



The Global Fund to Fight AIDS, Tuberculosis and Malaria

Fourth Board Meeting

Geneva, 29 - 31 January 2003

GF/B4/10

COMMUNICATIONS AND THE GLOBAL FUND

Outline: This paper describes the Communications Strategy and Activities in progress for the Global Fund based on input from the Secretariat and the Global Fund Community.

Summary of Decision Points:

1. Requests the Board to endorse the approach to Communications outlined here
2. Requests the Board to work with the Secretariat and to assist them in their need for additional spokespeople and partners in Communications
3. Requests the Board to endorse the logo and the Logo Policy and to instruct the Secretariat to continue the process of legal registration of the logo.

COMMUNICATIONS AND THE GLOBAL FUND

Part 1: BACKGROUND

1. The Global Fund is a new organization and a new concept. It is a complicated body dealing with complicated matters and above all it is dealing with serious issues that will have a great impact on the future of the world.

At every level of humanity, the Global Fund can have an impact. Getting a clear message out to the whole world is a challenge, but one that the Global Fund Community must all strive together to achieve.

2. One of the core messages must be:

The Global Fund is a Global Responsibility

Global Responsibility should be taken by:

- All Governments becoming involved -- giving and receiving – there is no room and no time to sit on the sidelines
- Multilateral and Bi-Lateral approaches – everyone is in this battle against the diseases together
- The Private Sector – business will suffer if these diseases increase at current rates
- Foundations, NGO's and other organizations - putting people together in combinations where $1 + 1 = 3$. As a global responsibility, everyone should consider how they are going to help the Global Fund
- Individuals – if people can contribute money, they should; if people can contribute time, they should.

In order to achieve its goals, the Global Fund needs to move strategically and aggressively to communicate its potential and results.

Part 2: ACKNOWLEDGEMENT OF PAST WORK

Communications programs and work have been ongoing since the Global Fund began as a Transitional Working Group (see Annex 1). It is important to recognize that all of this work has been valuable in positioning the Global Fund where it is today.

Part 3: CONTINUING STRATEGY DEVELOPMENT

3.1. How does one get the word out with limited funds

To communicate effectively across the world on a limited budget requires good strategy and careful budgeting of resources.

3.2. The Disciplines of Communication

1. Considered use of all communications disciplines must be evaluated:

- Television advertising
- Print advertising
- Direct Mail
- Website, web links and web advertising
- Public Relations
- Special Events

2. Use of research to monitor and measure communications goals will help to:

- Refine the messages
- Target more effectively

3. At this time, use of Public Relations and the Website are the most efficient communication disciplines to be used for the Global Fund. Already much information has been distributed about the Global Fund, but it is necessary to be *more pro-active* about the news distributed (including more on grants and messages of hope and assistance). Focusing on these primary tools of communication does not eliminate the use of television and print which is discussed below.

3.3 The Target Audience

The Global Fund needs to address communications to various audiences, sometimes specifically focusing on particular groups and other times using general communications:

- Officials in donor countries and recipient countries
- CCM members and potential Grant Recipients
- Leaders of Foundations and Businesses
- Leaders and Members of NGO's
- Officials at the United Nations, Multilaterals and Bilaterals
- Opinion Leaders and Key Influencers in the arts, literary and media world
- The General Public – Worldwide

3.4 Some Principles of the Global Fund Communications

1. All recipients of the Global Fund messages are to be treated equally and with respect. It is just as important to communicate with potential applicants for grants as it is to communicate with people who may be donors or donor influencers. The Financial Prospectus is very clear: *higher numbers of applicants leads to higher resource mobilization needs.*

The Global Fund as a Global responsibility must be transparent in its communications, with no secrets. It must speak with honesty and without political manipulation of data or messages.

3.5 Communications Objectives

1. The Global Fund will need to adopt the following objectives as the basis for a robust communication strategy:

- Establish a good public identity and understanding of the Global Fund with branding and clear messages
- Position the Global Fund as an efficient and effective mechanism which can attract new resources and new ideas to fight the three diseases
- Deal with the expectation factors and reality of the issues facing the Global Fund today

2. The initial response to the establishment of the Global Fund was remarkable - by the end of 2001 a huge sum of money had been pledged to the Fund. However, the original enthusiasm for the Fund has now passed and today it faces many complex challenges. The Global Fund competes for attention today with the possibilities of war, economic downturns and terrorism.

3. Some media coverage of the Fund has talked about the need for massive amounts of Funds (up to \$10 billion) and has given the impression that anything less will be a failure. The Fund is under pressure to distribute grants quickly and to rapidly supply proof of the effectiveness of those grants. Measurement and accountability techniques will need to be understood and communicated. The communications challenges are large and must be addressed head-on to assure the long-term viability of the Global Fund.

4. Like other organizations created to meet major, contemporary global challenges – issues that are squarely in the public domain and generate a strong emotional response – the constituencies that are cognisant of the Global Fund’s mission expect that mission to be accomplished practically overnight. There is little understanding of, and patience for, the necessary start-up work and time it was bound to take to set up the Fund and render it operational.

5. What is not inevitable is the Global Fund's low visibility relative to the importance of its mission. The Fund is well known in some of its natural constituencies such as civil society and governments, as well as international affairs experts. It is little known, however, by the global public – an increasingly influential driving force in international affairs – and the private sector.

6. This situation is understandable. The Fund has rightly spent its first year initiating its work, building its operational Secretariat, and developing and refining its policies in light of experience. A solid and sustainable image is one that is anchored on substance and reality. The time has now come for the Fund to step out and tell the world its mission through active public communication that raises greater global awareness and support for that mission, thus ensuring the sustainability of the impact of the Global Fund.

7. While this task is primarily one for the Secretariat of the Fund, approval and guidance by the Board of the overall outlines of a communication strategy would ensure uniformity of purpose in this important area of the Fund's work.

3.6 Core Messages

1. The Core Messages of the Fund will include:

- a. The Global Fund is a dedicated worldwide effort to attract, manage and disburse new resources to fight the global health crises of AIDS, Tuberculosis and Malaria.
- b. These three diseases are global threats with no respect for borders. There are major global security and economic implications if these diseases continue to spread at current and projected future rates.
- c. The Global Fund is efficient and designed to leverage public and private donations strategically to fill the most critical funding gaps.
- d. The Global Fund will work through its Technical Review Panel to support scientifically proven and cost effective interventions to fight the three diseases.
- e. The Global Fund will issue grants as quickly as possible and with minimal administrative burden, but with monitors to ensure that resources are used responsibly and effectively.
- f. The Global Fund is an inclusive group. Its Board has an equal number of donor and recipient country representatives and includes significant representation from civil society, the private sector and people living with or affected by the diseases.

- g. The Global Fund is still in need of funds and will be for many years to come.
- h. The Global Fund is a Global Responsibility.

Part 4: THE COMMUNICATIONS TEAM

1. Responsibility for Communications at the Global Fund sits within the External Relations Team. The Communications Team will consist of two full-time staff, part of the time of the Director of External Relations and part of the time of an assistant. However, the entire External Relations Team understands the important links between Communications and Resource Mobilization/Partnerships and it will seek to work as a fully integrated and flexible Team – with a flexible approach, a service orientation and desire to see positive communications results.
2. Within the External Relations Team there is also an office for Relations within Civil Society and NGO's. This part of the team will also be fully integrated into all activities. It is clear that it is vital to the ongoing success of the Fund to ensure that the Global Fund messages are being clearly expressed to Civil Society and NGO's.
3. In fact, the External Relations Team would prefer that the entire staff and the entire Board of the Global Fund serve as deputies for Communications. It is necessary to be almost evangelical in our conversations and presentations to contacts and associates. The Communications Team of the Global Fund would like to arm all Board and staff members with the key messages, concepts and needs of the Global Fund in order to spread the word.

The Communication of the Global Fund is a Global Responsibility, a Secretariat Responsibility and a Board Responsibility.

Part 5: OUTSIDE RESOURCES

1. Outside of the core team, the Global Fund staff and the Global Fund Board, there will be times when the Secretariat will need some assistance from outside resources and professionals. Freelance help for specific major events and for publications would be obvious cases in point. The Secretariat has responded to advice given throughout last year that the Global Fund should keep some communications advisers on retainer.

5.1 An Upcoming Tender

During February and March, the Global Fund will be putting out a tender for a more substantive contract for Public Relations Consultants. The core

messages and the core processes of communications must be dealt with by the Global Fund Secretariat , but the issues are serious and there are times when additional professional assistance will bring fresh ideas and innovative approaches to the process.

The Secretariat will seek consultants who can add value to the Global Fund by:

- Facilitating access to key journalists;
- Serving as advisers and sounding boards for development of new media relations tools and communications methods;
- Working with the Secretariat to refine Global Fund messages;
- Helping the Global Fund to network further and deeper around the world;
- Helping the Global Fund to implement programs , special events and projects where the resources of the Global Fund team are either lacking in time, numbers or experience;
- Supplementing the media monitoring services already available to the Secretariat.

The Tender will be developed with specificity and within the contractual framework of the Global Fund. A pro-bono element of remuneration will be mentioned as a consideration for proposals, but it is unrealistic to expect that all of the work needed would be donated. Experience has taught many organizations that at least some payment is necessary to develop a good working relationship between outside consultants and the organization.

The results of this Tender process will be announced to the Board once the evalutation is completed.

5.2 Further Communication Relationships/Partnerships

Several activities and the development of further relationships are under exploration by the Secretariat.

These include:

- The Kaiser Family Foundation, which will work with the Global Fund to give communication advice and aid in the distribution of information.
- Some of the world's largest communications groups -- advertising, public relations and design companies have entered into discussions

with the Global Fund regarding pro-bono work; the Secretariat will seek to formalize these offers of assistance in the most constructive ways.

- The Advertising Council in the US has offered assistance in preparation of public service television announcements.

With offers such as these, it may be possible for the Global Fund to take advantage of Television and Print Campaigns which normally would be too expensive to undertake, but which can have great reach and impact if properly utilized.

Part 6: SPECIFIC CURRENT ACTIVITIES

6.1 Pro-Active Media Relations

As the core work has begun, now the Fund is in a position to be more pro-active about announcements.

It is the goal of the Secretariat:

- To make sure that there is a press release for every grant – over time, the interest in these releases will be largely within the country or region where the grant is given, but it is still vitally important that Global Fund messages are clear and well read. (The Secretariat already maintains lists and press contacts on a global basis.);
- To make sure that all Releases are added to the Website;
- To issue Press Releases for all significant Global Fund Events, success stories, major events, publications, etc.
- To arrange interviews with key stakeholders in the Global Fund around the world;
- To develop good relations with important media – keep in touch with them, accompany them to Global Fund projects, invite them to events. There are times when one-to-one communications with media will be important and there will be times when mass efforts, press releases and press conferences will be more effective.

6.2 Press Monitoring

As the Global Fund is active in its media relations, it is clearly important to track media attention to the three diseases and to the Global Fund and its partners. Press Monitoring is expensive and many Global Fund partners are already engaged in Press Monitoring around issues of concern. The Fund will

therefore be seeking agreement with partners to help in the monitoring work, including UNAIDS, Roll Back Malaria, Stop TB, the Kaiser Family Foundation.

6.3 Serious Issues Monitoring

At any given time, there is a group of serious issues surrounding the Global Fund. The Secretariat has already begun a process of tracking these issues and developing background papers for Fund spokespeople, should the need arise.

6.4 Spokespeople

The Global Fund is an *organization*, a *concept*, but the world needs to hear *people* speak about the Global Fund through:

- Written Communications (By-lined Articles)
- Oral – Speeches and presentations
- Conferences – panel discussions

The Secretariat is in the process of developing the Speakers Bureau and can provide speakers or writers with briefing papers, charts, and other assistance(film and photographs will be available in the future.) The Secretariat welcomes and encourages Board Members to speak on behalf of the Fund and would like to provide assistance wherever possible.

6.5 Website Development

1. The current Global Fund website was developed over a year ago and it is clear that it is a vital part of the Global Fund's Communication Program. In fact, the Website must serve as the key element of knowledge about the Global Fund.
2. The website must be easy to access (not use graphics and files that are time-consuming to load) and easy to navigate. The Secretariat now knows which areas of the website are more useful and more often accessed and will use this information to revise the website to make it easier to find these "most used elements."
3. The Current Website contains the following elements:

- Overview
- Principles
- NGO's and Civil Society
- Private Sector
- Contributions

- Funding Proposals
- Review Process
- For Journalists
- Background Documents
- Jobs
- FAQ

4. The Future website can include items such as:

- Overview
- How to Submit a Proposal for a Grant
 - CCM Lists
- Grants Approved (with descriptions, photos, contacts and links where possible)
- With a World Map showing where the programs are
- Financial Information
- Pledges/Contributions/Disbursements
- Board Information (Members/Reports/Official Documents)
- Board Working Section -- Access via Password
- Committee Working Section -- Access via Password
- TRP Working Section -- Access via Password
- Background Documents
- FAQ
- Links
- How to Contact the Global Fund
- Search

Further Comments from the Board about the Global Fund Website are welcome and should be fed to the Secretariat (email: info@theglobalfund.org).

5. During February, a new Tender will be put out for the Global Fund website design and implementation. Currently the website is still maintained by a service provider in Brussels. The website will be moved to Geneva and a new address will be phased in: www.theglobalfund.org (the current address: www.globalfundatm.org will continue to work, but will link to the new address.)

By April the new website will be operational – although many of the improvements will be phased in as soon as they are ready.

6.6 Publications

As the Fund further develops messages and as the disbursement work increases, the Website cannot be the only source of communication – particularly in relation to the needs of Resource Mobilization. There is a need for publications and over the next few months the following items will be developed:

- A Brochure – Large (March)
- A Brochure – Small (April)
- An Annual Report – with financial information for Calendar Year 2002 (June)

Separately, there will be a continuation of the activity from last year of an electronic Newsletter which will also be available on request as a printed document.

All publications of the Global Fund should be written in clear language with their audiences in mind. They should emphasize core messages and share design and Global Fund branding elements.

Part 7: OTHER ISSUES

7.1 The Logo

1. All organizations need a logo which is a design device that can incorporate the principles of the organization. Last year, a logo was developed for the Global Fund by a French firm called 9 Points. It was designed and researched to:

- be global in nature;
- represent the three diseases;
- not favor one disease over the other;
- fit within the family of major, global organizations;
- not overtly evoke money ;
- portray the notion of working together .

2. They provided several dozen options which were progressively narrowed down. The 9 Points Group also carried out a limited study of possible interpretations of the proposed logo and they report that it confirmed that the logo was accepted and not associated with any negative images. 9 Points believe that the logo strongly highlights two of three major parameters: collaboration and global funding. "Admittedly, the health aspect is less evident but as we understood it, the logo was not to be a stereotypical health logo. In short, we believe the logo to be simple to understand, easy to remember and versatile." (See Annex 2)

3. Choosing a logo is a time-consuming process and it is impossible to satisfy all stakeholders. On the basis of the work done last year, the Secretariat recommends that the Board endorse the Logo and the Logo Policy and instructs the Secretariat to continue the process of legal registration of the logo..

7.2 Research Needs of Communication

Research is a vital tool in Communications. As the Secretariat develops the logo, messages, publications, the website and other tools, research will be used to make sure that our messages are on target.

As research is an expensive tool, it is hoped that the Fund can find a research partner who will be willing to work with us to find economic ways of providing the information required.

7.3 Film and Photography

It is a truism that a picture can be worth a thousand words. Currently the Global Fund has no photographs or film on hand of its projects. This will be corrected – initially by getting photographs through the Fund Portfolio Staff and through the CCM's and PR's. But shortly the Secretariat will issue a tender for photographic and film work.

Assistance in this regard has been offered by Board Members, partners and friends such as WHO and Positive Lives and these offers will be acted upon.

7.4 Crisis Communications

A principle of sound communications strategy is that every organization, public or private should have a Crisis Communications strategy prepared. The Global Fund is no exception and there are many potential crises which might develop which do not need elaboration.

If a Crisis were to develop, it would be wrong for the Global Fund to sit quietly. Therefore, the Secretariat is undertaking planning for Crisis Communications as a separate responsibility.

A written document will be produced which will incorporate:

- Definition of a Crisis for the Global Fund
- How to Activate the Plan and open an action center
- Who will run the action center
- What resources will be needed
- Who will act as spokesperson
- How to convey the messages to the Board
- How to convey the messages to the Media
- Monitoring
- Follow-up

7.5 Languages of the Global Fund – for Communications

Although the working language of the Global Fund is English, within the Secretariat there is great awareness of the need to communicate with Fund audiences in the means most easily understood. There are different approaches depending on what is being communicated and where. For the Website, translation is very expensive but the introductory pages of the Website will be in as many languages as possible.

The Call for Proposals, the Guidelines for Proposals and the Proposal Forms are currently written in several languages (Arabic, Chinese, English, French, Russian and Spanish) and this, of course, will continue.

Regarding spokespeople, within the Secretariat several languages are spoken and the Fund will seek to have spokespeople available to media in most major languages.

The Secretariat will continue to explore and seek the means to speak to the world in the most appropriate language.

7.6 The Global Fund Patrons/Ambassadors/Councils

The Fund has received many offers of assistance from artists, diplomats, business people, professionals and others who would like to help the Global Fund. When these people offer assistance, the Fund should find a vehicle for taking them up on their kind offers. The Secretariat will be developing an organized program to bring these people into the Global Fund family and give them a “formal” role.

The Global Fund is a Global Responsibility

Acknowledgement of Past Work

A Paper called Communications Work was presented at the January 2002 Board Meeting. This Paper had the following action points:

The Board was invited to:

- Approve in principle the adoption of a strategic plan to guide the Secretariat's work during the period covering 1 February to 30 April 2002
- Request the Secretariat to elaborate a longer-term strategy
- Approve an open and transparent bidding process designed to appoint a public relations firm to plan and support the implementation of the Strategic Communications Plan
- Approve the creation of a Communications Working Group

The minutes reflect that the Board expressed a strong interest in the communication issues, but expressed some reservations over the proposal of a public relations firm be retained for a year. It was agreed that the focus on media needed to be complemented with focus on communication with countries and partners.

At the Second Board Meeting, it was reported that the Secretariat had implemented the strategy to handle the initial roll-out of the Global Fund, the first round of the proposal process and the April Board meeting, including handling press inquiries and giving interviews. It also set up and activated a Communications Working Group with bi-monthly meetings, developed and updated core messages and a list of target audiences to guide outreach efforts, developed and disseminated a periodic newsletter for opinion leaders and expanded outreach to NGOs. Additional work included updating and expanding the Global Fund website, enhancing private sector contacts, preparing press releases and other materials for the media and public, monitoring media coverage, and initiate planning for participation in the Barcelona AIDS conference. In the area of *materials development*, the Fund has launched a newsletter, *The Global Fund Update*.

Media outreach efforts had been extensive and the Fund's comprehensive media strategy had resulted in significant – and overwhelmingly positive – international media coverage. In the three months since the previous board meeting, the Secretariat – in addition to standard monitoring and placement activities – developed a comprehensive media outreach list of consumer, medical, foundation, and financial reporters at key media outlets in the developed and developing world; briefed key reporters to develop their understanding of the Fund and to promote positive and well-informed

coverage; planned media activities around the April Board meeting 'responded in person and in writing to media coverage in generalized and specialized media.

It was also reported that a Communications *Working Group had met several times by telephone.*

Also during 2002, two different Communications Firms were hired on a short-term basis by the Secretariat:

The Corkery Group (February – April 2002)

Massive Effort (to present)

Annex 2

THE LOGO

The current Logo was developed by a design firm called 9P or 9 Points (which is now called Mondo Fragilis.)

They have issued the following report:

Logo Design Development

Our initial brief in early February 2002, called for the quick turnaround of a new logo which was to be presented at the second Board Meeting of The Global Fund.

The brief called for a logo that would:

- be global in nature
- represent the three diseases
- not favor one disease over the other
- fit within the family of major, global organizations
- not overtly evoke money
- portray the notion of working together

We provided several dozen options which were progressively narrowed down. About half-way through the process, on March 6, 2002, in response to a query regarding the abstract nature of the logo, we responded in the following manner:

"We considered making the logo health-oriented but found ourselves encountering clichés at every turn. The Global Fund, as we understood it, is a financing tool for public health rather than a health organization per se. As such, we could have argued that the logo should have had financial overtones. But the brief precluded an overtly financial approach. Considering that awkward positioning (from a graphics point of view), we chose to propose an abstract set of symbols visually unrelated to either health or finance. Furthermore, most health oriented symbolism is taken. Of course, we could have explored the more 'nature' oriented symbolism that comes close to health through sustainable development, such as leaves or roots or water or air. But we concluded they would visually classify you as an environmental organization. The choice was therefore to find abstract symbolism which evoked the "togetherness" aspect, the notion of working in coordination and

harmony, health and finance. If we could also fit in the dynamic feeling of flow, as in the flow of money, all the better."

We were also asked whether the logo had been tested. We responded as follows:

"As per your original brief, testing was not included in the quote. We have, however, tested the logo with our internal company staff and five graphically aware individuals not employed by us. None detected any symbolism that could be counter-productive. Should you wish us to, please advise and we can test the logo on a wider test sample."

We were told that more formal, albeit limited, testing would be required. We offered to conduct a series of focus groups. We did so with pleasure and free of charge. Our summary, after the testing, was as follows:

"As agreed, 9P Group [the name of the company at the time] carried out a limited study of possible interpretations of the proposed logo. The in-person group consisted of fifteen participants of varying socio-demographic backgrounds and fifteen online participants. The in-person group was skewed towards a business / international membership (7 pax). The rest ranged from non-working mothers to an elementary school child. The online group was more varied including white collar workers and more labor intensive employees. It also included two non-workers. On the high end, it included a Senior Vice-President of a Fortune 500. I remind you that this study was limited in scope due to the time and money available. We are confident that it is satisfactory but it cannot be considered comprehensive.

The testing was held in Geneva. It was carried out using Communications Analysis guidelines that you are welcome to consult.

Four questions were asked.

1. Does this symbol evoke any negative images or recollections?
2. Have you seen this symbol before?
3. What type of organization would you associate this symbol with?
4. What three words would you associate with this symbol?

As agreed, please find below a summary of the responses.

1. Of the 30 respondents, 2 felt that the logo was aggressive. Please note that after the study, the in-person group was shown 4 other 'negative' symbols and they did react negatively, confirming their understanding of the question.

2. Eight had 'seen' the symbol before. When pressed, they agreed that they could not recollect specifically where. This is a positive rather than negative point. A good logo is one that can be associated with, that feels familiar. Of course, should any of them have actually seen a similar logo, then we would have been concerned with possible replication. This is apparently not the case though we cannot guarantee it.

3. The logo was associated by 10 respondents with a major organization of some sort. Fifteen believed it was a corporate logo. The remaining 5 were split between an emergency symbol and a road sign. Considering your mandate, we believe the results to be satisfactory. The logo needed to be evocative of both a corporate funding vehicle and an international organization.

4. One word came through consistently: "global". The notion of the Earth seemed prevalent. Though the logo consists of three half circles, they evoked the sphere. Obviously, the theme of '3' was repeated. Most of them asked us what the three represented. A second prevalent notion was "collaboration."

Discussion

After the question period, we engaged the in-person group in a brief discussion. When they found out it was potentially a logo for an international health and funding concern, 14 of the group were receptive. They reassured us of the 'collaborative' nature of the logo.

Conclusion

While this study was neither independent nor fully formal, given the time constraints, it does confirm that the logo was accepted and not associated with any negative images. We believe that it strongly highlights two of three major parameters: collaboration and global funding. Admittedly, the health aspect is less evident but as we understood it, the logo was not to be a stereotypical health logo. In short, we believe the logo to be simple to understand, easy to remember and versatile. Should you wish a more comprehensive and/or independent study, we will be happy to provide you with a quote.

LOGO POLICY

Registration process

The request for registration has been granted by the Federal Office for international property in Berne to the countries party to the Madrid Convention.

As the Fund develops its relationships with relevant partners, including the business community, it is recommended that such a plan address the use of the Global Fund name, logo and emblem. The Fund is asking the Board to approve the following principles aimed at regulating the use of the Global Fund name, logo and emblem:

Policy on the use of the logo

- 1) The Global Fund to Fight AIDS, Tuberculosis and Malaria name, logo and emblem cannot be registered by any other party, and may not be referred to as trademarks in any legal or other documents.
- 2) It is recommended that in order to ensure that the Global Fund enjoys the highest visibility and awareness, the full representation of the Global Fund name, logo and emblem be used in all alliances and activities.
- 3) The following two major regulations apply to all agreements with corporate/third party alliances that involve permission on the Global Fund name, logo and emblem:
 - a) No endorsement: at no time may any Global Fund partner or staff member endorse or appear to endorse a company, group of companies, industry sector or other third party, its products and services
 - b) No exclusivity: at no time may any Global Fund partner or staff member grant exclusivity to any company, group of companies, industry sector or other third party. To do so could make the Global Fund vulnerable to allegations of partisan behaviour by companies or their governments. In addition, the granting of exclusive relationships compromises the Global Fund's obligation to maximise the resources available to fight AIDS, Tuberculosis and Malaria
- 4) Permission to use the Global Fund name, logo and emblem may only be granted in writing and only on approved terms.

All contracts for permission to use the Global Fund's name, logo or emblem will be coordinated by the office External Relations team, in consultation with the Office of the Executive Director.

- 5) In order to guarantee a clear, consistent, readily identified image of the Global Fund, the name, logo or emblem of the Global Fund can be reproduced only in its original form, colors and font as per official registration terms.

Annex 3

Recent Coverage of the Fund

These articles from the past six weeks all mention the Global Fund. In many of them the Secretariat has been involved in their development.

- * Associated Press Worldstream - January 13, 2003
UN secretary-general to deliver Duke commencement address
- * BBC Worldwide Monitoring - January 12, 2003
South Africa: KwaZulu-Natal AIDS charity denied UN funds for "second time"
- * The San Francisco Chronicle - January 12, 2003
Global Image Problem; The United States must do more to woo the hearts and minds of the world, By Jonathan Curiel
- * The Washington Post - January 12, 2003
AIDS Hasn't Peaked Yet -- and That's Not The Worst of It, By Richard G.A. Feachem
- * This Day - January 10, 2003
US Pledges Assistance to Poor Nations On HIV/Aids
- * U.S. Newswire - January 10, 2003
AGOA Summit: Time Running Out for Bush AIDS Initiative
- * Times of India - January 8, 2003
WHO to probe effect of health costs on economy
- * The Hindu - January 10, 2003
Special panel on health formed
- * Financial Express - January 8, 2003
Health Is Wealth, Literally
- * Indian Express - January 7, 2003
India's expenditure on health is low, says Sachs
- * Press Trust of India - January 9, 2003
Global Fund for AIDS, TB and Malaria yet to acquire momentum
- * European Report - January 4, 2003
Euro 60 Million to Fight AIDS, TB and Malaria
- * The International Herald Tribune - December 31, 2002
Peasants' health scarcely matters, AIDS in China, By Jasper Becker

- * AScribe Newswire - December 30, 2002
Doctors Without Borders/Medecins Sans Frontieres Issues 'Top 10' List of the Year's Most Underreported Humanitarian Stories
- * The Guardian (London) - December 30, 2002
Bush's bitter medicine: The poor need cheap drugs, not cheap talk
- * Newsweek - December 30, 2002
Forcing the World To Sit Up and Listen, By Geoffrey Cowley
- * The Post - December 29, 2002
Zambia is in Danger of Not Meeting MDG's - Goings
- * U.S. Newswire - December 27, 2002
Global Health Media Availability, by Dr. Nils Daulaire
- * World Markets Analysis - December 19, 2002
UN Envoy to Africa Slams West for Access to HIV/AIDS Drugs, By Henry Dummett
- * Central News Agency(Taiwan), December 18, 2002
Taiwan Donates US\$1 Million to Global Fund Via U.N. Foundation, By W.H. Kuo and P.C. Tang
- * Agence France Presse - December 17, 2002
Non UN-member Taiwan makes donation to Global Fund for AIDS
- * BBC World Monitoring - December 16, 2002
Tanzania: Government unhappy with channelling of anti-AIDS funding
Text of report by Kenyan newspaper The EastAfrican on 16 December
- * The New York Times - December 16, 2002
More Than Words to Fight AIDS
- * New Vision - December 14, 2002
US Health Official Tours Uganda
- * The Times of Zambia - December 13, 2002
Hone Students Barred From Exams
- * The Boston Globe - December 13, 2002
United Strategy on AIDS Urged, By John Donnelly
- * The Times (London) - December 13, 2002
WHO's efficiency, From Mr Denis Aitken
- * UN Integrated Regional Networks - December 12, 2002
Row Over HIV/Aids Money

- * United Press International - December 12, 2002
U.S. joins HIV/AIDS coalition
- * The Orlando Sentinel - December 12, 2002
Haiti Secures Global Aids Money, By Matthew Hay Brown
- * The Boston Globe - December 10, 2002
Unfinished Mission
- * The Atlanta Journal and Constitution - December 11, 2002
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