



Independent observer  
of the Global Fund

# Annual Plan 2014

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## Overview of Aidspan's Annual Plan 2014

Aidspan ([www.aidspan.org](http://www.aidspan.org)) is a small, active international NGO whose **mission** is to reinforce the effectiveness of the Global Fund by serving as an independent watchdog of the Fund and its grant implementers. We do this by providing information, analysis and advice; facilitating critical debate; and promoting greater transparency, accountability, effectiveness and impact.

Aidspan, now just over ten years old, has a new Executive Director, a new Editor in Chief and a new and ambitious Strategic Plan (2014-16). This document is the Annual Plan for 2014. This coming year is a vital year for Aidspan to demonstrate that it can and will effectively move from being a small, focused innovative organization to a more established, still dynamic but more mature agency. A series of evaluations done in 2013 enabled us to review where we have come from and showing us the main weaknesses and strengths of the organization. We have now been able to make clear strategic choices as to what we are best at (and must stay best at) and what we need to work on.

Aidspan will proceed with the following goals and objectives for 2014 -16:

**Goals:** To be the most credible source for independent research and critical analysis of the Global Fund while developing and advancing a global model of watchdogging and monitoring.

We will work towards reaching these goals by 2016 through the following five strategic objectives:

### Strategic Objectives 2014-2016:

1. Expand Aidspan's coverage and analysis of the Global Fund at all levels
2. Solicit more voices from country level to improve accountability
3. Increase understanding and provide feedback of GF strategies with a focus on the new funding model to strengthen the roll-out process and make it more effective.
4. Increase the use of innovative and effective digital presentation tools to enhance knowledge, transparency and understanding of GF processes and data.
5. Strengthen the internal capacity of Aidspan to effectively and efficiently implement and monitor its strategic plan 2014-2016.

Aidspan's Strategic plan is summarised in one page in Figure 1 below. The rest of this report presents highlights of the annual plan for 2014, the budget of \$2.1million based on the broad and specific activities list given in Table 1.

## Aidspan's Strategic Framework

Figure 1: Aidspan Strategic Framework 2014-2016: "Expanded Audience and Heightened Visibility"

Vision	<i>That the Global Fund will raise and disburse adequate money to fight AIDS, TB and malaria, with the Fund and the implementers of its grants being fully transparent, accountable and achieving the greatest possible impact</i>			
Mission	<i>To serve as an independent watchdog of the Global Fund and its implementers through providing information and analysis; facilitating critical debate; and promoting greater transparency, accountability, effectiveness and impact</i>			
Guiding Principles	<ul style="list-style-type: none"> <li>• Doing right, even when no one is watching</li> <li>• Doing no harm, while striving for integrity</li> <li>• Promoting transparency and accountability</li> <li>• Making the Fund more efficient – because even a 1% improvement can save lives</li> </ul>	<ul style="list-style-type: none"> <li>• Using resources effectively, innovatively and with the greatest impact</li> <li>• Respecting diversity of ideas and backgrounds</li> <li>• Being independent observers and witnesses</li> <li>• Collaborating with allies</li> </ul>		
Goal	<i>To broaden and deepen our reach to be a more effective and more visible watchdog of the Global Fund and its implementers.</i>			
Selected Targets	Editorial	<ul style="list-style-type: none"> <li>• Readership increased by 30%</li> <li>• Communications strategy to include multimedia and social media</li> </ul>	<ul style="list-style-type: none"> <li>• Network of correspondents</li> <li>• GFO redesign</li> <li>• Aidspan website with new and innovative multimedia content</li> </ul>	<ul style="list-style-type: none"> <li>• Improved consumer satisfaction based on readership surveys and citation in mainstream media</li> </ul>
	Research	<ul style="list-style-type: none"> <li>• 4 research papers per year</li> <li>• 2 study reports, 6 briefings</li> </ul>	25 country-level experiences/reports published on GF grants and systems	Changes in policy or strategy documented as case studies
	Systems	Redesign of Aidspan website	Launch 1 – 2 new platforms to better showcase data management and analysis	Development and launch of 15 new CCM websites
	Local Watchdog Project	Recruitment and training of 15 new country-level watchdogs	Increased evidence of watchdogging by new groups – stories, studies done, proposals funded for country-level groups	Documented case studies of improved effectiveness of grants due to improved capacity to “watch”

Strategic Objectives*	1. Expand coverage and analysis of the Global Fund	2. Draw more voices from the country-level to improve accountability	3. Assess the effectiveness of the NFM	
Strategic Activities	<ul style="list-style-type: none"> <li>Maintain our expert analysis and critique of Global Fund, while raising profile with strategic, comprehensive coverage</li> <li>Boost Aidspace profile with external communications</li> </ul>	<ul style="list-style-type: none"> <li>Expand role and reach of Local Watchdog Project with mentoring, training and other support</li> <li>Conduct study of in-country accountability mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Develop series of targeted analyses across 10 countries as they access &amp; implement NFM</li> <li>Host high-level roundtables to develop clearer portrait of impact of the Fund's strategies</li> <li>Review 'lives saved' methodology</li> </ul>	
Strategic Objectives*	4. Expand use of digital tools to enhance data knowledge	<ul style="list-style-type: none"> <li>Design and share innovative tools to improve understanding of data</li> <li>Mentor in-country watchdogs,</li> <li>Revitalize Aidspace online profile with multimedia content</li> </ul>	5. Strengthen internal capacity	<ul style="list-style-type: none"> <li>Revise performance monitoring plan</li> <li>Expand professional dev of staff</li> <li>Advance partnerships</li> <li>Document best practices</li> <li>Increase funding base</li> <li>Improving on-time reporting</li> </ul>
Strategic Enablers		Pivot towards the kingdom and away from the castle Partner, collaborate and grow to sustain and maintain relevance		

\* Each Objective is illustrated by a few activities

## Highlights of the Plan 2014

This year we will focus on some major initiatives to improve on what we already do such as develop a new communications and disseminations plan. This will enable us to broaden and deepen our reach. We are building a network of regional and local correspondents to allow more voices to be heard from the country level. As part of this broadening of Aidspace's reach, we will finish the translating of GFO into the three other main languages – French, Spanish and Russian; and we will create *GFO Français* which will have its own editor and special stories, as we reach out to the French-speaking world.

Aidspace will develop its network of country-level watchdog organizations, so that more analysis and thus impact can be felt at the country-level, not just at the global level. All of these initiatives to broaden the reach come under our determination to watch the “kingdom” as well as the “palace.”

*NFM Watch* is just one of several initiatives being started within GFO itself. This column will focus on the New Funding Model as it rolls out from the Global Fund in Geneva. Again, Aidspace's analytical team and its researchers and writers will focus attention on all aspects of this new model.

Building and expanding our data manipulation and demonstration tools is another priority for Aidspace. These are web-based tools that allow us to take existing data from the Global Fund's website and using various software programmes we showcase how it is possible to understand clearly what is happening in terms of disbursements by the Fund, spending or programme performance by the implementers, or financing of the replenishment system by pledges and

commitments of money by the donors. Aidspan wants to increase the use of these tools using innovative training and demonstration methods.

Finally, there are several internal improvements to Aidspan's management and operations which are necessary to match the growing organization. These include a strengthening of our ability to monitor and report what we do on a regular basis, and to enable us to properly understand our audiences and the wider stakeholders through readership surveys, focus group discussions with interested parties and other qualitative methods of evaluation.

Aidspan has been a very effective observer of the Global Fund over its life so far. Now the organization needs to be ready to say exactly what makes it so effective and what the discrete levels of impact it has. This will require unusual and innovative types of impact evaluation. But it will be very important over the next three years to build up the know of exactly why watchdogs like Aidspan are important, what they give the world of development, and what can others learn from this experiment.

All this, of course, costs money. The estimated total three-year budget for the Strategic Plan is nearly \$8.5 million. Some of that funding has already been secured. A new fundraising plan, now in place, will be fully rolled out over the coming year (2014) to ensure that we do grow steadily and in a controlled manner to make Aidspan the most effective independent watchdog it can possibly be.

## 2014 Annual Plan: Budget

Strategic Objectives	Budget Item	2014	%
	<b>Expenditure</b>	<b>\$2,446,970</b>	<b>100%</b>
	<b>PROGRAMME</b>	<b>\$2,000,053</b>	<b>82%</b>
SO1	Expand Aidspan coverage and analysis of the Global Fund	\$634,445	26%
	GFO and Publications	\$509,554	21%
	Enhance the visibility of Aidspan	\$124,890	5%
SO2	Solicit more voices from country level to improve accountability	\$357,912	15%
	In-Country Accountability	\$272,937	11%
	Document Aidspan role and impact	\$84,975	3%
SO3	Assess the effectiveness of the NFM	\$510,152	21%
	NFM: Roll out and performance	\$204,449	8%
	NFM: Country level engagement	\$70,331	3%
	Analyze other GF strategies	\$128,182	5%
	Assess outcomes and impact of GF strategies	\$107,191	4%
SO4	Expand use of digital tools to enhance knowledge of GF data	\$278,009	11%
	Develop data tools	\$142,473	6%
	Enhance the Aidspan Website	\$68,781	3%
	Enhance online interactive platforms	\$66,755	3%
M+E	Enhance programme development through Improved M & E systems and partnerships	\$219,536	9%
	Improved M & E systems and procedures	\$109,029	4%
	Networking and Partnerships	\$110,507	5%
	<b>BOARD, FUNDRAISING AND SUPPORT</b>	<b>\$446,916</b>	<b>18%</b>
SO5	Strengthen the Internal Capacity of Aidspan	\$134,697	6%
	Planning and Board	\$97,585	4%
	Fundraising	\$37,112	2%
	HR and Admin	\$93,655	4%
	<b>Operational Costs</b>	<b>\$218,564</b>	<b>9%</b>
	Rent and other fixed overhead	\$103,169	4%
	Office expenses	\$40,320	2%
	Fixed Assets	\$25,200	1%
	Professional fees	\$13,125	1%
	Tax	\$36,750	2%

## 2014 Annual Plan: Assumptions

Activities shown below are not listed in order of importance; nor are they listed in the order in which they will be carried out. They are grouped by the Strategic objective under which they fall. These mean they largely cluster by the units who will carry them out. But many of these activities require teams of people who are necessarily spread across the different units. Thus, for instance, even though most of the work developing and testing new digital tools falls under Strategic Objective 4, much of the dissemination work will be carried out jointly with the editorial team as well as with the outreach team.

The activities and targets are based on the assumption that Aidspan's existing nine staff and its group of fairly long term consultants are joined in early 2013 by a Senior Research Officer, a Senior Programme officer (Outreach), a Programme Officer (Outreach) and a Systems Officer. This will bring our team to 13 by the end of Jan 2014.

Part of Aidspan's work involves "watching and networking". This can require the investment of significant amounts of time by staff. This investment enables us to respond rapidly to new Global Fund-related developments, most obviously by providing informed comment in GFO newsletter and GFO Live, and it enables staff in one unit (e.g., Research) to help staff in another unit (e.g., Editorial, or Outreach) to perform their work more effectively.

Inevitably, there are likely to be unanticipated Global Fund-related developments during 2014, as the New Funding Model rolls out, that will cause Aidspan to decide to drop a small number of activities below and to replace them with new activities.

The Strategic Plan 2014-2016 has been developed with extensive discussion with all stakeholders and considerable analysis of prior performance, strengths and weaknesses, and projected major themes within the Global Fund world (see [www.Aidspan.org/keydocuments](http://www.Aidspan.org/keydocuments)). This Plan now moves us forward into the next decade of Aidspan's existence.

## 2014 Annual Plan: Broad Activities

Aidspan's broad activities are grouped under the five strategic objectives.

### **Strategic Objective 1: Expand Aidspan coverage and analysis of the Global Fund**

- 1.1 Continue production of GFO and Publications
- 1.2 Enhance visibility of Aidspan's publications and its activities through improved external communications

### **Strategic Objective 2: Solicit more voices from country level to improve accountability**

- 2.1 Improve Aidspan's role in promoting in-country accountability of Global Fund grants
- 2.2 Document and measure Aidspan's role, functions and impact as a watchdog.

### **Strategic Objective 3: Provide feedback on the NFM to make it more effective**

- 3.1 Monitor the roll out and performances of the NFM at multiple levels (global, regional and national) and provide feedback to the Fund and other stakeholders
- 2.2 Enhance country level engagement, accountability and responsiveness on the new funding model
- 3.3 Analyze other GF components, processes and functions
- 3.4 Assess outcomes and impact of GF strategies, including the NFM

### **Strategic Objective 4: Expand the use of digital tools to enhance knowledge of GF data**

- 4.1 Develop data mining, analysis and presentation methods and systems
- 4.2 Continue enhancement of Aidspan new website
- 4.3 Enhance online interactive dialogue methods and platforms

### **Strategic Objective 5: Strengthen the internal capacity of Aidspan to carry out the 2014-2016 Strategic Plan**

- 5.1 Improve M&E and Planning systems and procedures; improve Board capacity and effectiveness
- 5.2 Fundraising and Networking
- 5.3 Invest in human resources and administration.

## 2014 Annual Plan: Detailed Activities

Broad Activity	Proposed Activities	Lead
<b>Strategic Objective 1: Expand Aidspan's coverage and analysis of the Global Fund</b>		
GFO and Publications	Continue to analyze, critique and advise on the different GF components, processes and functions through GFO and other publications	Editor in Chief
	Develop and implement a new look GFO	Editor in Chief
	Design and implement an editorial policy	Editor in Chief
	Translate publications in French, Spanish and Russian	Editor in Chief
	Recruit and train regional correspondents	Editor in Chief
	Produce three regional reports per year (total 9) to provide implementers, donors and other stakeholders with useful, brief overviews and selected country or regional case studies for specific regions of the GF.	Editor in Chief
Enhance the visibility of Aidspan's publications and its activities through improved external communications	Carry out an audience analysis and re-design publications as required	Editor in Chief
	Develop and implement a communications strategy for	Editor in Chief
	Develop and implement a dissemination strategy for all Aidspan's publications	Editor in Chief
	Develop and then annually adapt media packs	Editor in Chief
<b>Strategic Objective 2: Solicit more voices from country level to improve accountability</b>		
Improve Aidspan's role in promoting in-country accountability of Global Fund grants	Develop and implement a country level partnership framework	Senior Programs Officer
	Assess, mentor and provide technical assistance to 20 organisations involved in watchdogging in 15 countries in Eastern and Southern Africa.	Senior Programs Officer
	Set up and manage the content of a watchdog incubator on the LWP page	Senior Programs Officer
	Hold highly targeted GF training and watchdogging courses	Senior Programs Officer
	Establish/join an existing watchdog network – community of practice	Senior Programs Officer
	Study of country level accountability frameworks/ systems – Develop an accountability index	Senior Programs Officer
	Case study on country-level accountability (identify mechanisms exist that promote accountability for grant oversight) in 4 countries within E& S Africa.	Senior Programs Officer
Document and measure Aidspan's role, functions and impact as a watchdog of the Global Fund.	Document Aidspan's roles and functions as a watchdog of the Global Fund	Senior Research Officer
	Carry out a comprehensive analysis and mapping of other watchdogs organizations	Senior Research Officer
	Compile a Watchdog storybook to describe the roles watchdogs play within the accountability and transparency movement, and impact.	Senior Programs Officer

Broad Activity	Proposed Activities	Lead
<b>Strategic Objective 3: Provide feedback on the NFM and other GF strategies</b>		
Monitoring the roll out process and performance of the NFM at multiple levels (global, regional and national) and provide feedback to the GF and other stakeholders	Analyse allocation of funds across bands and disease areas	Senior Research Officer
	Analyze how countries allocate programs to indicative and incentive streams	Senior Research Officer
	Analyze the role of different actors under NFM, including the NGOs and private sector (Includes evaluating counterpart financing under the NFM)	Senior Research Officer
	Analyse proposal development, including TRP's role under NFM	Senior Research Officer
	Analysis of children-focused programming through GF/ NFM.	Senior Research Officer
	Develop & manage digital knowledge base resource on NFM	Senior M&E Officer
	Continue private interaction with GF staff and Board	Executive Director
	Develop guides based on needs analysis – about 2 per year	Editor in Chief
Enhance country level engagement, accountability and responsiveness to the NFM	Implement activities to improve the performance of CCMs - e.g. explore CCMs use of Websites to communicate	Senior Programs Officer
	Risk identification and management at all levels, including responses by country level actors to risk frameworks.	Executive Director
Analyze other GF components, processes and functions	Analyse and critique the GF's approaches to governance, transparency, efficiency, and audit	Senior Fellow
	Continued analysis of pledges vs. contributions	Senior Systems Officer
	Conduct a study of SRs (regional) (continued)	Senior Research Officer
Assess outcomes and impact of GF strategies, including the NFM	Assess how GF benefits are distributed across different socio-economic status groups	Senior Research Officer
	Study human rights, stigma reduction and the Global Fund	Executive Director
	Monitor the key performance indicator framework over time.	Executive Director
<b>Strategic Objective 4: Increase the use of innovative and digital presentation tools</b>		
Develop data mining, analysis and presentation methods and systems	Build web services to retrieve grant specific data from the new GF platform (grants, disbursements, indicators etc).	Senior Systems Officer
	Design new grant data structure and storage database.	Senior Systems Officer
	Retrieval of various "data of interest" from other reliable sources such a World Bank, WHO etc.	Senior Systems Officer
	Maintain donor pledge/contribution pages.	Senior Systems Officer
	Develop platform to present fact sheets & media packets	Senior Systems Officer
Continue enhancement of Aidspace website.	Develop further the current website – initiate development of short videos clips, more pictures/graphics in our publications, FAQ, etc.	Senior Systems Officer
	Integrate the Local Watchdog Project (LWP) website into the main Aidspace website.	Senior Systems Officer
	Develop videos, digital clips for training and walk-through on usage of Aidspace analysis tools.	Senior Systems Officer
Enhance online interactive dialogue methods and platforms	Social media: enhance use of LinkedIn, Facebook, Twitter	Editor in Chief
	Scale-up promotion of CCM websites to 15 CCMs worldwide	Senior Systems Officer

Broad Activity	Proposed Activities	Lead
<b>Strategic Objective 5: Strengthen the internal capacity of Aidspan to carry out the 2014-2016 SP</b>		
Improve M & E and Planning systems and procedures and improve Board capacity and effectiveness	Design and implement a performance monitoring plan	Senior M&E Officer
	Documentation of best practices, challenges and lessons learnt	Senior M&E Officer
	Annual internal evaluation of Aidspan's watchdog role (see SO1 broad activity 1)	Senior M&E Officer
	Annual evaluation of at least 1 guide	Senior M&E Officer
	Annual readership survey of GFO.	Senior M&E Officer
	Quarterly staff meetings to discuss progress against the PMP	Senior M&E Officer
	Staff training on M&E and data analysis	Senior M&E Officer
	Produce annual plans and reports.	Executive Director
	Prepare annual and Strategic budgets	Finance & Admin Director
	Design and implement a Board induction policy and procedure	Executive Director
	Design and implement a Board appraisal policy and procedure	Executive Director
	Hold two Board meetings a year	Executive Director
Fundraising and Networking	Develop & implement a fundraising strategy for the strategic plan	Executive Director
	Produce donor reports	Executive Director
	Hold an annual donor meeting	Executive Director
	Attend Global Fund board meetings and other relevant workshops and conferences	All
HR and Admin	Carry out a staff and consultants capacity assessment	Finance & Admin Director
	Revise the staff performance appraisal process	Finance & Admin Director
	Conduct annual staff performance appraisals	Finance & Admin Director
	Develop and implement a staff training and development plan	Finance & Admin Director
	Produce monthly, quarterly and annual financial reports including yearend audited financials	Finance & Admin Director
	Hold regular brown bag meetings and writing retreats	Executive Director
	Acquire the necessary fixed assets/ Ensure tax compliance	Finance & Admin Director