Strategic Plan

Friends of the Global Fight Against AIDS, Tuberculosis and Malaria

2021

This year presents important opportunities to engage policy makers and the public on the need for a stronger U.S. and international investments in global health and the goal of ending the AIDS, tuberculosis and malaria epidemics. Friends’ primary focus remains building support for U.S. investment in the Global Fund, including special funding for the COVID-19 response, annual appropriations, and beginning work to advance the Global Fund’s 7th Replenishment in 2022.

A related, secondary, focus is to help drive a U.S. and global discussion on the future of global health financing. We want to be an effective advocate and, increasingly, a thought leader making the case for investment as the global health landscape evolves. In particular, we want to take advantage of a new Administration in Washington, and lessons from COVID-19, to advance our global health goal and communications.

1. **Secure Global Fund appropriations and good policy: $1.56 billion in FY22; necessary financing for COVID-19 Response Mechanism; and early commitment to US leadership on 7th Replenishment**

**Background**
- Greater Executive Branch focus with new and more positive Administration
- Continued close work with Capitol Hill
- Seeking flat funding for FY22 to fulfill 6th Replenishment
- Preparation for Global Fund’s 7th replenishment in 2022
- Continuing action to secure major funding for the Global Fund’s COVID-19 Response Mechanism (C19RM)

**Strategic Approach**
- Position Global Fund as unique asset to AIDS, TB, and malaria (“ATM”) response and larger goals of pandemic preparedness and “genuine health security”
- Focus early on 7th Replenishment, getting early Administration and Hill support
- Revise framing of Global Fund given: COVID-19’s impact on ATM; Global Fund COVID-19 response activity; and potential changing role as the Global Fund’s 2023-2028 Strategic Plan is formed.
- Get policy makers to think of global health is a way to reassert positive U.S. global leadership, with a beneficial impact on the global economy and security; and Global Fund as a centerpiece in global health investment

**Deliverables:**
- Submit at least 110 FY22 appropriations requests to Congressional offices by May 30
• Meet with all SFOPS offices regarding FY22
• Contact with all top appropriations and leadership staff at least once every two months.
• Organize at least two influencer letters (e.g., business and faith) to the Hill
• Organize three (virtual) advocacy days engaging Capitol Hill decision-making offices
• Coordinate Senate and House sign on letters with partners regarding the U.S. 7th replenishment pledge.
• Directly engage OMB, NSC, PEPFAR, USAID TB and PMI at least once a quarter on FY22 funding, COVID-19 response and U.S. leadership on 7th replenishment.
• Publish an interactive, digital 2021 U.S. Investment Case for the Global Fund and toolkit to encourage core U.S. partners to use sections in their social media and Hill materials.
• Produce and deploy graphic on what $1.56 billion buys
• Recruit new voices from impacted countries, as well as Biden-world voices to author U.S. op-eds.
• Continue newsletter to the Hill and global health community at least every month, as well as individualized email updates to at least 15 key Hill staffers at least once per quarter.
• Add members of the Biden administration and new Congressional staff to our Bloomberg distribution list
• Develop master messaging document
• Continue to evaluate whether Hill targets would moved by Global Fund 101 and virtual field visit videos; if so, identify videographer and collaborate to produce by end of 2021 (perhaps as part of Friends global network)

2. Expand Friends’ thought leadership on global health policy and financing

Background
• Need and opportunity for reframing the dialogue on global health with a “genuine health security” and pandemic preparedness emphasis
• Increased opportunity to advance human rights-based policy, women and girls’ equality, key populations programming
• Opportunity to push for overall increases in U.S. global health investment
• Need for dialogue on convergence of global health investment and programming, from vertical to UHC

Strategic Approach
• All thought-leadership projects align with and support overall appropriations and Replenishment goals.
• Expand our thought leadership role and be a “go to” for the Biden Administration on global health policy
• Create a drumbeat for a disciplined short list of priority themes through repetition and use of compelling framing language and evidence:
- Broaden level and sources of financing for Global Fund and global health, and link to global economy among other benefits
- Convergence in global health programming, “genuine health security,” connection to UHC
- U.S. foreign policy leadership and global health focus
- Equity of access to health, human rights, key populations (including girls/women)
- Webinars/virtual convenings to drive the conversation, advocacy, and partnerships
  - Leverage partnerships in health, foreign policy, and think tank community for co-sponsors and audience
  - Set up convenings that provide outputs we can use in advocacy
- Secondary goal increasing familiarity with Global Fund and Friends brands
  - Position the Global Fund among critical players in broader health security conversations, including in the broader U.S. COVID-19 response
  - Maintain Friends as the source for COVID-19 ATM impacts
  - Increase name/brand recognition of the Global Fund in the United States
  - Increase mentions of the Global Fund or inclusion of Global Fund or Friends staff in major U.S. think tank/bilateral events, publications, etc.

**Deliverables:**
- Produce or commission at least one research/analysis study, including a study on the relationship of HIV programming and UHC (related to convergence theme)
- Regular cadence of opinion pieces on global health financing and policy
- Position Friends as expert source for media
- Two written products engaging the foreign policy community on the value of the 150 account, global health, and the Global Fund to U.S. leadership.
- Finalize and distribute Ending TB and Ending Malaria reports
- Webinars and forums
  - Host or co-host at least eight total annual webinars and target invitations to at least 10 Hill staff per webinar
  - Host web dialogue series (at least four) on convergence in global health programming
  - Host at least four convenings with the business community/private sector
  - Host at least two convenings with the Global Fund for U.S. advocacy community
- Host a tweet chat to promote Ending TB report framed around introducing new members of Congress to TB
- Maintain Friends’ position as the premier resource on how COVID-19 is affecting the global AIDS, TB and malaria response
3. Cultivate and mobilize champions and partners

Background
- Need for basic education, particularly for new Members of Congress, about Global Fund
- Need to anticipate future Congressional leadership and cultivate relationships.
- Value of additional “passionate,” reliable, and active advocates for the Global Fund among multiple constituencies
- Value of engendering an honest conversation about the importance and role of the private sector in global health

Strategic Approach
- Continue building trust and active collaboration with partners.
- Ensure partners see value in supporting global health investment, the Global Fund and Friends as a partner.
- Targets include: partners in health community, Hill supporters to turn into go-to-champions, Members of Congress to educate, Executive Branch, faith partners (conservative and progressive) and private sector companies

Deliverables:
- Partners in the health community:
  - Co-organize two dedicated social media campaigns on Global Fund, COVID-19 and pre-7th Replenishment advocacy (e.g., tied to key dates like WAD)
  - Continue hosting every six-week U.S partner communications calls
- Congressional Champions Project (“C-12”)
  - Finalize champions list --moving some previous targets to a sustaining category
  - Invite three target members to take part in events or webinars
  - Elicit two dedicated actions from at least 70% of the targets (e.g., speak in a webinar, or sign the global HIV appropriations letter)
  - Elicit at least 50% of the targets to join sign-on letters on 7th Replenishment
  - Continue research on social media profiles of Congressional Champions members to drive Global Fund and AIDS, TB and malaria support on social media
- Education of new and emerging Members of Congress
  - COVID-19 conditions permitting, join another organization’s Member/staff delegation trip and shape an additional Member/staff delegation trip to Global Fund implementing countries
  - Communicate directly with 40 members of Congress or their senior staff, especially the two most recent classes, on education about the Global Fund.
- Private Sector Advisory Council (PSAC)
- Hold at least two webinars including PSAC members as speakers
- Deepen Friends role as resource to the private sector about global health aid with a communication or virtual briefing at least once a quarter
- Provide PSAC with regular assessments of evolving Biden and Congressional support of global health and pandemic finding
- Add at least three new members or partnership relationships in PSAC
- Work with pharma and diagnostics companies to advocate, noting their reliance on public health infrastructure
- Coordinate and collaborate with other business groupings
  - **Faith community**
    - Host or cohost at least one webinar or event with a faith focus
    - Organize and disseminate at least two letters to Capitol Hill mobilizing faith leaders
    - Place one op-ed or letter to the editor targeting a Congressional champion in their home state media, working with 2030 Collaborative to identify a local messenger
  - **General**
    - Secure at least five retweets for major Global Fund communication moments from key partners
    - Secure at least 20 interactions with @theglobalfight per month from global health influencers on social
    - Include/update basic Global Fund education language in messaging document to inform materials, meetings and/or webinars with Congressional targets

4. **Provide global leadership with donor advocates**

**Background**
- New leadership role in Friends network, including strategy and fiscal oversight
- Global Fund 2023-28 Strategy to be developed
- Significant donor resources needed for addressing COVID-19
- Initiation of Replenishment 7 advocacy in donor markets
- Opportunity to leverage capacity to develop strategies and products for use by other Friends groups.
- Changing landscape for global health financing generally
- Board and staff interest in joint learning initiative with advocates globally
- Continue to seek opportunities to advance domestic resource mobilization advocacy in LMICs

**Strategic Approach**
- Work with Fund for the Global Fund Executive Director to find and exploit synergies with other Friends groups on Global Fund and global health finance
- Articulate need for increased investment in health generally
- Build links with Friends Network and other donor advocate partners (especially in UK, Canada and Australia)
- Serve as provider of materials and tactics for use by other Friends groups.

**Deliverables:**

- **Friends network (through Fund for the Global Fund/FGF)**
  - Provide fiscal management for FGF
  - Prepare and submit 990 for FGF
  - Clean audit for FGF
  - Co-host two web-based events with the Friends Network and/or other donor country advocacy organizations
  - Establish working collaboration between Friends Network and advocates in U.K., Canada, Australia, New Zealand
  - Continue hosting monthly all Friends comms call, sharing messaging and early material drafts
  - Integrate “convergence” dialogues with Friends groups

- **Low- and middle-income countries (LMIC) activists**
  - Present at annual GFAN meeting and at least one GFAN webinar or videoconference
  - At least one Capitol Hill advocacy day (virtual or in-person) with two or more LMIC activists
  - Hosting at least one public webinar featuring LMIC activists
  - Host or co-host one virtual or in-person convening with LMIC advocates on pandemic funding and/or LMIC civil society advocacy capacity-building

- Explore a joint learning initiative with advocates globally, perhaps with Friends network or the National Health Advocacy Network

5. **Maintain a strong organization**

**Background**

- Record of Friends fiscally solidity, working within its budget, earning a clean audit and exemplary Guidestar rating
- Friends productivity built on a culture of achieving concrete results, supporting staff and providing opportunities for creativity.

**Strategic Approach**

- Continue to be sensitive to staff needs in COVID-19 era, including impact of remote work.
- Support all staff with their work/life balance.
- Seek new resources for the organization.
- Continue accountability and transparency work and metrics consistent with Guidestar requirements
- Identify opportunities for savings on office space
Deliverables:

- Resource mobilization
  - Receive at least one new grant, at least at $50,000
  - Apply for renewal to ViiV, Exxon, Merck and Chevron grants
  - Submit timely grant reports as requested

- Fiscal management
  - Manage and maintain spending levels at budget
  - Maintain platinum status GuideStar/Charity Navigator
  - Receive clean audit
  - Finalize 990 and submit

- Board relations
  - Add one to two new board members (advancing diversity of the board)
  - Monthly updates (with dedicated emails for breaking news or special requests)
  - Hold two board meetings (target June and December)

- Staff management
  - Maintain supportive organization culture including commitment to and prioritization of employees’ health and wellbeing
  - Continue to promote professional development (seminars, webinars, training, etc) of employees and interns
  - Encourage staff development and creativity in our communications, policy and advocacy work
  - President & CEO to delegate more day to day work to managers and increase time on Friends network responsibilities and long-term projects