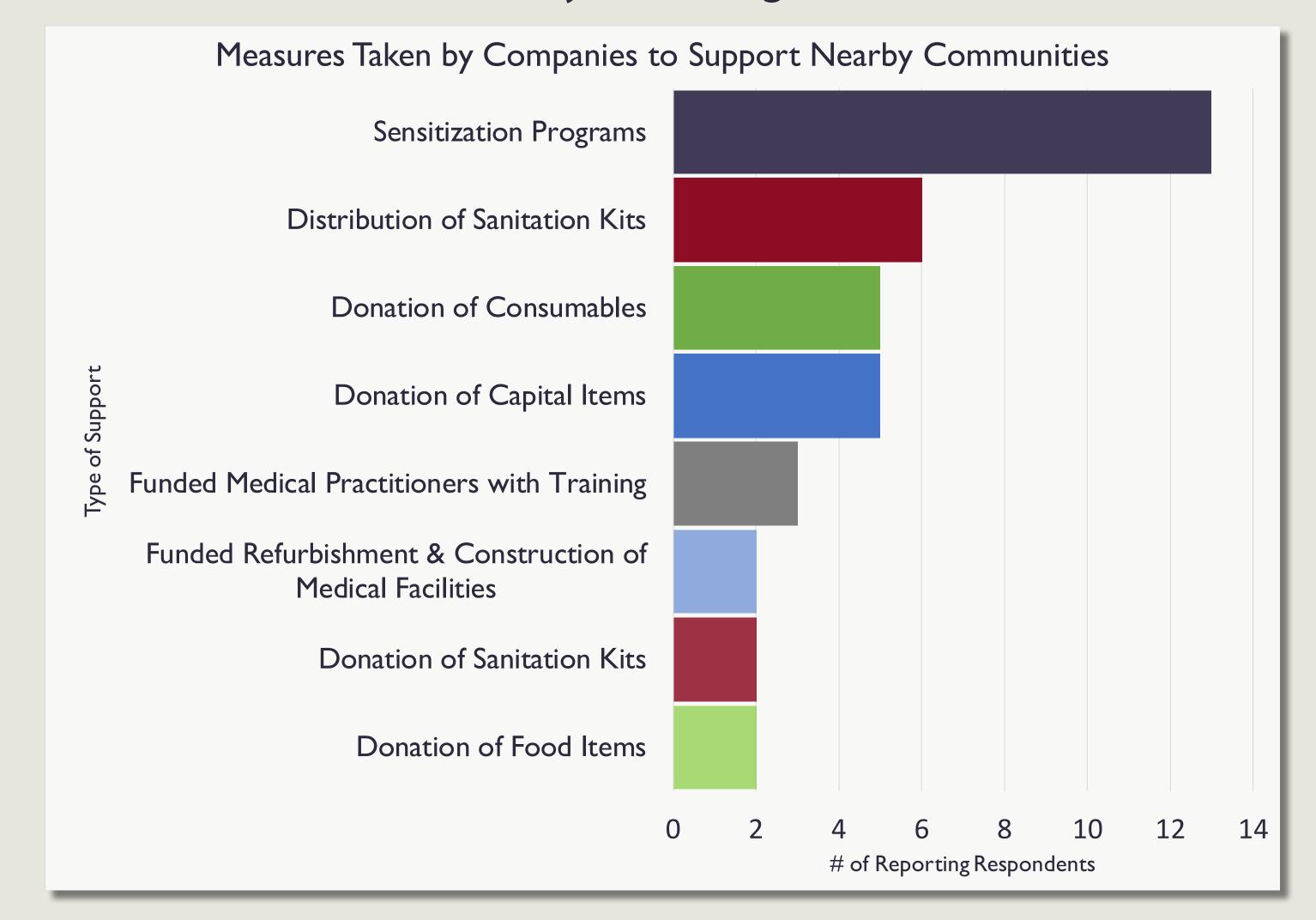
to their supply chains, and some

& Effects on Exports



Local Communities All companies provided educational material to their

employees and subcontractors. Half of respondents reported that their companies conducted outreach to local communities either directly or through NGOs.



CONCLUSIONS

The extractive industry operating in West Africa contributed in substantial ways to decreasing or eliminating the threat of Ebola to their staff and surrounding communities. Companies agreed that governments must lead and coordinate preparedness and response planning; however, companies were committed to taking an active and advisory role in the prevention, preparedness, and response to future large-scale outbreaks. Companies continued production during the outbreak, not only to serve shareholders, but also to continue contributing to the GDP of their operating country. The private sector has existing accommodation, communication and transportation networks, which can be repurposed quickly to bolster emergency response systems. Established good business principles and strong partnerships provide the private sector with unique capabilities to prevent, prepare, and respond to emerging infectious diseases.

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