



**Going Public?
A report on discussions
about GFAN organizing
targeted
public-facing campaigns**

*Report from a meeting of advocates and partners in
Amsterdam, October 17th and 18th 2017*



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Background

During the Global Fund Advocates Network meeting in February of 2017, an initial discussion was held with the GFAN Steering Committee and GFAN members in attendance about whether pursuing direct public mobilization around Global Fund resource mobilization would add value to the “menu” of advocacy efforts GFAN supports. Several smaller discussions were held following that meeting to discuss various elements of such a proposal and a Concept Note was developed for consideration. In October 2017, a small group of GFAN advocates and representatives from Purpose, ReformAct, the Global Fund Secretariat and the Bill and Melinda Gates Foundation met to discuss the concept and further explore the need and refine elements of how such campaigning could be structured.

What we have achieved so far

Over the years, the Global Fund has developed an impressive and effective set of strategies for resource mobilization: outcomes from replenishments have increased significantly from USD\$3.7 billion for 2006-07 to USD\$12.9 billion for 2017-19. However, the Global Fund has not really ever been able to reach its target levels, a USD\$20 billion gap exists in health financing and there is a perspective that we may have reached a ceiling in the level of donor funding using that known “menu” of strategies.

The Resource Mobilization Action Plan, the current plan for on-going resource mobilization at the Global Fund Secretariat explores a few new opportunities and prospects but sets a moderate goal for increased contributions during this 5th replenishment period. The Global Fund is undoubtedly a unique, innovative and learning organization that continues to achieve better results and more efficiencies: but that



success simply does not translate into a higher level of contributions that matches the funding needs.

At the same time, there is a generalized sense among civil society that a ceiling has been reached in terms of what can be accomplished using our own “menu” of strategies – when asked where opportunities are for increased contributions, the most common answer from civil society is: “Yes! We need more contributions...but it won’t be able to come from my country...”

“Wind behind our sails” - Exploring opportunities to mobilize the public to demand increased resource mobilization for the Global Fund

“Global political, economic, and cultural contexts have changed dramatically in this time. Today, existing advocacy models are not enough to secure sufficient funding. The advocacy community needs a mobilized public to ensure the political will to continue or increase funding for these epidemics.

Despite this, no one is mobilizing the public in the Global North and the Global South to ensure sufficient funding for the world's deadliest epidemics.” GFAN-Purpose expert meeting, 2013

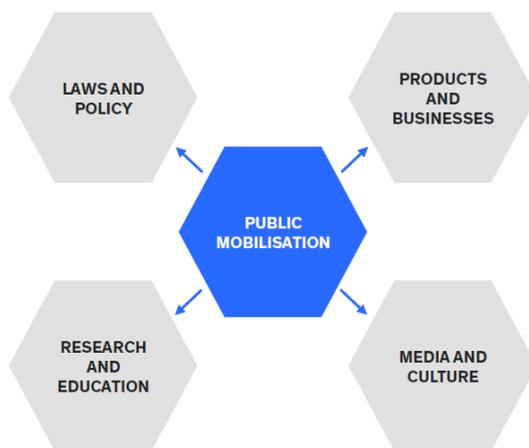
During the October 2017 meeting in Amsterdam, participants explored this theme of increasing public demand. It was generally agreed that the advocacy base for Global Fund resource mobilization needs to be expanded through both expanding the number of countries in which advocacy takes place and adding a public mobilization or people powered movement dimension to current efforts in order to increase funding, provide some differentiation between GF resource mobilization and other ODA/global health replenishments and the need to address, or challenge, donor complacency and comfort with current levels of funding.



From the Global Fund Secretariat, we heard perspectives of how more “public” campaigning and the HIV/AIDS movement of the 90’s used citizen engagement to mobilize donors and eventually, the Global Fund and that, in some contexts, engaging the public with the right messaging could be useful to putting more urgency behind the resource mobilization asks.



PUBLIC MOBILISATION PLAYS A UNIQUE ROLE IN ACHIEVING CHANGE

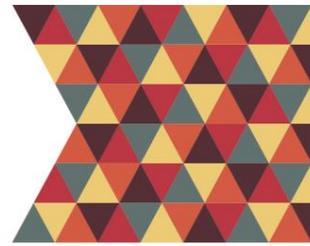


There are many ways to make change in the world. Public mobilisation is beneficial because:

- It can have an impact across multiple categories
- It allows more people to participate, often the least powerful, making systems more democratic
- It can effect more than one kind of change at a time. For example, unlike lobbying, public mobilization can change policy *and* change public perceptions of that policy. This makes the policy more likely to last past one term of government

Source: Purpose slide deck prepared for Global Fund Advocates Network October 17th and 18th meetings in Amsterdam

During the meeting, participants discussed how there was a general sense that while the Global Fund has had unprecedented success mobilizing an unprecedented amount of resources, that something of this original, successful and effective campaigning has been lost and the whole political discourse around funding has changed from a solidarity perspective to more of a “security” or perhaps even a self-interest perspective. Participants also discussed that mobilizing the public is not a role the Global Fund Secretariat will soon or possibly ever take on, so the need to work together and find a narrative that is aligned if not alike to mutually support efforts would be critical.



Conversations examined details of how such campaigning should be structured for success including:

- Having a global campaign theme and centralized collaboration but that all decisions from strategies and tactics to messaging and mediums need to be made at the country level and tailored to country needs
- That our narrative would have to shore up some key issues such as inequality, human rights and gender equity while transforming the framework within which donors think about ODA and the Global Fund
- Campaigning should not be about awareness alone (“making noise”) but about urgency and action that is embedded in a political advocacy strategy with a clear focus on mobilizing the right audiences, at the right time with the right preparation and follow-up

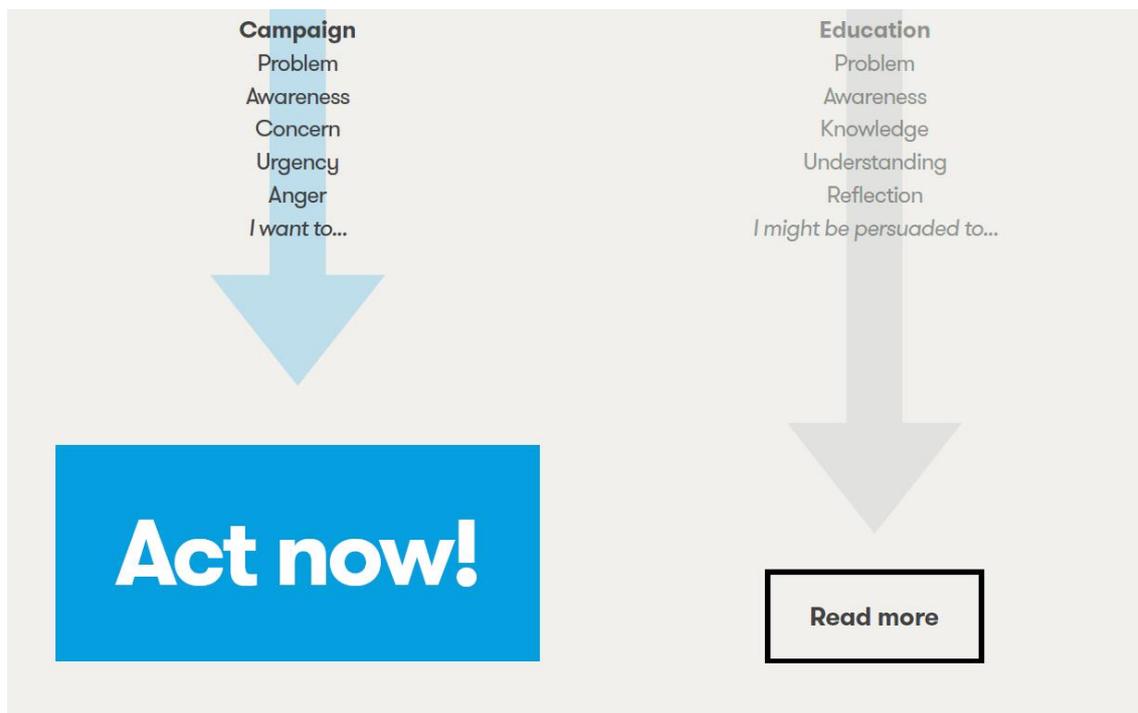
Through the insight and reflections of colleagues from Purpose and ReformAct we also received some excellent advice and/or guidance, including:

- Designing campaigns using known success factors in social mobilization, that campaigns: are informed and/or led by the most impacted communities, work in alliance with other actors, be driven by a strong core, plan for a wide spectrum of action needed to address the various factors making up governments decision-making, and, build a new narrative and identity (Purpose)
- That an engagement ladder and distribution strategies are key in designing our campaigns (ReformAct)
- The need to invest in thorough analyses through using of “power maps” and “actor maps”, but at the same time keep a focus on action and testing, testing and testing



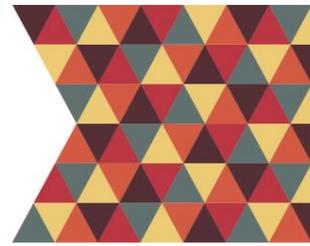
Unifying and guiding theme with country specific iterations

A number of key overarching themes continued to arise during the meeting including that there needed to be a unifying theme and some initial ideas about what it could be and what kinds of criteria needed to be a part of prioritizing what countries to pilot public mobilization in.



Source: REFORMACT slidedeck prepared for Global Fund Advocates Network October 17th and 18th meetings in Amsterdam

It was agreed that a unifying theme and concept would be important that somehow makes use of global solidarity and that while there have been great advances, the work of ending AIDS, TB and malaria is not yet over and could in fact, slide backwards. Other elements were that there is an urgency to this work, that there is potential for a positive outcome and that while this campaigning may not be able to be about global health writ large but should be about the 3 diseases and the Global Fund as “the” preferred (multilateral) mechanism. Additionally, that at a country-level it would need to address other issues like the pull-out of bilateral responses, the framework of the SDGs, building resilient and strengthened health systems, and universal access to treatment. Such a



global unifying theme would have to be quite general to allow the level of country specific adaptation that was also identified as important.

Country Prioritization: Piloting the concept and criteria for selecting pilot countries

After discussing these themes and overarching guidance for success in public mobilization, participants then turned to discussing where such campaigning had potential. Discussions led towards the concept of “piloting” public mobilization for GFAN through the 6th Replenishment to learn and assess the value of it in countries that fit the following criteria:

- A traditionally big donor where there is fiscal space for an increased commitment and such an increase would be a “bellwether” or positive “challenge” to other (big) donors
- A traditionally smaller donor who has de-prioritized its contributions to the Global Fund but where there appears to be the possibility of re-vitalizing their efforts or a donor that has “dropped out” in recent years where there appears to be potential to re-engage
- A donor who could be targeted with an existing or new youth focused campaign to supplement traditional advocacy efforts
- An implementing country or other country not traditionally seen as a donor whose contributions could be seen by donors and implementing countries alike as showing strong, Southern leadership and commitment to the Global Fund

Throughout the meeting, various elements that might make-up the matrix through which prioritization of pilot countries could be made. These included:

- Mission/values fit: how does this campaigning “fit” with the “mission” of the lead(ing) country-level NGO’s on GF RM and is there a network of GFAN members or others who regularly work together on GF RM (or is that the purpose of prioritizing a particular country)



- Competitive comparisons: are there already similar efforts underway or planned around GF RM and/or are there other NGO's that occupy this "public pressure" space in ODA/global health and could they be engaged
- Government/Client: is the government likely to be "swayed" positively by public mobilization and, if so, which segments of the population and is there fiscal space to increase its pledge
- Return on investment/sustainability: where does doing public mobilization strengthen civil society's ability to advocate for (increased) pledges for the 6th Replenishment and into the future
- Global Fund Replenishment Process Criteria: is it a key country (hosting either of the formal meetings, a bellwether/champion donor for an important grouping of donors)

It was agreed that GFAN would develop a decision-making matrix to guide conversations on country prioritization in consultation with funders when they are identified.

Funding public mobilization

During the drafting of the Concept Note to guide our discussions, a draft budget was also included. Through the discussions at the meeting, the general advice was to assume around a USD\$200,000 budget per country per year plus a similar amount for central costs for coordination. The costs could increase or decrease depending on existing capacity and tools within GFAN members in pilot countries and how big (and therefore expensive!) the creative concept for the unifying theme is.

Finding the right donors who understand the value of public mobilization will be a challenge for this project to continue. Participants discussed how to frame such investments to various donors from private foundations to public donors and how to get some new funder for Global Fund advocacy engaged.



GFAN Secretariat took on the responsibility to create an Investment Case for the pilot project as envisioned to bring forward to potential donors in early/mid 2018 at a meeting with donors.

A sense of urgency to guide next steps

Participants reminded ourselves that while many of the unifying themes and concepts seemed “fun” and engaging and while a starting figure of USD\$1 million seems high and difficult to attain, that in our perspective this idea, this strategy is not a luxury or just an add on to our existing efforts, but that we are responding to an urgent need to revitalize campaigning for the future of the Global Fund.

It is about strengthening existing civil society, re-imagining and re-vitalizing the dynamics between those advocating for the Global Fund and decision-makers in their countries and about creating broader, public engagement in the issue of ending the three diseases.

GFAN Secretariat committed to taking next steps to bring forward an investment case and pursue the possibility.

