



Independent observer of the
Global Fund

AIDSPAN STRATEGY

2018 - 2022

www.aidspan.org



ABOUT US

Aidspan is an international non-governmental organization (NGO) created in 2002 as an independent observer of the Global Fund to fight AIDS, TB, and Malaria. Aidspan provides the Global Fund to Fight AIDS, Tuberculosis and Malaria (the “Global Fund”) stakeholders information and analysis to understand and evaluate the Global Fund progress. Aidspan aims to influence the transparency and effectiveness of the Global Fund at the global and country-level

Aidspan avails information through its flagship publication, the bi-monthly newsletter Global Fund Observer (GFO) which is available in both English and French. Aidspan also publishes in-

depth reports on its website (www.aidspan.org); the website also contains a series of open-access data tools that allows other researchers to conduct analyses on Global Fund-related data, in turn helping the Global Fund to become more effective.

Aidspan is governed by a Board of Directors whose membership is drawn from across the globe. The day to day operations is run by a Secretariat headed by an Executive Director (ED). Aidspan finances its work through grants from foundations and bilateral donors and does not receive money from the Global Fund itself.





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EXECUTIVE SUMMARY

Aidspan provides stakeholders with wide-ranging interests in the Global Fund to Fight AIDS, Tuberculosis, and Malaria (the “Global Fund”), the information and analysis to understand and evaluate the achievements and challenges arising from Global Fund strategy, policies and investments, as well as the transparency and inclusiveness of related consultative and decision-making processes. Aidspan aims to influence the transparency and effectiveness of the Global Fund at the global and country-level

Under this strategy, Aidspan will increase the analytical depth, utility and influence of its content; facilitate country-level feedback to the Global Fund and its stakeholders; promote data-informed decision making, and strengthen its organizational capacity.

To increase its analytical depth, utility, and influence, Aidspan will prioritize the themes or countries it assesses, analyze the linkages between the Global Fund and domestic or other external actors, and differentiate its content and delivery mechanisms to resonate with and be useful to its diverse stakeholders.

Aidspan will facilitate country-level feedback by serving as a conduit between country-level stakeholders and the Global Fund and a platform for its diverse stakeholders to share and learn. Additionally, Aidspan will analyze how to grant implementation aligns with Global Fund strategy or policy aims while contextualizing the Global Fund’s strategy, policies, and grants within the

broader socioeconomic, environmental and political context in recipient countries.

Aidspan will promote data-informed decision making by helping stakeholders make sense of, and understand the implications of, the data and other information available across the Global Fund grant lifecycle. It will also highlight where to improve the availability and format of data to ensure, not only the dissemination of data but also its accessibility and usability for analysis.

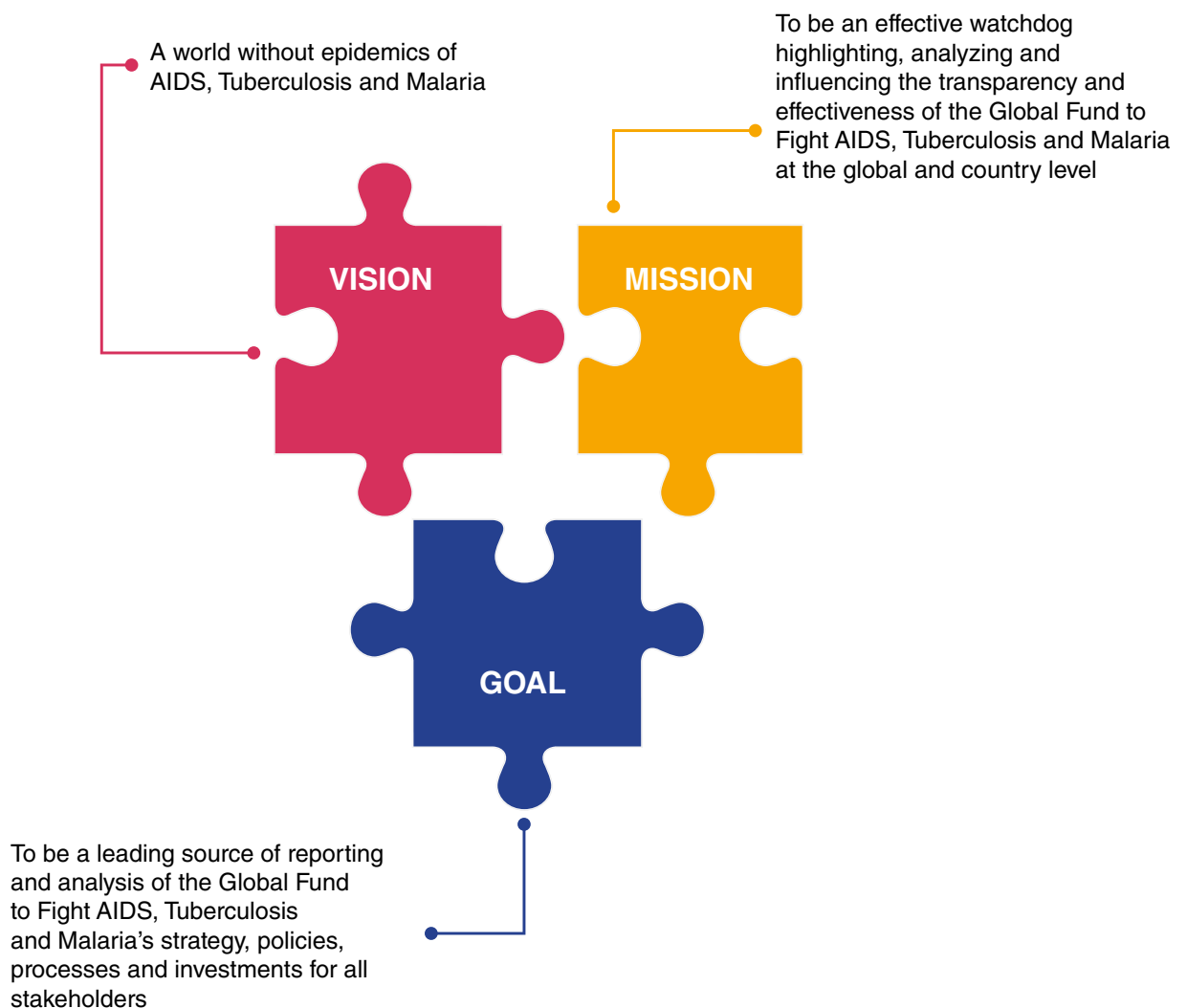
To deliver this strategy, Aidspan will strengthen organizational capacity by improving the effectiveness and efficiency of its operations, mobilizing resources from current and new sources of funding, and building and leveraging key global, national and community partnerships.

Aidspan will embrace being at the forefront of the issues that have the largest implications and consequences for its stakeholders. As such, it embarks on this 2018 - 2022 strategy with a commitment to ongoing feedback, evaluation and learning to ensure its content, and how it is delivered, consistently resonates with and brings value to stakeholders. Moreover, it will remain creative and open to novel approaches or mechanisms for executing this strategy.

This strategy includes principles that will inform Aidspan’s implementation of the strategy. The examples are not intended to be prescriptive or exhaustive; Aidspan’s will use them as a guide for operational planning, prioritization, and resourcing decisions.



VISION, MISSION AND GOALS





CORE VALUES

TRANSPARENCY

Aidspan promotes and advocates for open and inclusive deliberations and decision making in the governance and operations of the Global Fund and its grants; furthermore, Aidspan commits to the same in its own work.

ACCOUNTABILITY

Aidspan promotes full accountability for the use of the Global Fund resources at the global and country levels. Aidspan takes full responsibility for the content it publishes, paying close attention to its sources, as well as listening to its audience, to respond as best as it can to questions or criticism, including correcting errors or mistakes should they occur.

COLLABORATION

Aidspan values stakeholder engagement which leads to ownership of the grant and improved results. Aidspan embraces cooperation in its work, valuing an integrated, interdisciplinary approach to research, analysis, and publication.

INTEGRITY

Aidspan promotes and holds itself to the highest standards of honesty, accuracy, truthfulness and ethical conduct.

TIMELINESS

Aidspan aims to deliver the most pertinent content when it is most useful to its audiences through proactive research, prospective analysis, and prompt reporting.

EFFECTIVENESS

Aidspan aims to use resources towards results through a proactive and thoughtful approach to events and stakeholders.



STRATEGIC FRAMEWORK





E. STRATEGIC OBJECTIVE 1

INCREASE ANALYTICAL DEPTH, UTILITY AND INFLUENCE OF PUBLISHED CONTENT BASED ON THE NEEDS OF STAKEHOLDERS

Outcome 1: Aidspan Stakeholders are provided the content used to raise awareness, advocate for changes and influence policy decisions.

To increase the analytical depth, utility and influence of publications on the Global Fund, Aidspan will develop original content that enables stakeholders to make sense of pertinent issues or topics, including their context and implications.

Critical research, analysis, and thinking underpin Aidspan's content, as it highlights and assesses interlinkages, frames key questions, and presents possible answers or ways to answer such questions. Examples of topics are in Box 1 below

Box 1: Examples of topics of publication under Strategic Objective 1

- Using a combination of grant size, international context and Global Fund strategic priorities, Aidspan can lead case-studies or profiles on specific Global Fund priorities and processes such as human rights, gender equality, sustainability and transition planning on subsets of the Global Fund grant portfolio.
- Aidspan may conduct investigative journalism on the different aspects in which Global Fund investments to build resilient and sustainable systems for health ("RSSH") support the broader Universal Health Coverage agenda or how domestic financing commitments have translated into increased investments.
- Aidspan may analyze or situate the Global Fund and its grants within their broader socioeconomic, environmental and political context. In doing so, Aidspan may highlight where disease responses and RSSH require cross-sectoral coordination and how the Global Fund contributes to collective global, national and community responses.
- Aidspan will use its priority themes for focused, in depth research and analysis that lends itself to serial reporting, where information and analysis can be updated over time. This fits well with the incremental nature in which the implementation, effectiveness and challenges of Global Fund strategy, policies or processes become apparent.

Aidspan's main tool used to provide information under this objective is the Global Fund Observer (GFO), a bi-weekly newsletter that has been published since 2003. Aidspan also makes available information through reports on its website, and social media posts.

The sub-objective 1 is to prioritize thematic areas to focus on research, analytical and publication resources. Aidspan endeavor to be less reactive to the news of the day and more proactive towards the priority matters that stakeholders need to understand and critically assess. In doing so, Aidspan will strive to delve deeper into relevant topics to increase knowledge or awareness and over time, influence views or actions, among its stakeholders.

The Global Fund's 2017 – 2022 strategy contains strategic and operational objectives that serve as a starting point for Aidspan to prioritize key thematic areas for research and analysis. As such, Aidspan will identify key activities and milestones to track and critique as it analyzes the Global Fund's progress on delivering its strategy.

Aidspan's access to the meetings of the Global Fund Board as an observer allows it to identify topics and decisions that demand longer-term coverage. This is because options, data or their full impact only become apparent over time and after multiple debates. Aidspan will maximize having such access by publishing analysis that goes deeper than publicly available information and decisions.

The second sub-objective, to analyze the linkages across the Global Fund and other external actors at the Global level, is critical for understanding the impact, context and implication of Global Fund policies, processes, and structure; and forecast effectiveness and issues with grant implementation. The reason is that while the Global Fund is a significant factor, it is one of many partners at the global and country-level in HIV, tuberculosis and malaria responses, as well as in Resilient and Sustainable Systems for Health RSSH. Other factors and contexts influence the Global Fund's overall impact and success at the global and country levels.

The third sub-objective is to differentiate content and delivery mechanisms to tailor to diverse stakeholders. This enables Aidspan to serve the different needs and uses for information across its stakeholders. Aidspan will continue to explore how to deliver content in the most conducive form for its different stakeholders, considering familiarity with and exposure to Global Fund policies, processes or structures; other channels for obtaining desired Global Fund information; and the scope of analysis or critique required by their interest or work in relation to the Global Fund.

Aidspan has developed a social media presence and convened roundtables to share and collect information and insights. Aidspan will maintain the Global Fund Observer and will explore new ways to share its contents with stakeholders.



STRATEGIC OBJECTIVE 2

PROMOTE DATA-INFORMED DECISION-MAKING WITH RESPECT TO GLOBAL FUND STRATEGY, POLICIES, PROCESSES AND INVESTMENTS

Outcome 2: Stakeholders use Aidspan-provided data to conduct campaigns, advocacy and influence decisions related to Global Fund strategy, policies, processes, and investments

Data facilitates evaluation and decision-making whether for policy review, development or implementation. Where data is available, Aidspan will use it to present analysis on corresponding

topics. Where data is unavailable, Aidspan will highlight the gap and request owners to make those data available in appropriate format such data. Examples of topics of are in Box 2 below

Box 2: Examples of topics of analyses under Strategic Objective 2

- At the time of submission and review of Global Fund funding requests, the Secretariat collects data on the scope and scale of the request, funding allocation for proposed investments, as well as domestic co-financing collected. Such data is collected for all countries where the Global Fund operates.
- Analyses of the funding requests, how they relate to domestic and other external financing, and how these funding and programming choices evolve throughout grant making and grant implementation might be useful.
- Activity-based budget data presents an opportunity for Aidspan to analyze not only the distribution of funding, but possibly the comparative effectiveness of such funding. When viewed together with expenditures by other actors, there is room to assess whether the activities, geographic areas and populations receiving funding are commensurate with the country's epidemiological context and underpinning drivers.

The first sub-objective of SO 2 is to publish content that presents and analyzes available data throughout the Global Fund's grant lifecycle, Aidspace seeks to identify trends, linkages and evidence that will give audiences more analytical depth to understand, evaluate and promote positions on the most pertinent issues.

The second sub-objective of SO 2 is to publish content to highlight areas to improve the availability and format of data to support analysis of the Global Fund's progress towards strategic objectives and policy aims. These publications remain critical as Aidspace promotes not only the dissemination of data but also its accessibility and usability for analysis.

Aidspace will continue to critique the ease and format in which financial and programmatic information regarding Global Fund grants can be accessed and analyzed. For example, where financial or programmatic information is found within uploaded documents or webpages rather than in downloadable databases, Aidspace will articulate the value of making such data more readily extractable for automated processing.

Similarly, where information appears in aggregate form, Aidspace will explore the types of detailed analysis that would be possible with disaggregation.



STRATEGIC OBJECTIVE 3

FACILITATE COUNTRY-LEVEL FEEDBACK TO THE GLOBAL FUND AND ITS STAKEHOLDERS;

Outcome 3: The Global Fund and its stakeholders receive specific feedback from country implementers leading to improved grant implementation

Aidspan will generate country-level analysis, critique or commentary to the Global Fund Secretariat, Office of the Inspector General, board

and other stakeholders. The implicit assumption here is that the Global Fund is responsive to the feedback. Example of topics are in Box 3

Box 3: Examples of topics of publication under Strategic Objective 3

- How Global Fund country allocations and catalytic investments have been programmed across a representative set of the grant portfolio, to offer insight on the extent to which grant funding and activities focus and catalyze funding, in priority areas critical for achieving the Global Fund's 2017 – 2022 strategy.
- How Global Fund country allocations and catalytic investments have been programmed across a representative set of the grant portfolio, whether the programming is aligned to the countries' strategic plan, and how such alignment is associated with country ownership.
- Profiles on how the Global Fund Secretariat and countries engaged in sustainability planning, transition readiness assessments and co-financing requirements to illustrate the type of analytical feedback that could help evaluate the effectiveness of the Global Fund's sustainability, transition and co-financing policy, and where policy revision or implementation refinement could be necessary.

The first sub-objective under this SO 3 is to assess and share stakeholder experiences with Global Fund grants and processes at the country level. This will allow Aidspace to act as a conduit between country-level stakeholders and the Global Fund while also developing a platform where country-level stakeholders can highlight and draw upon mutual experiences or lessons. In doing so, Aidspace will consider how to convene stakeholder dialogue and communication as well as how to track follow-up issues or actions that may arise from them.

Aidspace will explore grant implementation experiences, analyzing trends around the root causes of challenges, factors for success and other commonalities. It will solicit information from stakeholders involved throughout the Global Fund grant lifecycle (e.g., application, grantmaking, implementation, oversight, evaluation), consolidating information to identify recurring themes, corroborate accounts and synthesize observations or recommendations for country-level stakeholders and the Global Fund.

Aidspace will monitor the consistency of procedures and guidance issued by the Global Fund across the Global Fund grant portfolio, identifying where there may be confusion or unintended consequences, and relay these experiences to the Global Fund for clarification or refinement.

The second sub-objective of SO 3 is to analyze how to grant implementation at country level aligns with the Global Fund's strategic or policy aims. Aidspace intends to examine how Global Fund strategic priorities such as maximizing investment impact, promoting human rights and gender equality, addressing the disproportionate impact on key and vulnerable populations, or

programmatic and financial sustainability translate into national or sub-national programming.

Throughout the grant lifecycle, Aidspace will analyze programming choices and expenditure trends and aim to link them to activities and results at country level and contributions to Global Fund's strategic objectives. It will further evaluate the extent to which grant funding adheres to the strategy, policies or decisions adopted by the Global Fund Board. By identifying and assessing the reasons for inconsistencies between policy and implementation, Aidspace will strive to publish analytical content that informs evaluation of the effectiveness of policy aims and designs as well as opportunities for future improvement.

The third sub-objective of SO 3 is to analyze how the socioeconomic, environmental or political context in the country impacts the Global Fund's strategic or policy aims. Aidspace recognizes that the achievement of health outcomes is linked to coordinated responses in other development areas such as gender equality, education, economic empowerment, sustainable communities and access to social justice.

The Global Fund's strategic objectives involve cross-cutting issues such as the resilience and sustainability of systems for health, gender equality, human rights and meaningful inclusion of and participation by communities and key and vulnerable populations.

Accordingly, Aidspace will focus the deeper analysis on how broader socioeconomic, environmental or political factors intersect with the Global Fund's strategy and grant implementation, particularly in terms of structural interventions to improve broader determinants of health.



STRATEGIC OBJECTIVE 4

STRENGTHEN ORGANIZATIONAL CAPACITY

Outcome 4: Stronger Aidspan which accomplishes its mission

This fourth strategic objective is a cross-cutting foundation for achieving the other three strategic objectives, delivering this strategy and achieving Aidspan's mission. Aidspan will focus on improving the effectiveness and efficiency of its operations, mobilizing resources from current and new sources of funding, and building and leveraging key global, national and community partnerships.

Sub-objective 1 is to improve operational effectiveness and efficiency. Aidspan will strengthen internal processes, institutional archiving and memory, increase the flexibility of the organizational structure to deliver the strategy. Developing knowledge management processes will ensure capturing, sharing and archiving of information for institutional memory and succession planning. Aidspan will acquire and develop the key human resources needed for implementing this strategy.

Aidspan regular cycles of planning and review will be informed not only by routine scheduling but also by key Global Fund milestones or timelines, such as grant application review windows, replenishment and allocation periods, or when key evaluations and decisions must take place. Aidspan endeavors to remain flexible so as to identify and respond to emerging issues.

The sub-objective 2 is to mobilize resources from current and new sources to support the

effective implementation of the strategy. Aidspan will seek continued support from existing public and philanthropic donors by demonstrating how it provides objective, original analysis on the implications of the Global Fund's strategy, policies, processes and structures at global level and provides feedback from country level. It will strengthen these relationships while cultivating new sources of funding.

Aidspan is committed to good stewardship of its revenues.

The sub-objective 3, to build and leverage strategic alliances and collaborations at global, national and community levels allows Aidspan to expand its sources of information and pool of local experts or correspondents.

At the global level, Aidspan will foster continuing dialogue with the Global Fund, maintaining access to its Board meetings and engagement with its Secretariat and Office of the Inspector General to achieve its mission. At the national level, Aidspan will develop in-country sources, institutional or individual, to identify potential issues, trends or data that can be featured in published content.

Aidspan will also strengthen its engagement with civil society and community-based organizations, or networks at the national, regional or global levels. Such strengthened relationships will also

help Aidspan to build partnerships and identify a broader network of correspondents that can research, analyze and contribute to content.

In all instances, the alliances or collaborations Aidspan enters require due diligence and evaluation

to ensure the nature of such relationships does not create actual or perceived bias in the content Aidspan publishes or the views or priorities Aidspan promotes.

STRATEGIC ENABLERS

To deliver this strategy and achieve its mission, Aidspan needs quality staff, consultants, and correspondents.

Aidspan commits to fostering a culture and practice of continuous improvement, innovation, and thought leadership. These will underpin its aims on organizational improvement and guide the execution of this strategy. Continuous improvement means people in Aidspan will use ongoing feedback, evaluation and learning to ensure its content, and how it's delivered, consistently resonates with and brings value to stakeholders. To do so, Aidspan leadership will encourage adaptiveness across the organization, so that it remains open and responsive to criticism, flexible to changing or emergent priorities in the broader global health landscape, and self-reflective in terms of not settling for the status quo.

Innovation enables Aidspan to continually embrace the creativity, novelty, technology, and

change needed to develop original content that meets varied stakeholder needs. It also means Aidspan will remain open to new mechanisms and mediums for not only delivering its content but also engaging with its stakeholders; understanding how they find, share or use published content; and deliver feedback across the Global Fund and its stakeholders.

Thought leadership for Aidspan means it will strive to be at the forefront of the issues that have the largest implications and consequences for its stakeholders. Aidspan commits to publishing original content that presents novel analysis and perspectives—to not only report facts, data or information, but to articulate what they mean, how they relate to linked or dependent issues, and to foster deeper understanding and critical thinking on the most pertinent and timely matters.



Quality People



Innovation



Thought Leadership



Continuous Improvement

OUTCOMES, OUTPUTS, PRODUCTS, AND ACTIVITIES

Aidspan main output can be summarized by Aidspan stakeholders receiving relevant and actionable content through appropriate means. Implicit in this definition is the notion that Stakeholders will find the content useful and will use it to raise awareness, advocate for changes and/or influence decisions.

The outcome is made possible by Aidspan donors who support Aidspan's work and staff, correspondents and other consultants who conceive, organize and deliver on activities.

Aidspan outputs stem from well-coordinated activities centered on developing and offering content. So far, most of Aidspan content has been offered through its flagship products, its newsletter the Global Fund Observer (GFO) in English and in French and its website. During this strategic period, Aidspan aims to increase the reach of its products through an improved presence on social media.

Aidspan also has developed tools that offer data on Global Fund disbursements, performance rate, and donors' pledges. In order to meet its strategic objectives, most specifically the 3rd, Aidspan plans to update the data tools presentation, access, and content; then focus more on marketing them.

Aidspan will invest in developing a monitoring system led by online analytical tools to measure audience size for its products, the content that draws the most attention, the appreciation of the content, whether audiences share content. This will be complemented by regular audience surveys.

The methodology of combining online analytics and audience surveys will measure how Aidspan delivers on its strategy and overall mission.

The metrics, survey results, and analysis will allow Aidspan to evaluate its effectiveness in reaching its stakeholders and satisfying their needs. They will inform Aidspan on how to continuously develop pertinent and valued content, as well as how to cultivate or deepen stakeholder relationships to facilitate feedback and learning.

For example, Aidspan may explore specific metrics, such as those listed below, to increase understanding of how its content reaches or influences stakeholders:

1.1. *Referred traffic*

This measures the volume of traffic to a website or page through referrals such as social shares, search engines or link referral (e.g., from other sites). This data indicates a degree of audience engagement, satisfaction, and influence. Further disaggregation of the source of referrals will allow Aidspan to monitor and understand how audiences find content and share content.

1.2. *Citations, mentions or links in other publications*

As a hybrid of "referred traffic", an analogue to the number of citations in academic publications, measuring citations, mentions or link referrals will give Aidspan more insight on the potential influence of its publications.

ANNEX 1: 2018 – 2022 STRATEGIC FRAMEWORK

Vision	A world without epidemics of AIDS, Tuberculosis, and Malaria.
Mission	Aidspan is a watchdog organization that aims to highlight, analyze and influence the transparency and effectiveness of the Global Fund to Fight AIDS, Tuberculosis, and Malaria at the global and country level.
Goal	To be a leading source of reporting and analysis of the Global Fund to Fight AIDS, Tuberculosis and Malaria's strategy, policies, processes and investments for all stakeholders
Values	Transparency, Accountability, Collaboration, Integrity, Timeliness, and Effectiveness.

Strategic Objectives


1. Increase analytical depth, utility, and influence of published content based on the needs of audiences.
 - 1.1. Analyze prioritized thematic areas to focus on research, analytical and publication resources.
 - 1.2. Analyze linkages across the Global Fund and other external actors.
 - 1.3. Differentiate content and delivery mechanisms to tailor to diverse audience groups.
2. Promote data-informed decision-making with respect to Global Fund strategy, policies, processes and investments.
 - 2.1. Publish content that presents and analyzes available data throughout the Global Fund's grant lifecycle.
 - 2.2. Publish content to highlight areas to improve the availability and format of data to support analysis of the Global Fund's progress towards strategic and policy aims.
3. Facilitate country-level feedback to the Global Fund and its stakeholders.
 - 3.1. Assess and share stakeholder experiences with Global Fund grants and processes at the country level.
 - 3.2. Analyze how to grant implementation at country level aligns with the Global Fund's strategic or policy aims.
 - 3.3. Analyze how the socioeconomic, environmental or political context in-country impacts the Global Fund's strategic or policy aims.
4. Strengthen organizational capacity.
 - 4.1. Improve operational effectiveness and efficiency.
 - 4.2. Mobilize resources from current and new sources to support the effective implementation of the strategy.
 - 4.3. Build and leverage strategic alliances and collaborations at global, national and community levels.

Strategic Enablers

Quality People	Innovation	Thought Leadership	Continuous Improvement
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A world without epidemics of AIDS, Tuberculosis and Malaria



A close-up photograph of a hand holding a single, clear water droplet just above a small, vibrant green seedling. The seedling has two leaves and is growing out of dark, rich soil. The background is a soft, out-of-focus green, suggesting a natural, outdoor setting. The lighting is bright and focused on the droplet and the plant, creating a sense of care and growth.

Aidspace is governed by a Board of Directors whose membership is drawn from across the globe. The day to day operations is run by a Secretariat headed by an Executive Director (ED).



AIDSPAN STRATEGY 2018-2020

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