



## RESOURCE MOBILIZATION AND COMMUNICATIONS STRATEGY

**Outline:** The paper outlines the Global Fund's Resource Mobilization and Communications Strategy. It separates strategy for public sector, private sector and communications, respectively. An Annex gives an overview over current activities.

## **Part 1: INTRODUCTION**

1. The Global Fund's Framework Document states that:
2. "The purpose of the Fund is to attract, manage and disburse additional resources through a new public-private partnership that will make a sustainable and significant contribution to the reduction of infections, illness and death, thereby mitigating the impact caused by HIV/AIDS, tuberculosis and malaria in countries in need, and contributing to poverty reduction as part of the Millennium Development Goals."
3. Resource mobilization is therefore a principal operation of the Global Fund. Large amounts of resources are required if the Fund is to make a significant contribution to the fight against the three pandemics.
4. The Secretariat is pursuing an energetic, systematic and results-oriented resource mobilization strategy, focusing both on public and private sector contributions, to enable the Fund to fulfill its purpose.

## **Part 2: BACKGROUND**

1. To date, \$4.7 billion have been pledged to the Global Fund through 2008. The main donors are G8 governments, the European Union and other OECD governments. A significant number of developing countries have also pledged contributions to the Fund, totalling \$22 million. The Bill and Melinda Gates Foundation has donated \$100 million, and a number of individuals, organizations, foundations and private sector companies have also contributed. A range of non-financial contributions, for operational support to the Fund and complementary assistance to the Fund's recipients and partners, have been made by foundations and private sector companies to advance the work of the Global Fund.
2. The Fund has a near 100 percent record of converting pledges into contributions. (For a more detailed description of needs, pledges and contributions, see the Global Fund's Annual Report for January 2002 to July 2003.)
3. The current funding structure of the Global Fund is by ad hoc voluntary contributions. Fundraising targets, whether articulated by the Fund or other advocates, are guided by best estimates of the Fund's financial needs, based on the demand-driven proposals process. These needs reflect the aggregated amount of funds applied for in the Fund's grant funding rounds and the acceptance rate arising from the recommendations of the Technical Review Panel (TRP). Initial commitments are to the first two years of successful proposals, with an expectation that most proposals will also require support for years three through five. The resource mobilization modality of the Fund is

currently under discussion by the Board, based on inputs from the PMPC and MEFA Committees. The resource mobilization strategy described below is based on the assumption that the current structure will continue.

### **Part 3: OVERALL STRATEGY**

1. The resource mobilization strategy aims to inform existing and potential donors about the benefits and results of the Global Fund—that it functions as an effective, performance-based institution, complementing and maximizing traditional development assistance and recipient countries' own efforts, both public and private.
2. The Global Fund's greatest asset will be the quality of the work its finance enables at the grassroots level. Success will be perceived in terms of the number of children sleeping under mosquito nets, the number of people receiving adequate diagnosis and treatment for tuberculosis and the additional number of people having access to HIV/AIDS prevention, care and treatment. To document and publicize these success stories will be the best strategy for the Global Fund's near-term public relations and resource mobilization.
3. The strategy aims to present the Global Fund as a cost-effective investment in a common global future where the three pandemics are brought under control, and show that the economic and social consequences of inaction far outstrip the funding needs of the Fund.
4. The strategy also works towards quickly building an understanding and support for the Global Fund's goals and activities among broad population groups in donor countries. Such popular support is necessary to ensure that governments continue commit substantial amounts to the Fund. It also forms the basis for any large-scale fund-raising effort from individuals and foundations and support from private companies.
5. Working within the necessary staffing limitations of the Secretariat, the strategy will maximize the strong political support the Global Fund enjoys and the rising public and private sector understanding of the impact of the three diseases to ensure that the level of funding support grows. The aim of the strategy is for the Fund to achieve a sustainable funding level, with an appropriate share of funds coming from non-public sources.

## Part 4: PUBLIC SECTOR

1. The public sector strategy aims to inform a wide range of decision makers in existing and potential donor countries of:
  - The issue of the three pandemics as a global threat to security and economic growth;
  - the need for significant sustained resources to fight the three diseases;
  - the value of a reliable and efficient financial mechanism to disburse such funds;
  - the importance of complementing and enhancing national programs;
  - the importance of strong and continued international support for such an initiative;
  - the results that are being achieved.
2. The strategy involves an open dialogue with stakeholders on successes, failings and continued challenges. A number of scientific evaluations are under way which the Secretariat is actively supporting and which it will be sharing and discussing with its donors. The Partnership Forum in 2004 will be an important event demonstrating the Fund's willingness to listen to its partners and stakeholders.
3. So far, the dialogue with donor countries has been extensive and continuous, but largely on an ad-hoc basis. The Secretariat will step up its public sector efforts through the recruitment of Dr Christoph Benn as a new Director of External Relations. Dr Benn will focus on relations with countries, NGOs and other partners. The current Director of External relations, Jon Lidén, will take up the position of Director for Communications. He will focus on resource mobilization from non-public sources and on strengthening the Fund's communications work. As a result of this, a more systematic, long-term work plan for public sector relations will be developed, based on the elements in the current strategy.
4. The Secretariat is building up an extensive database of key contacts, decision-makers, foreign, development and health ministry officials, technical experts, NGOs and media in its main donor countries. It is also systematically gathering information about the budgeting cycle and political realities in these countries, tracking closely the political constellations and developments which have the potential to influence funding decisions relating to the Global Fund.
5. The Chair of the Board is playing a particularly active role in "speaking the Global Fund's cause," and is considered a key element of the high-level dialogue needed to maintain support at the highest political levels. Board delegation members are a crucial link between the Secretariat and key donor countries.

6. A number of factors are working in the Global Fund's favour:
  - The growing global awareness of the crucial importance of strong and urgent concerted action against the major infectious diseases;
  - The momentum to create and support the Global Fund, initiated by G8 meetings in Okinawa and Genoa and by UNGASS 2001 and reinforced by events such as the G8 meeting in Evian in 2003 and the International Conference in Paris in July;
  - Strong NGO support;
  - Media interest;
  - Growing private sector engagement with the Global Fund;
  - The performance of the Global Fund as an institution which has been affirmed by a number of independent studies.
  
7. Equally, several factors are making resource mobilization more challenging:
  - The world economy coming out of a period of near recession with low growth rates and some major donor countries confronted with large budget deficits
  - The first enthusiasm after UNGASS with initial pledges to a yet unknown mechanism has passed entering into a new phase with more difficult negotiations for continued support
  - The Global Fund is by no means the only organization that is working to fight these three diseases. It is a challenge to demonstrate why the Global Fund is so important while not undermining the importance of other partners
  - The continuing lack of clarity about the actual resources required—and that can be immediately programmed/absorbed—to fight AIDS, TB and malaria effectively and the proportion of these resources to be channelled through the Global Fund
  - The divergence of views among stakeholders and the Board of the Global Fund about a demand-driven versus supply-driven approach
  
8. The Secretariat is systematically using these advantages and addressing these concerns in the ongoing dialogue with donor countries. Based on its mapping of each country's particular political realities and technical concerns, the Secretariat is adapting its messages to these countries through in-depth briefings, high-level meetings, reports and correspondence. The aim is to provide key individuals and board delegation members with in-depth information about the Global Fund and in return receive feedback on issues which need to be addressed or pursued.
  
9. Non-governmental organizations and civil society are crucial partners in the work to increase support and resources. They have shown themselves to be a substantial resource and they invest considerable time and energy into advocating for the Global Fund to the general

public, with the media and in discussions with decision makers. In this role, NGOs and networks operate independently from the Fund and pursue their own agendas. The Secretariat assists the NGOs in their work (in particular the Fund the Fund campaign, the newly established Friends of the Fund and a number of particularly active NGOs) through information sharing.

## **Part 5: PRIVATE SECTOR**

1. The Global Fund's private sector resource mobilization strategy focuses on three main activities: to rapidly build a global brand to ensure name-recognition and support for the Fund; to build up a large and sustainable base of individual donors to the Fund through the use of private corporations' services, customer bases and billing systems; and to support activities to seek contributions from foundations, corporations and high-net-worth individuals.
2. The private sector strategy is based on a concept of outsourcing most fund-raising activities through targeted alliances with private corporations, foundations and key individuals, drawing on the political support and the corporate good-will the Global Fund enjoys in most donors countries. This is necessary given the normal resource-intensive nature of private sector fund raising and the limitations on the staffing of the Secretariat.
3. Although all three activities are being conducted in parallel, the brand-building is seen as a prerequisite for the grand-scale success of the other two. Conventional wisdom estimates that a major non-commercial institution like the Global Fund typically needs 10-15 years to achieve global brand recognition. (Unicef and Médecins sans Frontières are examples of this.) Through intense use of modern marketing techniques and participation in high-visibility events, the Fund aims to shorten this time span substantially.
4. The strategy sets the following targets:
  - By end 2004 to have achieved 20% name recognition in the general population in five key target countries and 80% recognition among decision and opinion makers and corporate leaders and by end 2005 have increased these to 40% and 90% respectively;
  - By the end of 2004 to have successfully designed and implemented four or more individual donor fund-raising projects and by end of 2005 to have expanded these projects to cover more than 200 million potential donors;
  - To participate in one or more projects to seek corporate and rich individual cash donations for the Global Fund (or having the Fund as a co-beneficiary);

- By the end of 2004 to have collected \$50 million in new contributions from non-public sources of funding and by end of 2005 to have increased this to \$200 million.

## Part 6: COMMUNICATIONS

1. The Global Fund's mandate is to raise funds and to distribute these funds to technically qualified programs to fight the three diseases. It follows that its communications effort should focus on documenting and disseminating information about its actions, progress and results.
2. The Global fund's communications strategy therefore focuses on three core areas:
  - a. Maintain a continuous stream of information about activities, progress and funding needs to international media.
  - b. Document program activities and progress in written, photographic and audiovisual formats.
  - c. Provide assistance for communications and advocacy to strengthen the CCMs in countries.
3. Having developed a new web site, the Global Fund expects this to be a main tool for disseminating information about the Fund to a wide audience. The new web site will be launched in October. A concerted media and web campaign will follow the launch to ensure widest possible knowledge of the site.
4. **Media work:** The International AIDS conference in Bangkok in July 2004 will be a high point of media attention around the Global fight against HIV/AIDS. The Global Fund will build up media attention around its results in the field and its role as a leading financier of the fight against the pandemic in the media through a number of events and focus on success stories linked to – and leading up to – the Bangkok conference.
5. The Global Fund's media strategy focuses on maintaining close contacts with a core group of well informed, interested correspondents, producers and editors in key international and national media in key countries, as well as to increasingly draw media attention to the results in country programs.
6. The Global Fund should come across as effective, result-oriented, transparent and open about both successes and challenges.
7. The Global Fund should nurture a reputation among media professionals of being approachable, responsive, cooperative and

speedy in delivering information. All key representatives for the Secretariat and Board (at the Secretariat, the Executive Director and his advisers, Directors, External Relations Officers, and Portfolio Managers) should seek contact with and provide information to journalists on every relevant occasion. To this end, media training is being organized for all relevant staff.

8. Low-key media events should be organized as an integral part of most Secretariat travel. Care should be taken to stress the Fund's additionality and complementarity to existing development efforts. Clear and consistent figures should be distributed for results and funding needs. Key messages should be developed and disseminated to all Fund staff who talk to the media, and staying on message is an imperative instruction to all staff.
9. Press conferences and/or one-on-one interviews are being arranged wherever the Executive Director travels and whenever a grant signing takes place.
10. Monitoring of (second and third) program dispersion requests are undertaken to quickly identify successful programs, which can be used as media "show-cases". Media trips will be arranged to such programs from the end of the year onwards. Information about progress is communicated to local and regional media to encourage coverage.
11. A set of events and country visits will be planned over the coming ten months, to climax at the Bangkok Conference in July 2004.
12. **Program documentation:** The Global Fund needs to document the progress the programs it supports are making. This is not only important for media and public relations purposes, but also as a historic documentation of the global undertaking the Fund's work represents.
13. Material gathering would take the form of written stories and reports, audio work for radio and we dissemination and audio/visual material.
14. It is important that the Global Fund documents the "baseline situation" before a program begins, and it should aim to follow the progress over a period of time to record progress. In this way, the material will provide an anecdotal and qualitative documentation of progress, to supplement the progress reports and evaluations made as part of the disbursement process.
15. The material gathered will be edited into pieces which can be offered media, made as stand alone productions, such as documentaries, web-based information packages, etc. and as fund-raising material, such as public service announcements, commercials, etc.



16. Video documentation of program activities has already begun with material collection from Ethiopia, Honduras, Panama, Rwanda, Senegal, Sri Lanka, Thailand and Ukraine. A film based on this material was produced for the International Conference in Paris in July.
17. The Global Fund is exploring how documentation from the field can be collected systematically from selected programs without too high production costs. A proposal to build up such a cost-effective system will be ready by November and will be set out in practice over the following months.
18. **Recipient Country Communications:** There is an acute need to spread knowledge about the Global Fund and the existence and functioning of the Country Coordination Mechanisms (CCMs) in many recipient countries. The Fund should assist local organizations (public and/or private) to inform widely about the Fund based on local needs and realities.
19. The Global Fund's role is to support organizations which are willing to take on such a function by teaming them up with local expertise and by supplying them with material and raw material for communications activities.
20. The Global Fund has begun this work initially in three countries, Sri Lanka, Swaziland and Zambia. Experience from these countries will be used to roll out activities in a larger number of countries.
21. The Global Fund contacts CCM members and Chair and discuss the concrete needs of the specific country. Teaming up with one or several of the CCM members, the Fund supports activities meant to increase knowledge and understanding of the Fund and the CCMs. This can take the form of newsletters, e-mail list-serves, meetings, and other dissemination. A brochure has been produced for the three countries, explaining about the Global Fund and giving details about Fund-supported programs, as well as CCM membership and contact points.
22. In a separate initiative, the Global Fund is discussing with the organizers of the African popular music awards, the "Kora Awards", to produce a series of Public Service announcements featuring Kora Awards nominees to inform African audiences about the Fund in the period leading up to the award ceremony in December and to feature the Fund centrally during the awards broadcast.

## **Part 7: CONCLUSION**

1. The Secretariat seeks the Board's comments and additional input to the presented resource mobilization and communications strategy.

## Summary of Ongoing and Future Resource Mobilization Activities

### Public Sector

**0.7 Group:** The Secretariat has a continuous dialogue with the 0.7 countries, mainly through the group's Board delegation. Visits by The Executive Director are planned for Denmark and the Netherlands during the second half of 2003.

The Secretariat's efforts focus on overcoming some existing skepticism towards the Fund based on questions of the added value of a new funding mechanism, by engaging in a substantive dialogue on how the Global Fund process can improve to strengthen and leverage existing development efforts and how it can harmonize with bilateral assistance. Interested or relevant parliamentarians are being identified and provided with information, through committee briefings, individual meetings and correspondence.

Work is being done to provide 0.7 country NGOs with information to enable them better to step up advocacy work in favour of the Global Fund.

**Australia:** Australia has yet to make a pledge to the Global Fund. The Secretariat is in regular contact with Australia-based NGOs to help increase advocacy around the Global Fund. It is providing the Australian government with regular updates on progress, results and funding needs. Efforts are underway to arrange meetings between the Global Fund's Executive Director and/or Chair and senior Australian officials.

An overview over the Fund's activities in the region neighbouring Australia and the potential synergy and leverage between Australian and Global Fund efforts have been provided to the Australian government.

**Canada:** A technical-level dialogue is maintained with Canada to answer concerns over additionality and country-level coordination. At the same time, the Secretariat is in close dialogue with some Canadian NGOs to increase awareness and advocacy about the Global Fund. Work is in preparation for a meeting between Fund leadership and high political leaders of Canada to encourage higher Canadian contributions to the Fund. A visit to Canada will be organized at the first possible opportunity. Canada and Japan are the only G8 nations yet to have made renewed commitments to the Global Fund.

**European Union:** The Secretariat is in regular communication with the European Commission through its Board delegation, and through communications with Commission President Prodi's office, providing information as needed. Dialogue is also kept up with members of the European Parliament.

Brussels-based NGOs are in close contact with the Secretariat for exchange of information and news.

**France:** France was one of the first donors to pledge to the Global Fund, in May 2001, and their trebling of annual commitments, as announced in Evian, is the largest increase of any European donor. France has also called for a \$1 billion contribution jointly from Europe for 2004 as part of a formula where Europe should contribute one third of total pledges to the Fund.

The Secretariat worked very closely with France and with the Board Chair to arrange the International Conference to Support the Global Fund in Paris in July this year. This conference further cemented international support for the Fund, and in particular resulted in European Commission President Romano Prodi's personal pledge to secure \$1 billion in funding from Europe for 2004.

Since July 16, meetings between French officials and the Secretariat have focused on how to follow up the momentum created by the July meeting. A close collaboration on messages and new initiatives (including government involvement in engaging French private sector companies and renewed support from the private sector) has followed the Paris meeting.

While France will push ahead with its initiative to create a Friends of the Fund alliance among key supporters of the Fund, the Secretariat will provide assistance where it can.

The Secretariat will continue to work closely with France on engaging French private sector in a wide range of activities, from fund-raising, through increased private sector engagement in country work to exploring co-financing possibilities.

The Secretariat will continue to work closely with France as this year's host of the G8 summit and in the handover process to next year's G8 host - the United States – to ensure a continued central position for the Fund in the G8 deliberations.

The Secretariat is drawing on French support to advocate \$1 billion in total contribution from Europe for 2004, both in its dialogue with individual countries and through its membership in the European Union.

The Secretariat works with France in its Twinning/Esther initiative to pair up hospitals in industrial countries with institutions in developing countries.

The Secretariat provides information to French NGOs doing advocacy on behalf of the Global Fund.

**Germany:** Dialogue with Germany focuses on building further confidence in the added value of the Global Fund, and therefore encourage higher German contributions to the Fund, as well as a "front-loading" of current pledges. Germany is also crucial in the process of increasing overall European pledges

to the Fund. The executive director had high-level meetings with German political leaders during a visit in September. These meetings will be followed up by a continuous dialogue from the Secretariat's side.

The Secretariat works closely with German NGOs to encourage public debate and advocacy around the Global Fund.

Also, the German corporation for international cooperation—GTZ—has made a grant of €25 million to share among both international organizations and Country Coordinating Mechanisms, under the umbrella of BACKUP (Building Alliances – Creating Knowledge – Updating Partners in the Fight Against HIV/AIDS, Tuberculosis and Malaria). This support is very important for building capacity in recipient countries for design and execution of Fund-supported programs.

**Greece, Portugal, Spain:** The Secretariat is in regular contact with senior officials from these three countries to update them on developments, progress, and funding needs. A close dialogue developed with Greece during the last stages of its EU presidency in May/June. Greece made a modest contribution to the Global Fund at the Paris conference in July.

The portfolio team is in a close dialogue on technical issues relating to the Spanish-speaking world with the Spanish government. A visit by the Executive Director to Spain is planned for early next year to discuss a possible increase in Spain's contribution.

**Ireland:** Ireland has given strong support for the Global Fund. The Secretariat will engage Ireland as the upcoming president of the European Union to work for a \$1 billion contribution from Europe for 2004.

**Italy:** A close and continuing dialogue is taking place with Italy, as one of the largest donors and the current president of the European Union. Italy was among the nations which announced substantial additional pledges to the Global Fund at the June Evian G8 summit. Dialogue on a number of issues is conducted through Italy's delegation to the Global Fund Board as well as to other senior officials.

The Secretariat is engaged in discussions with Italy over increased private sector involvement in the Global Fund process, especially at country level.

The Secretariat is also exploring how, with the help of the Italian government, the Global Fund can engage Italian media for a subsidized or free media campaign about the Fund.

A dialogue is taking place with the Italian government (as the current president of the European Union) on advocacy for \$1 billion in total contribution from Europe for 2004.

The Executive Director will visit Italy in the end of September to speak to the Senate Foreign Relations Committee and other political leaders.

**Japan:** The Secretariat is working closely with the government of Japan to increase the awareness and involvement of Japanese private sector. The basic Global Fund brochure is being translated into Japanese. The Global Fund is participating in the third TICAD conference in the end of September, and The Executive Director will visit Japan for substantial discussions about funding and other issues in November.

The Secretariat is being kept informed of NGO strategies and coordination for advocacy in Japan.

A longer-term strategy towards Japan is being developed, based on securing support from a number of high-level decision-makers and respected individuals in Japan, and a focus on symmetry in contribution levels among G7 nations.

**Middle East:** Some Gulf States have already contributed to the Global Fund. A strategy to approach these and other countries in this region to contribute further is being developed.

**Recipient countries:** Several recipient countries have contributed to the Global Fund. The Secretariat, however, is not actively approaching recipient countries for further funding. There is a close collaboration with key political leaders on reinforcing the message of the large needs for financing. A dialogue is underway with the ACP Secretariat and leading ACP countries for a common position on whether to request European Development Fund monies for the Global Fund. Regional groupings, such as NEPAD and the African Union, are being kept informed about Fund progress and financial needs.

Southern NGOs are very active in calling for more resources for the Fund and for good, ambitious and varied proposals from countries to the Fund. A continuous exchange of information and advice is taking place with the Secretariat.

**United Kingdom:** A close continuous dialogue on technical, governance and finance issues is taking place with the Department for International Development, which represents the UK on the Global Fund Board.

In addition, the Secretariat provides information to parliamentarians with special interests in the Fund. There is also a close relationship with several UK NGOs both on strategy and information exchange.

**United States:** The United States government is fully involved in the progress and issues of the Global Fund through Secretary for Health and Human Services, Tommy G. Thompson, who holds the Chair of the Fund's Board. In addition to the close dialogue with the chair, the Secretariat provides

information to Congress and to NGOs and other groups which work for increased support for the Fund in the context of the ongoing appropriations process for the 2004 budget.

The Global Fund will be assisted in its efforts with the creation of an additional entity, "Friends of the Fund" in Washington DC, which is dedicated to information and fund-raising activities for the Fund.

## **Private Sector**

**Branding:** Through initial assistance by the private sector Board representative, initial contacts were made with two of the world's leading advertising, PR and media-buying groups. As the Publicis Group proved to be the most enthusiastic and results-oriented, a relationship between Publicis and the Global Fund was developed on a pro-bono basis (after an initial fee at reduced rate paid by the Fund for the first stage of interaction).

Publicis initially developed a claim-line for the Fund ("Investing in our Future"). Publicis then produced a set of concepts for a planned advertising campaign and provided a series of concrete advertising ideas for these concepts. The Group has also worked to introduce selected corporate clients to the Global Fund with the purpose of securing funding for production and ad-placing costs for this ambitious campaign.

The initial advertising campaign is meant as one of at least three successive campaigns to be rolled out over the coming 12-18 months in six target countries: (preliminary identified as) France, Italy, Germany, Sweden, the United Kingdom and the United States. The campaign(s) will rely to a large extent on drastically reduced rates or free air-time on key TV channels in these countries, and on additional advertising in major publications. (Research on preferred media outlets has been done by Publicis and the top channels and publications have been identified.) Production costs and ad-placing-costs will have to be fully covered by corporate sponsorships.

The planning and roll-out of this campaign will be greatly affected by the Global Fund's possible participation in the "46664 Campaign". Any further activity on this campaign is currently (at the time of drafting this paper) on hold, pending decision on the Fund's participation in "46664".

**"46664"**: President Nelson Mandela has invited the Global Fund to share proceeds from a substantial awareness and fund-raising campaign built around a televised concert in Cape Town on 29 November with his Foundation. Since then, the Fund has worked closely with the Mandela Foundation to maximize the potential global impact of this campaign by bringing in several corporate sponsors, which will together possibly make the concert and the media elements leading up to it and following from it into a major global event.

The fund-raising elements around the concert are based on a global telethon where content can be received by dialing a number at premium charges, and a web-based effort where content can be downloaded with charges going to the Mandela Foundation (and the Global Fund). Publicity around the concert and the fund-raising will take place through a series of media events, televised publicity etc. between October 22<sup>nd</sup> and the concert date. A CD and DVD of the concert, as well as a documentary about the project will be produced. TV distribution aims to bring the concert to a potential one billion viewers or more.

Publicis has engaged a task force to look at the feasibility for longer-term branding and franchising opportunities following on the original campaign, with a possible second event at the end of 2004.

The Global Fund sees “46664” as a unique combined branding and fund-raising opportunity. With the potential reach of this campaign, the Fund’s name and logo could be catapulted into several hundred million homes worldwide, and associated with the global fight against AIDS and with one of the world’s greatest moral leaders. Although the telephone and web-based fund-raising efforts of the kind being designed for “46664” are largely untried, they hold the potential of bringing substantial new resources to the Fund.

So far, no commitments have been undertaken vis-à-vis the campaign by the Global Fund, and the final decision to participate will depend on the recommendations from an ongoing due-diligence process commissioned by the Secretariat to assess the potential risks involved in engaging the Fund in this project. A separate paper with updates and results of discussions on the issue by the Resource Mobilization and Communications Committee will be presented to the Board.

If the Global Fund chooses not to pursue the “46664” initiative, the Secretariat will explore other opportunities of similar design and scale to make use of the resource mobilization and branding opportunities linked with global entertainment and celebrity events.

**Regularized, billing-based fund-raising efforts:** In order to reach a large base of potential individual donors for the Global Fund without building up an extensive fund-raising capacity on its own, the Fund needs to be able to make use of existing financial infrastructure which reaches large numbers of individuals. Such infrastructure is best developed within the utilities and financial services sector, although the retail sector also holds a potential.

The Secretariat has engaged in partnership with two banks, Standard Chartered Plc, and Mizuho Bank of Japan to explore the possibility of seeking voluntary contributions through credit card billing statements. For Standard Chartered, the design of such a campaign is underway and the aim is to launch the campaign on 1<sup>st</sup> December or soon thereafter. Discussions with Mizuho Bank are in its early stages, based on a Mizuho Bank Board decision to make available its credit card billing system for fund-raising for the Fund.

The experience gained from these two schemes will be used as a basis for a future roll-out of global credit-card-based fund-raising campaigns with additional banks. Discussions with other corporations (including leading utilities companies) are also underway.

**Hotel, retail schemes:** Hotel billings and retail billings are two other potentially promising areas for individual donations. The Global Fund is in preliminary discussions to engage one or several French hotel chains in a combined information and fund-raising campaign for the Fund.

McKinsey & Co has provided manpower at senior level on a pro-bono basis to systematically assess the possibilities and feasibility for retail-based fund-raising.

**Friends of the Fund:** On the initiative of one individual supporter of the Global Fund, Edward Scott Jr., and the commitment by French Health Minister Jean-Francois Mattei, parallel efforts are now underway to set up a network of “Friends of the Fund” on both sides of the Atlantic.

In Washington, Mr Scott is financing the establishment of an organization which will focus on both spreading information about the Global Fund and engage in fund-raising efforts for the Fund. Although “Friends” is a voluntary organization totally independent from the Fund, the Fund is working closely with “Friends” to coordinate activities. Among these planned activities is a possible awareness tour through a large number of American towns and communities to improve awareness and gain support for the Fund.

In France, initial discussions are underway to create a European support network, which will complement ongoing NGO efforts to improve support for the Fund.

**Corporate AIDS initiative:** Discussions are underway with the backers of an ambitious initiative to engage the largest global companies in a joint cash donation effort for the fight against AIDS, where the Global Fund is a potential beneficiary. The Fund has offered support for this initiative.