2022 Strategic Plan

Friends of the Global Fight Against AIDS, Tuberculosis and Malaria

This year Friends’ primary focus is ensuring a successful Seventh Replenishment of the Global Fund, with the U.S. hosting, including driving a significant and increased U.S. pledge and associated appropriations that include funding for pandemic preparedness and response, as well as supporting partners to achieve bold pledges from other donors.

A related, secondary focus is to help drive a U.S. and global discussion on the future of global health financing. This includes sufficient funding for pandemic preparedness and leveraging disease-specific programs for broader access to health with equity.

1. Secure increased U.S. replenishment pledge: pledge and FY23 appropriations in line with Global Fund target request and providing for an increased Global Fund role in pandemic preparedness and response

Background
- Major opportunity with U.S. hosting
- Seeking increased pledge and appropriation for FY23
- Seeking funding for Global Fund work on pandemic preparedness and response

Strategic Approach
- Position Global Fund as unique asset to AIDS, TB, and malaria ("ATM") response and larger goals of pandemic preparedness and response
- Encourage administration to “go big” on Global Fund investment and integrate Global Fund in its pandemic plans
- Secure early Administration and Hill support for bold U.S. investment

Policy Deliverables:
- Submit at least 120 FY23 appropriations requests to Congressional offices by May 30 and meet with all SFOPS offices regarding FY23 appropriation.
- Organize at least four letters (influencer or member sign-on)
- Organize or co-organize four (virtual or in-person) advocacy days engaging Capitol Hill decision-making offices
- Directly engage administration offices and senior staff at bilateral ATM programs at least once a quarter on funding goals, COVID-19 response and U.S. leadership on 7th replenishment. Engage OMB at least 3 times in the year.
- Convene U.S. Global Fund advocates regularly and encourage coordination on replenishment campaigns
Communications Deliverables:
- Publish print and digital U.S. investment case for the Global Fund
- Produce and deploy graphic on what additional funding request buys
- Continue newsletter to the Hill and global health community at least every month
- Market virtual site visit video and use raw content for additional replenishment materials

2. **Position Friends as a trusted resource on global health financing, human rights in global health, and the Global Fund in pandemic preparedness and response**

**Background**
- Need and opportunity for reframing the dialogue on global health with an equity and pandemic preparedness emphasis
- Increased opportunity to advance human rights-based policy, women and girls’ equality, key populations programming

**Strategic Approach**
- All thought-leadership projects align with and support overall appropriations and Replenishment goals.
- Position Friends as a resource for the Biden Administration on pandemics and global health policy

**Policy Deliverables:**
- Produce or commission at least one report or study on private sector dimensions of global health
- Produce one issue brief and/or journal article on the relationship of vertical programming to pandemic preparedness and response
- At least one written product engaging the foreign policy community on the value of the 150 account, global health, and the Global Fund to U.S. leadership.
- Host at least 10 webinars or convenings in support of Replenishment and narratives consistent with it, inviting Hill staffers wherever appropriate

**Communications Deliverables:**
- Maintain and build new relationships with targeted journalists covering health policy and global health
- Develop social media materials that position Friends as a trusted resource on Global Fund replenishment, global health financing, human rights in global health, and pandemic preparedness
3. Cultivate and mobilize champions and partners to advocate for the Global Fund

**Background**
- Need for basic education, particularly for new Members of Congress, about Global Fund
- Need to anticipate future Congressional leadership and cultivate relationships.
- Need to use U.S. assets to help advocacy globally

**Strategic Approach**
- Continue building trust and active collaboration with partners.
- Ensure influencer partners (e.g., Hill, health, business, faith) see value in supporting global health investment, the Global Fund and Friends as a partner.
- Identify opportunities for U.S. partners to be active in other donor markets

**Policy Deliverables:**
- Congressional Champions Project (“C-13”)
  - Elicit two dedicated actions from at least 50% of the targets (e.g., speak in a webinar or event, or sign a letter).
- Education Project for new and emerging Members of Congress
  - Communicate directly and deepen dialogue with 40 congressional offices (including at least 3 in the Senate), especially the two most recent classes, on education about the Global Fund, with 10+ targets taking action on a request
- Private Sector Advisory Council (PSAC)
  - Deepen Friends role as resource to the private sector about global health aid with a communication or virtual briefing at least once a quarter
  - Host at least one dialogue with senior Global Fund management on opportunities to leverage private sector enterprises’ comparative competencies
  - Sponsor at least one activity where PSAC advises or helps public sector health entities extend their capacity to deliver access for people in the global South.
  - Add at least three new members or partnership relationships in PSAC
  - Organize at least one PSAC sign on letter and one Capitol Hill lobby day
  - Engage at least three companies in advocacy outside the U.S.
- Faith community
Organize at least three activities to/regarding Capitol Hill, at least two of which being letters mobilizing faith leaders.

Communications Deliverables:
- Secure at least 30 interactions with @theglobalfight per month from global health influencers on social
- Secure at least 5 interactions with @theglobalfight per year from Congressional offices/staff
- Identify opportunities to connect Hill staff and other target audiences with people interviewed in virtual site visit documentary
- Partner with Global Fund communications team to showcase first-person testimonials to U.S. audiences

4. Provide global leadership with donor advocates

Background
- Continued leadership role in Friends network (Fund for the Global Fund - FGF), including strategy and fiscal oversight
- Replenishment 7 advocacy across donor markets with competing demands for funding
- Opportunity to leverage capacity to develop strategies and products for use by other Friends groups
- Board and staff interest in supporting advocacy on domestic resource mobilization

Strategic Approach
- Work with FGF Executive Director to find and exploit synergies with other Friends groups on Global Fund and global health financing
- Articulate need for increased investment in health generally
- Build links with Friends Network and other donor advocacy partners (especially in UK, Canada and Australia)

Deliverables:
- Friends network -- through FGF
  - Provide fiscal management for FGF
  - Clean audit for FGF and 990 submission
  - Continue hosting monthly all Friends Communications calls, sharing messaging and early drafts of material and providing senior counsel to other Friends network communicators
  - Continue monthly all Friends Policy meetings
  - Encourage and help Friends groups map key priorities for governments in their markets and develop plans to achieve needed change
- Low- and middle-income countries (LMIC) activists
  - Present at at least two GFAN meetings or events
○ At least two activities other than letters (e.g., a Hill day, an event) with two or more LMIC activists
○ At least two convenings or advocacy activities in Health Education Advocacy Learning Series (HEALS) with Kenyan and Vietnamese partners

5. Maintain a strong organization

Background
- Record of Friends fiscally solidity, working within its budget, earning a clean audit and exemplary ratings by non-profit rating organizations
- 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
- Seek new resources for the organization
- Continue accountability and transparency work and metrics consistent with Guidestar/Charity Navigator requirements

Deliverables:
- Resource mobilization
  ○ Receive at least one new grant, with new funding totaling at least $50,000
  ○ Apply for renewal to ViiV, Exxon, Merck, Aegon-Transamerica and Chevron grants
- Fiscal management
  ○ Manage and maintain spending levels at budget
  ○ Maintain status GuideStar/Charity Navigator
  ○ Receive clean audit and make 990 submission
- Board relations
  ○ Monthly updates (with dedicated emails for breaking news or special requests), including June and December board meetings
- Staff management
  ○ Maintain supportive organization culture including commitment to and prioritization of employees’ health and wellbeing
  ○ Continue to promote staff development and creativity in our communications, policy and advocacy work
  ○ President & CEO continues to delegate more day to day work to managers and increase time on Friends network responsibilities and long-term projects