



Independent observer
of the Global Fund

Aidspan Strategic Plan 2016-2018

“Having positive effect on the Global Fund’s operations”

Share our experience, join us to march forward...

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A. Learning from Our Experiences: Marching Forward

At Aidspan, we share the Global Fund's vision of a world free of HIV/AIDS, TB, and Malaria, and health for all. For over a decade, we have built a reputation as an effective watchdog of the Fund at global and country levels, and provided information, critical analysis and commentary on developments at the Fund. We have encouraged diversity of independent analysis and reporting, nurtured interest in the Fund's data, processes and policies and sought innovative ways to build the requisite knowledge among country level watchdogs of the Fund's ecology. We now understand clearly what range of capacities and resources are needed to generate quality watchdog actions that will have strong influence and *have positive effect on the Global Fund's operations*.

Our new strategy is the next step – an indication of our learning. Aidspan's brand as an independent watchdog of the Fund is being strengthened to provide more value for money and more penetrative critique that hits at the key issues in a dynamic global health arena on a more compact budget.

To achieve this, we seek to change how we work and what we focus our limited resources on. First, we are opening up all our data to the world and improving the breadth and depth of the analyses we've become known for. Next, we are reforming how we work, strengthening our partnerships and networks to produce more penetrative analyses of the Global Fund's implementation of its various policies, processes and systems. Third, seeking as much collaboration with like-minded organizations as we can, we will assess more aggressively the clarity of guidance given at country level by the Fund or people's understanding of that guidance or other policies or processes.

We plan to assess the effect of decisions made at the Fund's Board and Secretariat level on grant implementation, such as the effect of the allocation formula on sustainability planning in transitioning countries, and risk mitigation measures used by the Fund's country teams – and how at times such measures can affect efficiency and even effective use of Funds. We will track impact of value for money procedures, effectiveness of plans for countries transitioning away from Global Fund financing and impact of withdrawal of support from recipient countries. More so, we want to have stronger influence on the measures taken by the Fund to ensure that its grants respond to critical issues, such as human rights and gender inequalities and violence against women, or issues related to key and affected populations.

All work and content generated will aim to populate the organization's communication flagship product – *Global Fund Observer newsletter (GFO news)*. More in-depth analyses will be published in a new periodical – *GFO Quarterly*.

The estimated total budget for implementing the new strategy is about US\$ 3.3 million and we project a funding gap of almost the same amount. We welcome our supporters to take part in Aidspan's new phase. Share your ideas on how best we can achieve our vision for "*an effective and transparent Global Fund that attains its mission*".

Figure 1: Aidspan Strategic Framework 2016-2018

Vision:	An effective and transparent Global Fund that attains its mission.
Mission:	To be an effective watchdog of the Global Fund at global and country levels by providing information, critical analysis and commentary on developments at the Fund.
Strategy Goal: By 2018, have positive effect on the Global Fund’s operations	

Strategic Objectives and Specific Areas of Focus

Strategic Objective 1: Fund policies, processes, structures, and effectiveness improve as a result of Aidspan’s critical assessment

Specific Areas of Focus:

- 1.1. Effectiveness of funding processes, assurance mechanisms, and governance and management structures at global and country levels.
- 1.2. Contribution of the Fund to sustaining impact in countries transitioning from Global Fund financing.
- 1.3. Effectiveness of policies and processes in enhancing involvement of key populations in country-level processes, the response to gender inequalities and violence, and the attention to human rights issues in the response to the three diseases.
- 1.4. Effectiveness of the Fund’s role in increasing domestic funding for health as one step towards sustainability.

Measures of Success

- Concrete examples of changes in Fund policies, processes, structures, and effectiveness attributable to Aidspan influence.
- Stakeholder satisfaction with Aidspan’s activities and influence on Fund policies, processes, structures, and effectiveness.

Strategic Objective 2: Fund becomes more transparent with more accurate and complete data made available

Specific Areas of Focus:

- 2.1. Extent of transparency with respect to Fund-related documents.
- 2.2. Availability of quality data at country level for effective grant making and measuring success of Global Fund investments.
- 2.3. Collaboration with experts and organizations working on transparency and data quality.

- Cases where Aidspan has influenced improvement in Fund transparency, data quality, and data availability.
- Evidence of stakeholder use of Aidspan-produced data and information.

Strategic Objective 3: Aidspan becomes stronger and more sustainable

Specific Areas of Focus:

- 3.1. Improving board governance and oversight.
- 3.2. Strengthening management structure, systems and processes.
- 3.3. Efficient mobilization of financial resources.

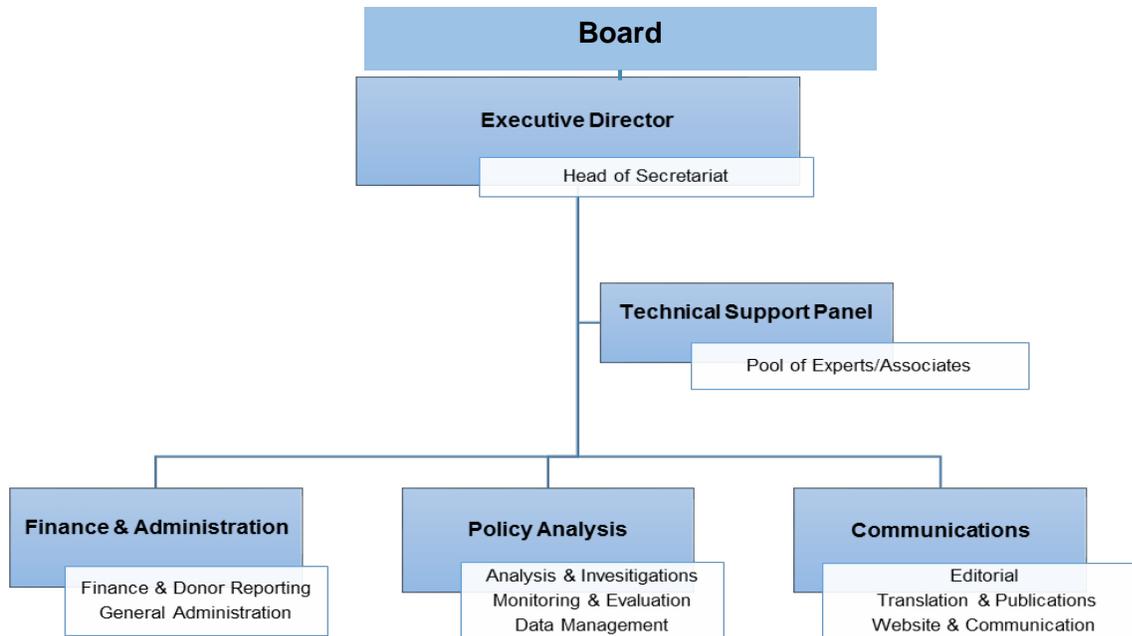
- Board effectiveness.
- Effectiveness and efficiency of management structure and systems.
- Increase in brand recognition of Aidspan as a leading watchdog of the Global Fund.
- Growth in funding and diversity in donor portfolio.

Strategic Enablers that will contribute to success of this strategy

- Strong focus on strategic alliances and collaboration
- Enhanced use of digital tools and communication media
- A dynamic, adaptable, learning organization

B. Our new Management Structure

To effectively deliver the new strategy, the day-to-day operations of Aidspan will be re-organized into three (3) main functions supported by a pool of experts who will be engaged on a case by case basis as depicted in the figure below.



The above management structure will help us achieve the following two main objectives: (i) re-focus what Aidspan considers relevant, pragmatic and penetrative watchdogging; and (ii) work smarter, using less money to do more, to deliver planned activities in an innovative way that does not hinder the organization's nimbleness and increase administration costs.

C. Resource Mobilization

The estimated total budget of implementing this three-year strategy is about **US\$3.3 million** broken down as shown in *Annex 1 (Strategy Implementation Budget)*. We plan to employ the following approaches to better leverage the organization's resources and close a projected **funding gap of about US\$3.1 million**:

- i. Widen and diversify the donor base – Lobby existing donors for increased budgetary allocations and engaging more to contribute to the common basket.
- ii. Use partner clusters to co-finance on joint work and expand our reach as much as possible.
- iii. Demonstrate our value for money – Enhance operational efficiency through proper expense management, strengthening internal control systems and utilizing appropriate technologies.

D. Conditions of Success

We assume that the strategy implementation process will be successful under the following conditions:

- i. a strong and effective Aidspan Board that provides requisite stewardship, governance and oversight of the organization;
a strong focus on strategic alliances and collaboration;

- ii. enhanced use of digital tools and communication media;
- iii. growth of a transformative organizational culture to drive the planned change;
- iv. a high potential that key stakeholders at global and country-level will appreciate importance of the role of an effective watchdog; and
- v. development of suitable resource mobilization strategy, business continuity and risk management plans.

Annex 1: Strategy Implementation Budget 2016-2018

MAIN BUDGET ITEM	AMOUNT [US Dollars]			
	2016	2017	2018	Total
SO1: Fund policies, processes, structures, and effectiveness improve as a result of Aidspan's critical assessment				
1.1 Effectiveness of funding processes, assurance mechanisms, governance & management structures at all levels	\$87,317	\$157,003	\$282,305	\$526,625
1.2 Contribution of the Fund to sustaining impact in countries transitioning from Global Fund financing.	\$63,817	\$91,003	\$129,771	\$284,591
1.3 Effectiveness of policies and processes regarding key populations, gender inequalities, and human rights	\$57,817	\$87,003	\$130,923	\$275,743
1.4 Effectiveness of the Fund's role in increasing domestic funding for health as one step towards sustainability.	\$46,817	\$77,003	\$126,652	\$250,473
Sub-total 1	\$255,768	\$412,012	\$669,651	\$1,337,431
SO2: The Fund becomes more transparent with more accurate and complete data made available				
2.1 Extent of transparency with respect to Fund-related documents.	\$180,317	\$231,003	\$295,937	\$707,257
2.2 Availability of quality data at country level for effective grant making and measuring success of GF investments.	\$57,817	\$68,003	\$79,984	\$205,804
2.3 Collaboration with experts and organizations working on transparency and data quality.	\$46,817	\$83,003	\$147,159	\$276,979
Sub-total 2	\$284,951	\$382,009	\$523,080	\$1,190,040
SO3: Aidspan becomes stronger and more sustainable				
3.1 Improving board governance and oversight.	\$85,817	\$78,003	\$70,901	\$234,721
3.2 Strengthening management structure, systems and processes.	\$120,753	\$114,003	\$119,631	\$354,387
3.3 Efficient mobilization of financial resources.	\$52,817	\$65,003	\$65,003	\$182,823
Sub-total 3	\$259,387	\$257,009	\$255,534	\$771,931
Total Financial Requirement (1+2+3)	\$800,105	\$1,051,031	\$1,448,265	\$3,299,401