



Independent observer
of the Global Fund

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Terms of reference for the mid term review and development of a new strategic plan (2018-2022)

1. About Aidspan

Aidspan is a Kenya-based international non-profit organization founded in 2002 as an independent observer of the Global Fund to fight HIV, Tuberculosis and Malaria. Since its inception, Aidspan has bolstered the Fund's effectiveness by being a dedicated source of information, targeted analyses and independent commentary via its official website (www.aidspan.org), Global Fund Observer (GFO) newsletter, reports, social media and other communication channels. The organization is an indispensable resource for a broad range of Global Fund stakeholders – from policy makers seeking independent critique and guidance on the Fund's policies to grass roots organizations and implementers seeking access to the Fund's considerable resources.

2. Background

Aidspan commissioned a three-year strategic plan in 2015. The 2016-2018 strategic plan, whose overall goal is to have a measurable effect on the Global Fund, has three main strategic objectives:

- a. Fund policies, processes, structures, and effectiveness improve as a result of Aidspan's critical assessment
- b. Fund becomes more transparent with more accurate and complete data made available
- c. Aidspan becomes stronger and more sustainable

Aidspan is midway through this strategic plan and would like to conduct a mid-term evaluation accounting for feedback of implementation from staff, donors, GF implementers and other stakeholders as well as changes in the environment. Changes include the implementation of the new Global Fund's 2017-2022 strategy in 2016. The strategy is based on four objectives: 1) Maximize impact against HIV, TB and malaria, 2) Promote and protect human rights and gender equality 3) Build resilient and sustainable systems for health, and 4) Mobilize increased resources. Unlike previous strategies which run for five years, the 2017-2022 spans a six-year period. The change resulted from the need to align the strategy cycle to the replenishment and allocation cycles, which run for three years each.

As an independent observer of the Global Fund, it is imperative that Aidspan aligns its strategy to that of the Global Fund. Aidspan's strategic period needs to coincide with that of the Global Fund to ensure that

Aidspan's strategic plan remains relevant throughout its lifetime. In addition, Aidspan needs to shift focus to the Fund's key strategic priorities identified in the 2017-2022 strategy.

Given these developments, the Aidspan Board has identified the need to review the implementation of the 2016-2018 strategic plan to identify and document the strengths, weaknesses, opportunities, threats and constraints, and then use these findings to inform the development of a new strategic plan that is well-aligned to the Global Fund strategy.

3. Objectives:

The overall objective of this consultancy is to review the current strategic plan and develop a five-year strategic framework (2018-2022) to guide Aidspan's operations.

Specific objectives are

1. Identify strengths, weaknesses, opportunities, threats and constraints in the implementation of the current strategic plan to inform the development of the new strategy
2. Develop a strong five-year strategic framework for approval by Aidspan's Board

4. Scope of work

The scope of work for the Consultant will include but not limited to:

- a. Review relevant Aidspan documents including policy documents, reports and all publications, and the Global Fund strategy and other related documents
- b. Interview program staff, donors, GF implementers and other stakeholders
- c. Assess and analyze data, and identify strategic areas, strengths, weaknesses, opportunities and threats
- d. Review Aidspan's vision, mission, core values, and strategic goal and objectives
- e. Draft and finalize the strategic plan and present it to the Aidspan Board for approval
- f. Identify the implications of the proposed strategic plan in terms of operations and system
- g. Facilitate the development of a budget for the strategic plan implementation
- h. Design relevant tools for the monitoring and evaluation of program implementation

5. Methodology

The consultant will employ qualitative methods to gain information and perspective from appropriate documents and selected stakeholders. Methods should include but not limited to individual interviews using structured, semi-structured or in-depth interviews as appropriate, and direct observation. The consultant will review relevant program documents and reports, and publications.

6. Deliverables

- a. An evaluation report of the implementation of the current strategic plan
- b. Final strategic plan that includes
 - Executive summary
 - Introduction and background (including the SP development process)

- Internal and external analysis
- Vision and Mission statement
- Core values and key guiding principles
- Strategic goal and well defined and mutually exclusive objectives
- Risks and assumptions
- c. Tools for the monitoring and evaluation of program implementation

7. Duration

The consultancy is expected to be carried out for a period of 30 days. The consultancy will start as soon as possible and is expected to end by the end of October 2017.

8. Budget and payment

To limit costs, it is expected that most interviews will be conducted by telephone/skype. This means the only costs of this consultancy will be a daily consulting rate.

9. Expertise required:

Aidspan will consider the following aspects in selecting the consultant for this review:

- a. A very good knowledge of Global Fund operations
- b. Experience in strategic planning and management
- c. Experience in evaluating projects that deal with the issues of governance, transparency, aid accountability, aid effectiveness, health advocacy, networking and collaboration and capacity building.
- d. Experience in participatory methods of research, gathering and synthesizing the perspectives of various stakeholders and resource persons
- e. Some background in the Health financing is expected.

To respond to this expression of interest:

Please send a letter of interest by COB **24th September 2017** saying 1) What is your understanding of this project 2) Why are you the right person to do it and 3) What it will cost you to do it (daily rate). Please send the letter and your CV, plus a piece of comparable work that you have done that illustrates your capacity in this area to: info@aidspan.org and copy ann.ithibu@aidspan.org.