Aidspan Communications Strategy - February 2015

Statement of Purpose

Aidspan is the leading independent analyst and explainer of the Global Fund to Fight AIDS, TB and malaria, at the global and national levels. In expanding our role as critical friend of the Global Fund, we aim to deepen and widen our own visibility and reach, in order to increase our understanding of our own impact on the Global Fund and the implementation of Global Fund-supported programming.

Aidspan's strengths are its commitment to jargon-free, independent and incisive reporting, commentary and analysis to catalyze debate globally about one of the world's leading health financing mechanisms.

A better-run Global Fund means that every dollar spent will help save lives from AIDS, TB and malaria. A more visible Aidspan means that stakeholders involved in the Global Fund's system and processes can be assured that they have the most complete and detailed information about that system and those processes.

This communications strategy will help us achieve our overall strategic objectives. It will emphasize how we intend to expand our coverage and analysis of the challenges testing the Global Fund's ability to be as effective as it can be, and how we will solicit more voices at the country level to improve accountability in implementation. This communications plan will dictate the extent of the engagement in social media and other forums, in which others are seeking to optimize their relationships with Aidspan.

It will also show how effective communications can:

- Engage effectively with stakeholders at country level without compromising our independence and integrity

- Promote our brand globally in four languages: English, French, Spanish and Russian

- Demonstrate the success of our digital innovations and other work

- Ensure target audiences? understand what we do

- Change behaviors and perceptions where necessary

- Increase the range of communications tools we use to disseminate Aidspan's work to a wider audience

- Reinforce Aidspan's commitment to transparency and accountability

- Improve Aidspan's ability to raise funds to continue and expand its programs and operations

Current Situation

Aidspan is in the first year of a three-year strategic plan designed to expand the organization's portfolio and improve its visibility globally as an independent watchdog of the Global Fund. The strategic plan is aligned around five strategic objectives that contribute to the goal of providing information and analysis; facilitating critical debate; and promoting greater transparency, accountability, effectiveness and impact.

Aidspan's flagship operation is the bimonthly publication of the Global Fund Observer: a newsletter sent to a specialized audience of nearly 10,000 subscribers involved or interested in the inner workings and impact of the Global Fund. Since 2014, Aidspan has also published the monthly Observateur du Fonds Mondial: a French-language publication providing the same in-depth insights and analysis to a francophone audience. At least 60% of the articles, analysis and commentary included in both of these publications is also translated into Russian and Spanish.

As part of its editorial objectives, Aidspan is also expanding the media channels it uses to communicate information, developing infographics and multimedia content to share with partners and interested parties.

Aidspan conducts outreach at country level, building capacity and soliciting voices to improve accountability among implementers of Global Fund-supported programs.

> **Key Messages:**
>
> Aidspan's strengths are its commitment to jargon-free, independent and incisive reporting, commentary and analysis to catalyze debate globally about one of the world's leading health financing mechanisms.
>
> A better-run Global Fund means that every dollar spent will help save lives from AIDS, TB and malaria.
>
> A more visible Aidspan means that stakeholders involved in the Global Fund's system and processes can be assured that they have the most complete and detailed information about that system and those processes.

To support its work assessing impact and value for money in Global Fund program implementation, Aidspan is assessing the Fund's new funding model (NFM): which uses an allocations methodology to provide the greatest resources to countries with the highest disease burdens and least ability to pay. Aidspan is also evaluating other strategies, structures and actors within the Fund's ecology.

Aidspan is broadening the use of digital innovation to map the gaps in knowledge, outcome, capacity and use of data to enhance transparency and understanding of Global Fund processes and data. These data tools provide a window into the complex black box of measuring impact -- both of policy and output.

PEST Analysis

In a PEST analysis conducted to inform the development in 2013 of Aidspan's Strategic Plan 2014-2017, the organization identified the need to maintain the balance between independence as a watchdog and the imperative of building close professional relationships across the Global Fund architecture to access information.

In developing a nuanced communications strategy it is imperative to maintain this balance of objectivity and independence while also seizing opportunities to cultivate relationships at all levels. The risks of compromising relationships at the country or Global Fund level in pursuit of the best-possible information are secondary to the risks of compromising the integrity of the organization.

	WHAT	SO WHAT	NOW WHAT
POLITICAL	Structural ideological framework of competing agendas within Fund Country-level vs Global vs Geneva concerns Short vs long-term goals of Global Fund vs strategic goals of Aidspan Need for stronger evidence base	Global Fund has cultivated politically sensitive relationships at country level that could be influenced by Aidspan's engagement, either in developing stories for GFO, developing watchdog capability, conducting research about impact	Aidspan engagement must serve its own agenda and mandate in the short- and long-term. External communications in politically sensitive circumstances require consultation within the organization to develop way forward on case-by-case basis
ECONOMIC	Donor agenda and value of Aidspan for donors Funding contingent on agenda and institutional health of Global Fund High transaction costs of supporting smaller organizations	Aidspan's institutional growth and sustainability relies on perception that investment in Aidspan is value for money for those who invest in the Global Fund	Communications must emphasize the value of watchdogging of a multilateral financial institution and emphasize implications of accountability and transparency monitoring for financial accountability
SOCIAL	Expectations of global reach from local capacity Distinctions between watchdogging and advocacy Expertise viewed as technical assistance Presence implies endorsement Alliance with Aidspan implies that Aidspan's credibility and integrity apply to allies, partners and collaborators	Aidspan treads a narrow line at country level as a participant in, and facilitator of, processes that work better in partnership than independently.	Aidspan's efforts to increase its impact and bolster its visibility must be ambitious but realistic, based on its capacity and human resources. Engagement vs partnership will be discussed on case-by-case basis
TECHNOLOGICAL	Reliance on secondary or others' data to develop innovative data tools Cost of adaptation to new technology is expensive	Using data and technology to support analysis means significant investment -- to what end? Need to adapt to changing environment and mercurial public attention and appetite for innovation	Aidspan should work to connect with their audience on their terms, rather than on ours. At the same time we cannot be influenced by trends in innovation that do not complement our mandate or agenda

SWOT Analysis

This SWOT summary will identify what can be used effectively to achieve Aidspan's communications objectives, taking in to consideration the limitations, favorable situations and menaces in the operating environment. Strengths and weaknesses are internal; opportunities and threats are external.

STRENGTHS	WEAKNESSES
• Strong capacity within communications team • Established brand, with high degree of credibility and integrity • Strong and integrated strategic plan matched by budgetary support • Engaged and targeted audience familiar with products and outlook • Adequate web presence within narrowly tailored audience • High respect from collaborators and partners • Multilingual, providing access to increasing proportion of stakeholders • Donors to the Global Fund rely on Aidspan as a way to protect their investment in the Global Fund • We are committed to making often impenetrable language accessible, banishing jargon and forcing people to use words that are understandable to all	• Local reach and currently low capacity within organization for trenchant analysis can take pursuit of global penetration only so far • Brand familiarity within niche market only; very little wider name recognition • Nobody can understand Aidspan without first understanding the Global Fund, which narrows the market further. • Not media friendly due to the lack of media friendliness within the organization we are watching due to extremely technical content • Health financing is not sexy • Watchdogging is a concept that evokes a great deal of suspicion; many would consider it to be part of advocacy when really, we intend it to be independent and watch advocates as much as institutions • We are too reliant on e-communications for the most part, and don't do enough F2F contacts
OPPORTUNITIES	THREATS
• As the leading independent monitor, we can shape the playing field and be innovative because there is no comparison • Anything we do, even on a small scale, will resonate because we are backed by a strong brand with a strong reputation • We can innovate and test without fear of recrimination as long as we back up with evidence • We remain relevant, necessary and reliable to those involved in a $5billion/year sector • Aidspan is its own kind of organization: a watchdog, a thinktank and an NGO. As iconoclasts we have the opportunity to shape ourselves, and the perception of us as an organization	• Our existence is tied to donor support, which puts us at the mercy of other institutions' priorities • Our relevance is tied to a single institution; without the Global Fund, where is Aidspan? • We have no point of reference to compare ourselves to; there are copycats but no one organization we can point to as a model • We can be so under the radar that we risk being too obscure

Competitor Analysis

As the only organization that focuses exclusively on The Global Fund, Aidspan does not necessarily have competitors per se, but other voices in the crowded global health policy analysis sphere do compete with Aidspan when commenting on Global Fund policies. Many of these organizations are substantially larger, with larger resources on which to draw.

For this analysis, the Global Health Policy program at the Center for Global Development will be used for comparative purposes.

Aidspan also has similar policy objectives to other organizations committed to transparency and accountability. For this analysis, Transparency International will be used for comparative purposes. The two organizations will be ranked on a scale of 1-5, with 5 being the strongest.

The Brettonwoods Project operated by ActionAid hews the closest to the operating model of Aidspan. It will also be used for comparative purposes.

	WEBSITE	MEDIA PRESENCE	STRENGTH OF BRAND	SPOKESPEOPLE
CENTER FOR GLOBAL DEVELOPMENT	4/5 - full of information, attractive layout, easy to navigate	2/5 - most recent media splash was due to potential conflict of interest; little media coverage of its global health policy briefs ; very self-promoting but in a narrow environment	3/5 – strong name recognition and high profile, within limited circle. Global health policy recommendations endorsed by thought influencers	4/5 - strong name recognition with high degree of respect within small circles; good reputation up to a point. Known for speedy, if not always incisive, analysis
TRANSPARENCY INTERNATIONAL	5/5 – well designed, easy to use and well linked to other resources. Good integration with social media outlets	4/5 – regularly called upon to respond to issues relating to the sector. Seem to lack proactive media comments though	5/5 – strong brand and chosen commentator on their area of specialty	4/5 – good high profile spokespeople but limited service user voices
BRETTONWOODS PROJECT	4/5 - full of information, attractive layout, not updated as frequently as it should be	2/5 - more of a commentator on issues than a driver of discussions; very little self-promotion	3/5 - low brand recognition despite longevity of organization; more internal than outward focused	N/A -- never seen or heard anyone representing them in the public sphere
AIDSPAN	4/5 new website will reflect expanded organizational profile	N/A virtual unknown beyond narrow sphere	Within narrow sphere, high name recognition. Beyond that, non-existent	Within narrow sphere, high name recognition. Beyond that, non-existent.

Organizational Objectives and Communications Objectives

Any communications strategy must closely reflect the organizational strategic plan. In this section, communications objectives will be matched to the objectives outlined in the 2014-2017 Aidspan strategic plan, in order to provide suggestions of how communications may help deliver these goals.

This section aims to also give an overall sense of the principles of communications that underpin the strategy and the key messages that Aidspan wants to convey -- by integrating into the achievement of our overall objectives as an organization.

OPERATIONAL OR POLICY OBJECTIVE	COMMUNICATIONS OBJECTIVE
Expand Aidspan's coverage and analysis of the challenges testing the Global Fund's ability to be as effective as it can be	Promote Aidspan's publications through social media, and partnerships and collaborations at global and country level. Develop Aidspan as credible source for local and international media houses with respect to Global Fund policy and program implementation
Solicit more voices at the country level to improve accountability among the Fund's implementers	Provide guidance and support to country-level collaborators in order to improve their own ability to communicate effectively and support their accountability objectives
Increase understanding and provide feedback on the new funding model to strengthen the rollout process and make it more effective	Implement communications plan for each piece of research including media strategy for dissemination and increased visibility in multilingual environment
Broaden the use of digital innovation to enhance knowledge, transparency and understanding of Global Fund processes and data	Develop communications plan for each data tool including media strategy for dissemination and increased visibility in multilingual environment
Strengthen the internal capacity of Aidspan to effectively and efficiently implement and monitor its strategic plan 2014-2016.	Develop new policies and guidelines to facilitate integration of new best practice within Editorial department into Aidspan. This includes: correspondent policy; editorial policy; framework for translations; review process for publications and other documents to be disseminated; quality control guidelines Support fundraising efforts with clear and concise grant proposals, fundraising materials and public relations materials

Multilingualism

Aidspan recognizes that as an international organization with global reach that it is critical to produce content in the four Global Fund languages, in line with budgetary and human resource considerations.

Aidspan will not be one of the organizations in the global health policy analysis environment that consider localization and translation to be separate from its delivery of content across its strategic objectives; rather, translation will be integrated into annual work plans. It is anticipated that budgets will reflect this integration.

The Editorial department will continue to strive to hit its target of at least 60% of all content translated into at least one other language. This includes stories, commentaries and analyses within Global Fund Observer, as well as regional reports and other publications.

All research products, including guides, should be translated into at least one other language; the necessity of doing so in a third or fourth language will be determined on a case-by-case basis. Relevance of the research to geographic regions will be the priority variable, with budgetary considerations the second variable.

All translation will be managed by the Editorial department. Oversight of translation and proofreading will also be the responsibility of the Editorial department. When developing

workplans and identifying documents and other products that may require translation, department leads will be asked to include translation needs in their one-page communications plan (Annex 1). Budget responsibility for translation will fall under the Editorial department, and will reflect translation considerations from other departments based on identified products in department workplans, to be agreed as part of Annual Planning.

Social Media

Aidspan has been a tentative adopter of social media, due to concerns that the immediate and fishbowl nature of most social media platforms do not mesh well with Aidspan's more scholarly remit.

However, Aidspan has had some success with social media for specific events and issues. One theory of change postulates that if Aidspan boosts its social media presence it will become more accessible to a wider audience and potentially producing more opportunities for influence on policy and decision-making, both at the Global Fund level and at country-level. Whether or not an enhanced presence in social media fora will burnish Aidspan's credibility will be evaluated periodically.

What is true is that the experiences, knowledge and skills demonstrated by Aidspan's staff are a resource for others and social media platforms provide the best opportunity for those to be shared.

Aidspan staff may consider contributing, in their official capacity, to forums, blogs and other shared social media spaces in line with communications plans supporting specific products or activities.

The question that Aidspan should ask every time there is a prospect for engagement in social media is: Why should we be on this particular platform, and what can we get out of it? Decisions to engage on a particular social media platform will be discussed on a case by case basis; management of Aidspan's presence on that platform will rest with the Editorial team. This includes existing accounts with Facebook, Twitter, Snapchat, LinkedIn, etc.

The below table provides a window into how well Aidspan has used the main social media platforms, and targets going forward.

Platform	Historical Use	Targets
Facebook	Sporadic posts of key products, announcements of new GFO issues, recruitment. Static 'Likes' since June 2013	More consistent posting about all Aidspan products, launching discussions about topics on page
Twitter	Sporadic announcements of new GFO issues, retweets of notable voices in the field. High point was becoming a trending topic during Global Fund replenishment December 2013	More consistent posting about Aidspan products, participation in global health debates, becoming an influencing voice vs retweeting others
Linked In	Consistent announcement of key products, GFO issues, wider engagement by multiple staff	More engagement in discussion groups and forums to broaden the conversation at the professional

	members in discussion groups and forums	level, and become a thought influencer in global health discussions.
Snapchat, Instagram, Vine, Klout	Never used	More discussion needed on value

Branding

Aidspan's brand is predicated on our reputation as a credible independent monitor of the Global Fund. Our brand is much more than our logo, tagline or slogan: it is an immediate linkage to our identity and our reputation. Our key brand attributes are integrity, our critical eye, our clarity, and our penetrative analysis.

Optimal use of our brand is in strategic engagements with collaborators, partners and allies without implying endorsement. We are the only ones who should be leveraging our reputation.

In deploying our brand, whether independently or in concert with other collaborators, we must always be consistent. We should avoid talking about things that don't relate to our brand -- meaning that at the core of our engagements, we should remain loyal to protecting the things that our brand stands for.

Our brand must align with our messaging. This is more complicated in some instances than in others; for instance, in working to support the development of watchdog capacity at country level, we must be careful to not conflate our expertise and brand with technical support -- because that may compromise our brand. That said, there is room for flexibility in brand management, particularly when the deployment of the brand will earn greater currency in partnership than it will be standing alone. This may include co-branding with other partners on collaborative documents. Any requests to use the Aidspan brand must be approved by the executive director.

Engagement Plan for Outreach

At the country level Aidspan faces a conundrum: how do we build watchdog capacity without becoming advocates ourselves, and compromising our independence? In order to ensure that Aidspan maintains its integrity and credibility as an observer -- and not as an advocate or actor -- it is critical that we develop a flexible approach to each engagement in order to protect our brand but also continue with the work we do. If our goal is to ensure a more effective Global Fund, with an accountable and transparent approach to health financing, we must make sure that all of our activities support that goal.

All engagement at the country level must be able to affirm that our independence is not compromised. We must offer expertise, not technical assistance, and provide guidance without being directly involved in the execution of that guidance. Respecting the relationships we have built at country and global levels and not compromising them in service to other partners is paramount.

To avoid any hint of conflict of interest, Aidspan does not engage directly in the development of proposals that will be submitted to the Fund for financial support. Nor will Aidspan staff do

anything more than observe at planning or budgeting meetings where executive decisions are made that may directly affect Global Fund grants.

Aidspan staff will never provide direct support to Global Fund grant implementers, particularly on grant management issues. Support may be provided on technical issues known to be public.

Internal communications

Aidspan's internal communications were seen as a critical area for improvement as the 2014-2016 strategic plan was developed. This section describes the various channels currently in use to bolster internal communications, and a method for assessment of their effectiveness.

An audit of internal communications will be conducted at the midterm point of the Strategic Plan, in July 2015, to explore remaining issues.

The audience for internal communications is the Aidspan staff and network of consultants, as well as the Board.

Good internal communications aim to ensure that

1. Everyone understands the mission, vision and strategy for Aidspan

2. Everyone understands and uses the channels available appropriately

The table below summarizes the various channels in use, and the purpose of each channel.

Channel	Lead	Objective
White board	Brian Mwangi (research assistant)	To communicate meetings, appointments, leave and visitors in-house
Google calendar	All staff	To improve communications and planning; electronic record of external meetings, travel and planning of internal meetings
Leave calendar	Lois Njuguna (office manager)	To coordinate staff leave
Quarterly review process	Illah Evance (M&E officer)	To review activities carried out in completed quarter and discuss activities planned for subsequent quarters. Establishes schedule for work and deadlines for reporting
Monthly all-staff meetings	Rotating chair/minute-taker	Held first Monday of every month to update on all-staff issues including finance, fundraising, requests for technical assistance from other staff members
Senior Management Team meetings	Kate Macintyre (ED)	Held as needed to address operational or organizational issues
Brown bag lunches	Illah Evance (M&E officer)	Internal or external presentations on specific issues that should be of interest to all staff

Director's report	Kate Macintyre (ED)	Monthly written overview of main activities that flags outstanding challenges; sent to Board with inputs from SMT, and shared with staff
Staff lunches	Joseph Musyimi (office assistant)	Infrequent all-staff informal meetings to share ideas

Assessment of Internal Communications

Internal communications will be assessed on a rolling basis, building on what was gleaned during the midterm review of the strategic plan. Assessment may require external facilitation. What success should look like, in terms of achieving improved communications internally is improved productivity, completion of work on deadline and the achievement of personal and organizational goals, which, together, will contribute to improved morale.

Editorial Policy

The majority of Aidspan's work is extremely technical and relies on significant knowledge of health, development, health financing and the policy side of public health. This limits the number of people who have the required competencies. In order to mentor and train quality people to become qualified correspondents, Aidspan is implementing the following policies for its management of Global Fund Observer. A separate editorial policy for internal communications and training and mentoring of Aidspan staff follows.

Global Fund Observer types of stories

Stories will fall into one of the below four categories; it is anticipated that most of the stories commissioned from correspondents will fall into one of the first two categories:

1. News brief -- timely article about an event, policy, meeting, workshop, summit, policy change, report, or conference. They run between 600-800 words, require only minimal reporting and will not necessarily require input/confirmation from the Fund. Story examples: OIG report, meeting recap, Board update, review of new document from Fund or Fund partner

2. News story -- timely or time-sensitive article with technical components and some degree of policy analysis. This type of story will require some engagement with more technical aspects of the Fund's operations or policies, as well as background research into precedent. An example of this is an in-country response to, or detailed assessment of, an OIG report; a country-level assessment of progress towards developing a concept note; an in-country profile of an actor or organization. They run between 800-1,000 words and require some reporting, including input/confirmation from the Fund.

3. News analysis or news feature -- evergreen engagement with a challenging topic or scenario, requiring a good deal of reporting and sound grasp of technical details. These articles will start with fairly detailed pitches, prospective interviewees and possible questions to go to the Fund. They will require considerable reporting and will likely require at least one edit/review prior to publication. An example of a news feature is a story tracing a country's supply chain or historical interventions into one of the three diseases, an in-depth look at a country's or region's targeting of key

populations with specific interventions or an assessment of the full slate of challenges confronting an implementer. They run around 1,000 words.

4. News feature -- these are extensively reported stories framed around a wider topic or theme, drawing on extensive background research and pegged to a news event, report or policy change. They will start with very detailed pitches that include a list of prospective interviewees as well as a request for information from the Fund. They will require a considerable amount of time and energy for edit and review by the Editorial department. These stories will likely require travel and may be matched with photos or graphics. They will run at least 1,200 words.

How to write well

1. Check the Aidspan archives for background information

2. Examine primary source material: reports to the Board, OIG reports, audits, papers for various committees, source material from the Secretariat

3. Identify possible sources

4. Provide some context as to the problem that the new action, policy or precedent is designed to resolve

5. Identify lessons learned, past experience that is informing the new policy or strategic direction. This can be in an individual country context, or at the global level

6. Build stories with forward-looking angles

7. As far as possible, avoid jargon. Use familiar terms but do not get trapped in language that has no meaning

8. As far as possible, use active voice.

9. Develop questions for sources to supplement or enhance existing information

10. Visualize what you can use to add value to the story: graphs, charts, tables, images?

11. Fact check

Identifying Stakeholders

Global Fund Observer conducted a readership survey in 2014 which, despite a low response rate, provided a broad-strokes portrait of what a stakeholder in our work might look like. The caveat, of course, is that this is a portrait of a GFO stakeholder, not an Aidspan stakeholder, but nevertheless it is illuminating and should help direct future targeted communications from across the spectrum of Aidspan products.

Stakeholders responding to the survey identified their places of employment as depicted in Table 1.

Table 1: Readership survey respondents' place of employ

Governmental body	12.7%	84
INGO	24.1%	160
Local NGO/CBO	12.8%	85

UN agencies	10.4%	69
Private company	11.0%	73
Media	0.8%	5
Academic / Research Institution	7.2%	48
Other	21.1%	140
Total	100.0%	664

Stakeholders responding to the survey identified their affiliations to the Global Fund as depicted in Table 2.

Table 2: Readership survey respondents' relationship to the Global Fund

Member of the Technical Review Panel (TRP)	9
Member of a board delegation	28
Representative of a donor organization or country	36
Local Fund Agent	39
Global Fund employee	43
Member of a (CCM)	68
Research/Academic interest GF	71
Other (please specify)	75
Technical partner	79
Health activism / advocacy work related to the Global Fund	90
No relationship	116
Implementation of a GF grant	160
Provider of technical assistance	161

Key Communications Methods

Aidspan will use its existing platforms as the key drivers of its communications messages. This will include the redesigned Aidspan website, as well as the existing networks of Aidspan senior staff for improved face-to-face communications.

While management of the new website falls within the remit of the Data Systems team, all content will be signed-off by Editorial prior to publication. Aidspan will assess various social media platforms on a case-by-case basis and how they relate to the products that require dissemination. Aidspan's primary vehicle for disseminating information will remain the Global Fund Observer newsletter. As needed, other publications will be accompanied by a dissemination plan to include press releases, news conferences, announcements or other strategies to ensure they have a wide reach. Other vehicles include Aidspan's collaboration with a network of health advocates, policymakers and analysts as part of the Africa Health Watch community of practice. Aidspan will

continue its efforts to place its research in peer-reviewed journals, supported by a communications plan.

The below matrix links each communications objective with specific activities, or methods, and anticipated outcomes of those activities. Measurement of those outcomes will be carried out by Aidspan's monitoring and evaluation specialists. Web-based analytics that are already integrated into the website as well as to GFO will be expanded to all products disseminated, in order to assess progress towards improved visibility.

COMMUNICATIONS OBJECTIVE	METHOD/ACTIVITY	ANTICIPATED OUTCOME
Promote Aidspan's publications through social media, and partnerships and collaborations at global and country level.	Complete and execute dissemination plan for each publication. Dissemination plan will include key messages, targeted media, targeted partners for wider dissemination as well as a way to measure impact	Greater traffic to Aidspan website, measurable through analytics; sharing and reposting through other networks
Develop Aidspan as credible source for local and international media houses with respect to Global Fund policy and program implementation	Develop media/press pack for national and international journalists about Aidspan and including abridged guide to the Fund/NFM	Aidspan cultivated as a source by media houses wanting information about global health financing
Provide guidance and support to country-level collaborators in order to improve their own ability to communicate effectively and support their accountability objectives	Develop modular communications' training to accompany outreach trainings, to include how-to's on developing messaging that is effective and accessible	Better communications by country-level watchdogs that leads to improved accountability in their countries
Implement communications plan for each piece of research including media strategy for dissemination and increased visibility in multilingual environment	Complete and execute dissemination plan for each research paper. Dissemination plan will include key messages, targeted media, targeted partners for wider dissemination as well as a way to measure impact	Aidspan research reaches wider audience, either through peer-reviewed journals or other research forums
Develop communications plan for each data tool including media strategy for dissemination and increased visibility in multilingual environment	Complete and execute dissemination plan for each data tool. Dissemination plan will include key messages, targeted media, targeted partners for wider dissemination as well as a way to measure impact. Curriculum for webinar or multimedia training session also possible	Aidspan data tools are used by a wider audience
Develop new policies and guidelines to facilitate integration of new best practice within Editorial department into Aidspan.	New policies will include: correspondent policy; editorial policy; framework for translations; review process for publications and other documents to be disseminated; quality control guidelines for internal communications. Training on communications and messaging possible for senior Aidspan staff.	A more systematic approach to communications leading to better quality internal products and improved message discipline.