Aidspan Strategic Plan 2014-2016

Approved by Aidspan's Board of Directors: 30/10/13

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Abbreviations

CCM	Country Coordinating Mechanism
CSO	Civil Society Organization
GFO	Global Fund Observer
IATI	International Aid Transparency Initiative
LFA	Local Fund Agent
LOE	Level of Effort
M&E	Monitoring and Evaluation
NGO	Non Governmental Organization
NFM	New Funding Model
PEST	Political Economic Social Technical Analysis
PR	Principle Recipient
SR	Sub-Recipient
SSR	Sub Sub-recipient
TRP	Technical Review Panel

Executive Summary

This is Aidspan's second **Strategic Plan**, and it covers the period **2014-2016**. Building on a decade as the independent observer of the Global Fund, Aidspan is moving in a strategic direction towards an expanded portfolio and improved visibility.

This strategic pivot will maintain Aidspan's critical role as **analyst and explainer** of the Global Fund's systems, processes and outcomes from the global to the country level. We aim to **deepen and widen Aidspan's visibility and reach**, expanding our number of correspondents as well as our languages of operation. We will also increase our understanding of **our own impact on the Global Fund**, emphasizing a comprehensive analysis of the **New Funding Model** as it is rolled out. Finally, we are expanding our innovative **data analytics** and presentation tools, to help users to understand the advantages of transparent and open access to information at multiple levels.

These strategic priorities are drawn from the results of extensive reviews of Aidspan's institutional legacy and a series of internal and external stakeholder consultations. Summaries of these consultations are included in the Annexes (see Annex A). The Plan itself was formed during a staff retreat and then shared with an array of stakeholders before being approved by the Aidspan board at their October 2013 meeting.

Aidspan's continued **vision** is for **the Global Fund to raise and disburse enough money to fight AIDS, TB and malaria worldwide**, in a transparent and accountable process that achieves the greatest possible impact.

Aidspan's **mission** is **to serve as an independent watchdog of the Global Fund and its implementers by providing information, analysis and advice; facilitating critical debate; and promoting greater transparency, accountability, effectiveness and impact**. Everything we do works towards this mission, with this vision.

Aidspan's **goal** is to **broaden and deepen our reach** to be a **more effective and more visible watchdog** of the Global Fund and its implementers.

Our **five strategic objectives** are buttressed by a strong focus on results, high-quality analysis, innovative approaches to team building, and strong communication values.

1. To expand Aidspan's coverage and analysis of the challenges testing the Global Fund's ability to be as effective as it can be
2. To solicit more voices at the country level to improve accountability amongst Global Fund implementers
3. To increase understanding and provide feedback on the New Funding Model to strengthen the roll-out process and make it more effective
4. To broaden the use of digital innovation to enhance knowledge, transparency and understanding of Global Fund processes and data
5. To strengthen the internal capacity of Aidspan to effectively and efficiently implement and monitor its strategic plan 2014-2016.

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

Vision	*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*		
Mission	*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*		
Guiding Principles	• Doing right, even when no one is watching • Doing no harm, while striving for integrity • Promoting transparency and accountability • Making the Fund more efficient – because even a 1% improvement can save lives	• Using resources effectively, innovatively and with the greatest impact • Respecting diversity of ideas and backgrounds • Being independent observers and witnesses • Collaborating with allies	
Goal	*To broaden and deepen our reach to be a more effective and more visible watchdog of the Global Fund and its implementers.*		

	Editorial	• Readership increased by 30% • Communications strategy to include multimedia and social media	• Network of correspondents • GFO redesign • Aidspan website with new and innovative multimedia content	• Improved consumer satisfaction based on readership surveys and citation in mainstream media
	Research	• 4 research papers per year • 2 study reports, 6 briefings	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 published, studies completed, 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	• Maintain our expert analysis and critique of Global Fund, while raising profile with strategic, comprehensive coverage • Boost Aidspan profile with external communications	• Expand role and reach of Local Watchdog Project with mentoring, training and other support • Conduct study of in-country accountability mechanisms	• Develop series of targeted analyses across 10 countries as they access & implement NFM • Host high-level roundtables to develop clearer portrait of impact of the Fund's strategies • Review 'lives saved' methodology
Strategic Objectives*	4. Expand use of digital tools to enhance data knowledge	• Design and share innovative tools to improve understanding of data • Mentor in-country watchdogs, • Revitalize Aidspan online profile with multimedia content 5. Strengthen internal capacity	• Revise performance monitoring plan • Expand professional dev of staff • Advance partnerships • Document best practices • Increase funding base • Improving on-time reporting
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 – a full list of proposed activities is on p. 9-11 (Table 1-5)

1. Introduction

Aidspan's second strategic plan covers the period from 2014-2016, and is based on a review of the external context in which the Global Fund and Aidspan work. Lessons learned from the implementation of the 2010-2013 Strategic Plan and feedback on Aidspan's performance and achievements in its first 10 years and future direction collected through a rapid external and internal evaluation were incorporated alongside changes in strategic direction and structural organisation.

2. Method for developing the Plan

In 2013 Aidspan conducted a comprehensive strategic planning process involving its key stakeholders. The process consisted of:

a) A rapid scan of Aidspan's external operating context, including an analysis of future disease-specific trends; a PEST analysis; and the preliminary mapping of agencies who monitor funds.
b) A review of Aidspan's past performance. This involved a review of the 2010-2013 strategy; a financial analysis; and an assessment of performance and achievement through interviews with Board members, staff and 28 key external stakeholders.
c) An organizational capacity assessment.
d) Information from these activities was used for a session with Aidspan's Board and findings were presented to Aidspan staff at a planning retreat.
e) The performance monitoring plan for the strategic plan was developed. This is a "living document" against which the Board and staff will periodically review Aidspan's performance.

Annex A contains a fairly detailed summary of the results of this process.

3. History of Aidspan and Key achievements

3.1 Brief history of Aidspan

The Global Fund to Fight AIDS, Tuberculosis and Malaria was launched in January 2002 as a new mechanism for multilateral financing of the three diseases. The Fund uses a results-based approach, which means that money can be shifted to a more effective program if recipients do not deliver promised results.

Aidspan founder Bernard Rivers began monitoring the Fund since its inception, posting comments and articles on a listserve, Break the Silence (BtS). The listserve supported open communication around the establishment of this new financing mechanism. In April 2002 Rivers wrote a paper entitled "The Global Fund: Which Countries Owe How Much?" which described a formula for an "equitable contributions framework."

Aidspan was both legally incorporated in the US and globally available on the Internet by the end of 2002. The inaugural issue of the Global Fund Observer was released in December 2002 as "an independent source of news, analysis and commentary about the Global Fund."

In 2003, Aidspan strengthened its Board, published 5 issues of the GFO and attracted donor funding. By August it received 501(c) 3 not-for-profit status in the USA and its unique role had clearly emerged:

• To inform supporters of the Global Fund about the Fund's activities and needs.

• To provide developing-country governments and organizations with information about the Fund and its grants, in order to improve the chances that they will submit high quality applications to the Fund.

• To work publicly and behind the scenes in ways that enhances the chances that the Fund will raise sufficient money.

• To serve as an independent watchdog of, and commentator on, the Fund's activities.

In watchdogging this multi billion-dollar institution, Aidspan observed a number of difficulties and shortcomings:

- Poor communication of its policies, procedures and expectations and the use of complex language and terminology which made it difficult for grant applicants and other stakeholders to understand them.

- Poor presentation of grant impact and performance which made it difficult to know what individual grants are achieving.

- Absence of space and opportunity for stakeholders to collaborate on improving policies and procedures to increase impact of the grants.

- Impact of grants mitigated by in-country structures and their inefficiencies in addressing delays

In response, Aidspan moved to expand its portfolio of activities beyond the serial publication of GFO, beginning with work at the country level providing a degree of technical assistance to Country Coordinating Mechanisms. In 2003, Aidspan visited China three times to develop a more effective approach for the world's most populous nation to develop better and higher-value applications for Global Fund financing for its programming.

Work with CCMs remains a vital component of Aidspan's work more than a decade later, including technical assistance for the development of websites and a partnership with the Southern African AIDS Trust to evaluate the performance of 6 CCMs in southern Africa.

The first of 18 guides providing detailed, practical information for grant applicants, overseers and implementers was published in January 2004.

In May 2007 Aidspan relocated to Nairobi. This was due to a strong organizational belief that a global watchdog should be based in the global South, where most of the Fund's grants are implemented, rather than the global North, where the money comes from. Aidspan's growing team sharpened its research focus on transparency, accountability and effectiveness with the 2008 report: An Analysis of Global Fund Grant Ratings in 2008.

A series of White Papers emerged from several roundtables held in 2008, including commentaries advocating increased effectiveness and impact of the Fund's programming at country level. Aidspan was becoming increasingly well-known and drew on private interactions with key actors and implementers to push for clarity in communication and information by the Fund on everything from how to design application forms to critique of policy documents and analytical support for NGO Board delegations.

Aidspan's first strategic plan in 2010 emphasized 3 program areas:

- To conduct research and publish information analysis and advice for stakeholders to have a better understanding of the Global Fund
- To facilitate discussion
- To push for increased Global Fund impact

> ## Box 1 Key Achievements
>
> The silent advocacy and analytical support that is at the core of Aidspan's work makes it difficult, at times, to show the direct impact of its activities. However, there are some achievements worth highlighting:
>
> - Establishment of a first-ever watchdog of a major multilateral financing institution with the purpose of increasing the effectiveness of the institution.
> - Development of a high degree of trust and confidence at the highest levels of the Global Fund, which provides Aidspan with an unprecedented level of access and observer status at Fund board meetings.
> - Influence on the Fund's policymaking, including funding models, with the publication of products including the *Equitable Contributions Framework.*
> - Improving the *quality, completeness and presentation* of Global Fund data.
> - Exposure of *misuse of money*, including the 2005 revelation of corruption within the Ugandan Ministry of Health.
> - In-depth analysis on the problems at the Fund in 2011/2012 that spurred major policy and strategic changes
> - Accessible and informative presentations of Fund grant management data, including pledges and contributions
> - More than 230 issues of its flagship publication GFO, which provides clear information about the Fund to some 10,000 people in 150 countries.
> - 2010 launch of the Local Watchdog Project in east and southern Africa. Workshops held in eight countries and work under way with 10 organizations.

The 2010 strategy built on Aidspan's record and scaled-up activities, governance, staffing and management support systems. Another transition occurred in 2012 with the retirement of the founder and appointment of a new executive director, Dr Kate Macintyre.

3.2 Aidspan Current Staffing and Governance

Aidspan has ten staff based in Kenya and a consultant senior analyst in Thailand. The international Board is comprised of eight people residing in Kenya, South Africa, Rwanda and the US. Board meetings are held bi-annually. Aidspan's management plan is summarized in section 6.1

4. Vision, Mission, Values

4.1 Aidspan's Vision:

" that the Global Fund will raise and disburse adequate money to fight AIDS, TB and malaria worldwide, with the Fund and the implementers of its grants being fully transparent, fully accountable, and achieving the greatest possible impact."

If Aidspan's work can help the Global Fund raise 1% more money or have 1% more impact with the money it spends, we will have made a massive contribution to the fight against AIDS, TB and malaria. To date, more than $25 billion in grants by the Global Fund in 150 countries have contributed to saving 8.6 million lives.

4.2 Aidspan's Mission:

"to serve as an independent watchdog of the Fund and its grant implementers by providing information, analysis and advice; facilitating critical debate; and promoting greater transparency, accountability, effectiveness and impact."

Only Aidspan has a unique focus on the Global Fund, "watching" so as to improve the effectiveness of the Fund. Like other watchdogs, it has four functions:

- To serve as an expert on the Global Fund, with 10 years of observation, interpretation and explanation.
- To alert when accountability, transparency and impact are compromised
- To be a "critical" friend of the Global Fund, applying pressure as necessary to ensure continued high standards in grant management and implementation
- To be a change-maker – ultimately influencing policy changes for greater effectiveness

Target Audiences: Aidspan observes the Fund at all levels: Board, OIG, Secretariat and the implementers. Its **audiences** are the Fund and its implementers' donors, technical partners, organizations with a watchdog role, and anyone with an interest in the Global Fund including researchers, media and the public.

4.3 Aidspan's values reflect its Vision and Mission

1. We aim to do right even when no-one is watching,
2. We aim to do no harm, while striving for integrity and respect for others.
3. We promote transparency and uphold accountability in all we do.
4. We commit to creative and innovative ways of achieving high productivity and quality work.
5. We respect diversity in ideas and backgrounds.
6. We commit to being independent observers and witnesses.
7. We seek to improve efficiency at the Fund, knowing that even a 1% improvement saves lives.

4.4 Theory of Change: Why we do what we do

As the Global Fund enters its second decade of operations, Aidspan's watchdog role remains essential, so as to ensure:

1. Greater transparency and accountability at all levels
2. Improved accessibility of Fund information and data
3. Increased impact of Fund funds

To amplify the impact of its work during 2014-2016 Aidspan has committed to:

1. Build on its reputation and experience and continue to observe the Fund and hold it accountable
2. Expand its visibility, depth and reach
3. Ensure all products and services are developed in line with user needs
4. Use available data in innovative ways to deliver high quality information
5. Explore opportunities to share and replicate its model of watchdogging

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Box 2: Mapping the Gaps

Gap in Knowledge: The Global Fund uses complex and complicated language to describe its policies and procedures, making them hard to understand.

Gap in Outcome/Impact of Grants: The Fund knows the difficulty in understanding, measuring impact, which is compounded by how to attribute success or health outcomes to any particular source of funding.

Gap in Country-level Capacities and Systems: Country-based agencies can suffer capacity strains -- including human, technical, systems and cultural -- which can limit both outputs and outcomes, as well as absorption of funds into programming

Gap in Use of Global Fund Data: Data are available and easy-to-access on the Fund's website but remain un- or under-used.

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5. Strategy for 2014-2016

This section provides detailed explanations of the elements of Aidspan's strategic plan.

5.1 Goal

To **broaden and deepen our reach** to be a **more effective and more visible watchdog** of the Global Fund and its implementers.

The goal reflects a new approach for Aidspan and our evolution as an organization over the past decade. It seeks to describe Aidspan's intention to cement its reputation for accuracy and clarity, with the widest audience possible, and become more visible and effective.

5.2 Strategic Objectives

Aidspan will work towards its goal through achieving these strategic objectives by the end of 2016.
1. Expand Aidspan's coverage and analysis of the challenges testing the Global Fund's ability to be as effective as it can be.
2. Solicit more voices at the country level to improve accountability among the Fund's implementers.
3. Increase understanding and provide feedback on the New Funding Model to strengthen the roll-out process and make it more effective.
4. Broaden the use of digital innovation to enhance knowledge, transparency and understanding of Global Fund processes and data.
5. Strengthen the internal capacity of Aidspan to effectively and efficiently implement and monitor its strategic plan 2014-2016.

5.3 Activities

Each strategic objective is supported by a complement of activities, which contribute to Aidspan's core business of watchdogging the Global Fund. Activities may be modified in relation to developments at the Fund.

Box 3: Aidspan's Main Outputs:
Aidspan publishes the bi-weekly *Global Fund Observer* for a subscription base of roughly 10,000 and a constantly updated newsfeed called *GFO Live*.
Other products include guides, research reports and working papers.
The Aidspan website is also the platform for user-friendly data tools to help interpret the raw data made available in open source from the Global Fund.

Table 1: Broad and Specific Activities Objective 1, with timeframe

Broad Activity	Proposed Activities	Y1	Y2	Y3
Strategic Objective 1: Expand Aidspan's coverage and analysis of the challenges testing the Global Fund's ability to be as effective as it can be				
1.1 GFO and Publications	Continue to analyze, critique and advise on the different components, processes and functions of the Fund through GFO and other publications	X	X	X
	Develop and implement a new look GFO	X		
	Design and implement an editorial policy	X		
	Translate Aidspan publications in French, Spanish and Russian	X	X	X
	Recruit and train regional correspondents	X	X	X
	Produce 3 regional reports per year (total 9) to provide implementers, donors and other stakeholders with brief overviews and country/ regional case studies.	X	X	X
1.2 Enhance the visibility of Aidspan's publications and its activities through improved external communications	Conduct audience analysis and re-design publications as required	X		X
	Develop and implement a communications strategy	X	X	X
	Develop and implement a dissemination strategy for all publications	X	X	X
	Develop and then annually adapt media packs	X	X	X

Table 2: Broad and Specific Activities Objective 2, with timeframe

Broad Activity	Proposed Activities	Y1	Y2	Y3
Strategic Objective 2: Solicit more voices at the country level to improve accountability among the Fund's implementers				
2.1 Improve Aidspan's role in promoting in-country accountability of Global Fund grants	Develop and implement a country level partnership framework	X		
	Assess, mentor and provide technical assistance to 20 organizations involved in watch dogging in 15 countries in Eastern and Southern Africa.	X	X	X
	Set up/manage content of a watchdog incubator on LWP page	X	X	X
	Develop "Donor's for watchdogs" platform (Regional)		X	
	Hold highly targeted GF training and watch dogging courses	X	X	X
	Study of country level accountability frameworks/ systems – Develop an accountability index	X	X	X
	Continued: Case study on country-level accountability (identify mechanisms exist that promote accountability for grant oversight) in 4 countries within East and Southern Africa.	X		
	Conduct a study on CCMs related to accountability		X	
2.2 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	X		
	Carry out a comprehensive mapping of other watchdogs organizations	X		
	A three-part series of in-depth studies to measure the effectiveness of Aidspan's watchdog role and functions		X	X
	Compile a Watchdog storybook to describe the roles watchdogs play within the accountability and transparency movement, and the potential for impact.	X	X	X

Table 3: Broad and Specific Activities Objective 3, with timeframe

Broad Activity	Proposed Activities	Y1	Y2	Y3
Strategic Objective 3: Increase understanding and provide feedback on the new funding model to strengthen the roll-out process and make it more effective				
3.1 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 to effect a better roll out	Analyse allocation of funds across bands and disease areas	X	X	X
	Analyze how countries allocate programs to indicative and incentive streams	X		X
	Analyze the role of different actors under NFM, including the NGOs and private sector (Includes evaluating counterpart financing under the NFM)	X	X	X
	Assess single-stream financing progress under the NFM	X		
	Analyse proposal development, including the role of the TRP under NFM		X	
	Analysis of children-focused programming through NFM.	X	X	X
	Round table discussions on the NFM on roll out, country dialogue, impact, attribution, role of HSS/CSS		X	X
	In-depth analysis of grant implementation under the NFM in 10 countries.			X
	Develop/ manage digital knowledge resource on NFM	X	X	X

Broad Activity	Proposed Activities	Y1	Y2	Y3
	Continue private interaction with GF staff and Board	X	X	X
	Develop guides based on needs analysis – about 2 per year	X	X	X
	Analysis of the grant performance ratings under the NFM			X
	Analysis of the effectiveness of the country dialogue			X
3.2 Enhance country level engagement, accountability and responsiveness on the NFM	Implement activities to improve performance of CCMs - e.g. explore how CCMs use Websites to communicate about NFM	X	X	
	Risk identification and management at all levels, including responses by country level actors to risk frameworks.	X	X	
	Analysis of NFM and approach to value for money		X	X
3.3 Analyze other GF components, processes and functions	Analyze and critique the GF's approaches to governance, transparency, efficiency, and audit	X		
	Conduct analysis of the consequences of reduced phase 2 funding		X	X
	Continued analysis of pledges vs. contributions	X	X	X
	Conduct a follow up survey of PRs		X	
	Conduct a study of SRs (regional)	X		X
	Conduct a follow up study on the LFAs			X
	Analyse Global Fund procurement cost trends, and effectiveness of the VPP – *Include country case studies*		X	
3.4 Assess outcomes and impact of GF strategies, including the NFM	Study human rights, stigma reduction and the Global Fund	X	X	
	Monitor the key performance indicator table over time.	X	X	
	Review lives saved methodology in 2015		X	

Table 4: Broad and Specific Activities Objective 4, with timeframe

Broad Activity	Proposed Activities	Y1	Y2	Y3
Strategic Objective 4: Broaden the use of digital innovation to enhance knowledge, transparency and understanding of Global Fund processes and data				
4.1 Develop data mining, analysis and presentation methods and systems	Build web services to retrieve grant specific data from the GF platform (grants, disbursements, indicators, results etc).	X	X	X
	Design new grant data structure and storage database.	X		
	Retrieval of various "data of interest" from other reliable sources such a World Bank, WHO etc.	X	X	
	Design and launch donor pages that detail the pledges and contributions of various donors.	X	X	X
	Develop platform to present various fact sheets & media packages	X	X	X
	Use Geographic Information System (GIS) to present GF data		X	X
4.2 Continue enhancement of Aidspan website.	Develop further the current website – initiate development of short videos clips, more pictures/graphics in our publications, FAQ, etc.	X	X	X
	Integrate the Local Watchdog Project website into the main Aidspan website.	X	X	X
	Develop videos, digital clips for training on usage of Aidspan analysis tools.	X	X	X
4.3 Enhance online interactive dialogue methods and platforms	Social media: enhance use of LinkedIn, Facebook, Twitter	X	X	X
	Scale-up promotion of CCM websites to 15 CCMs worldwide	X	X	X

Table 5: Broad and Specific Activities Objective 5, with timeframe

Broad Activity	Proposed Activities	Y1	Y2	Y3
Strategic Objective 5: Strengthen the internal capacity of Aidspan to effectively and efficiently implement and monitor its strategic plan 2014-2016.				
5.1 Improve monitoring and evaluation systems and procedures	Design and implement a performance monitoring plan	X	X	X
	Design and implement a Board induction policy and procedure	X	X	X
	Design and implement a Board appraisal policy and procedure	X	X	X
	Documentation of best practices, challenges and lessons learnt	X	X	X
	Annual internal evaluation of Aidspan's watchdog role	X	X	X
	Annual evaluation of at least 1 Aidspan guide	X	X	X
	Annual readership survey of GFO.	X	X	X
	Quarterly staff meetings to discuss progress against the PMP	X	X	X
	Hold two Board meetings a year	X	X	X

Broad Activity	Proposed Activities	Y1	Y2	Y3
	Staff training on M&E and data analysis	X	X	X
	Carry out an external evaluation in early 2016		X	X
5.2 Fundraising and Networking	Develop &implement a fundraising strategy for the strategic plan	X	X	X
	Produce donor reports	X	X	X
	Hold an annual donor meeting	X	X	X
	Attend GF board meetings and other relevant workshops and conferences	X	X	X
5.3 HR and Admin	Carry out a staff and consultants capacity assessment	X		
	Revise the staff performance appraisal process	X		
	Conduct annual staff performance appraisals	X	X	X
	Develop and implement a staff training and development plan	X	X	X
	Produce monthly, quarterly and annual financial reports including yearend audited financials	X	X	X
	Produce annual plans, reports, and preparation of strategic plan (2017-2019)	X	X	X
	Prepare annual and Strategic budgets	X	X	X
	Hold regular brown bag meetings and writing retreats	X	X	X
	Acquire the necessary fixed assets	X	X	X
	Ensure tax compliance	X	X	X

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Vision	*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*			
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Goal	*To broaden and deepen our reach to be a more effective and more visible watchdog of the Global Fund and its implementers.*			
Selected Targets	Editorial	• Readership increased by 30% • Communications strategy to include multimedia and social media	• Network of correspondents • GFO redesign • Aidspan website with new and innovative multimedia content	• Improved consumer satisfaction based on readership surveys and citation in mainstream media
	Research	• 4 research papers per year • 2 study reports, 6 briefings	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 published, studies completed, 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	• Maintain our expert analysis and critique of Global Fund, while raising profile with strategic, comprehensive coverage • Boost Aidspan profile with external communications	• Expand role and reach of Local Watchdog Project with mentoring, training and other support • Conduct study of in-country accountability mechanisms		• Develop series of targeted analyses across 10 countries as they access & implement NFM • Host high-level roundtables to develop clearer portrait of impact of the Fund's strategies • Review 'lives saved' methodology
Strategic Objectives*	4. Expand use of digital tools to enhance data knowledge	• Design and share innovative tools to improve understanding of data • Mentor in-country watchdogs, • Revitalize Aidspan online profile with multimedia content	5. Strengthen internal capacity	• Revise performance monitoring plan • Expand professional dev of staff • Advance partnerships • Document best practices • Increase funding base • Improving on-time reporting
Strategic Enablers		Pivot towards the kingdom and away from the castle Partner, collaborate and grow to sustain and maintain relevance		

6. Structure to deliver the plan

6.1 Management Structure

Aidspan will use a team/focal point approach to implement its Strategic Plan. Each Strategic Objective will be steered by a senior member of Aidspan's staff. They will be responsible for delivering on their objective, and on all reporting for that area. The Monitoring and Evaluation Officer and the Editor in Chief will work to deliver across all of the strategic objectives, reporting directly to the Executive Director who has overall responsibility to deliver this Strategic Plan.

Figure 2: Implementation Structure for Managing and reporting on Strategic Plan
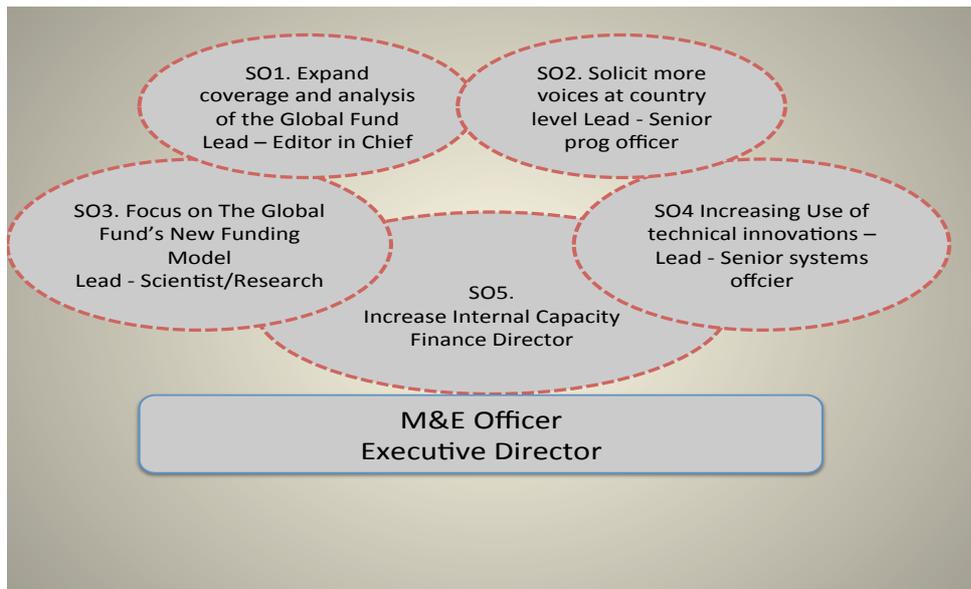
Other positions in Aidspan's management team will not be affected by the new structure for implementing the Strategic Plan (Figure 2).

Figure 3: Formal Organogram Structure of Aidspan (January 2014)
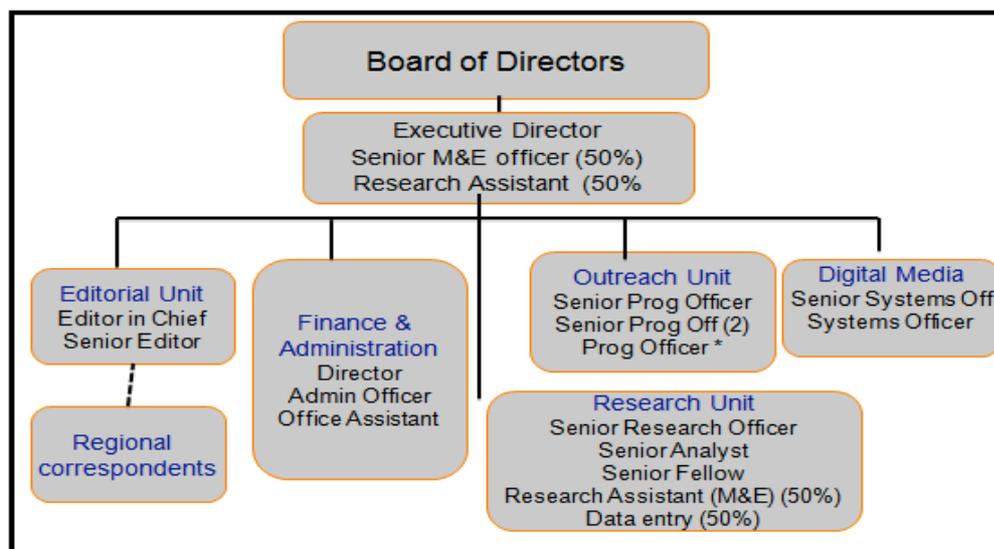
6.2 Summary of Budget and financial projections

A budget for 2014-16, by year, is given in table 6. Inflation of 5% per year has been allowed for.

Table 6: Summary Strategic Budget (2014-2016)

	2014	2015	2016	2014-2016	%
Expenditure	**$2,446,970**	**$2,906,592**	**$3,107,624**	**$8,461,186**	**100%**
PROGRAMME	**$2,000,053**	**$2,435,561**	**$2,611,326**	**$7,046,940**	**83%**
SO1: Expand Aidspan coverage and analysis of the Global Fund	**$634,445**	**$670,278**	**$771,350**	**$2,076,073**	**25%**
GFO and Publications	$509,554	$602,110	$605,211	$1,716,875	20%
Enhance the visibility of Aidspan	$124,890	$68,168	$166,140	$359,198	4%
SO2: Solicit more voices from country-level to improve accountability	**$357,912**	**$413,934**	**$376,119**	**$1,147,965**	**14%**
In-Country Accountability	$272,937	$304,347	$254,096	$831,380	10%
Document Aidspan role and impact	$84,975	$109,587	$122,023	$316,585	4%
SO3: Assess and provide feedback on the effectiveness of the NFM	**$510,152**	**$740,891**	**$792,330**	**$2,043,373**	**24%**
NFM:Roll out and performance	$204,449	$450,971	$474,758	$1,130,178	13%
NFM: Country level engagement	$70,331	$70,849	$76,377	$217,557	3%
Analyze other GF strategies	$128,182	$171,564	$156,449	$456,195	5%
Assess outcomes and impact of GF strategies	$107,191	$47,507	$84,747	$239,444	3%
SO4: Expand use of digital tools to enhance knowledge of Global Fund data	**$278,009**	**$343,736**	**$336,454**	**$958,199**	**11%**
Develop data tools	$142,473	$175,476	$161,487	$479,436	6%
Enhance the Aidspan Website	$68,781	$125,001	$126,508	$320,289	4%
Enhance online interactive platforms	$66,755	$43,259	$48,460	$158,474	2%
SO5: Enhance programme development through improved M & E systems and Partnerships	**$219,536**	**$266,722**	**$335,072**	**$821,330**	**10%**
Improve M & E systems and procedures	$109,029	$125,397	$171,501	$405,928	5%
Networking and Partnerships	$110,507	$141,324	$163,571	$415,402	5%
BOARD, FUNDRAISING AND SUPPORT	**$446,916**	**$471,031**	**$496,299**	**$1,414,246**	**16%**
SO6: Strengthen the Internal Capacity of Aidspan	**$134,697**	**$150,582**	**$158,559**	**$443,838**	**5%**
Planning and Board	$97,585	$103,167	$109,124	$309,877	4%
Fundraising	$37,112	$47,415	$49,434	$133,961	2%
HR and Admin	**$93,655**	**$90,957**	**$96,773**	**$281,385**	**3%**
HR and Admin	$93,655	$90,957	$96,773	$281,385	3%
Operational Costs	**$218,564**	**$229,492**	**$240,967**	**$689,023**	**8%**
Rent and other fixed overhead	$103,169	$108,328	$113,744	$325,241	4%
Office expenses	$40,320	$42,336	$44,453	$127,109	2%
Fixed Assets	$25,200	$26,460	$27,783	$79,443	1%
Professional fees	$13,125	$13,781	$14,470	$41,377	0%
Tax	$36,750	$38,588	$40,517	$115,854	1%

6.3 Aidspan's fundraising

Aidspan has received approximately $5.7 million in funding over the years 2010-2013 (up to July 2013). This includes (as shown in Table 7) the current contractual agreements for 2013.

Aidspan is seeking additional donors to fund the second Strategic Plan for 2014–16, to achieve a total of $8 million for the three years, allowing for growth of up to 10% per annum.

Aidspan has signed contracts and commitments for 2014 and 2015 worth $1.3 million. We are in active negotiation (to be finalized shortly) for an additional $1.5 million for 2014 and beyond.

Table 7: Aidspan funding history, expenditure and contracts, 2010-2013

Recent and Current Donors	2010	2011	2012	2013	2010-2013
Grants (received/ contracted):	**900**	**1,091**	**2,011**	**1,061**	**4,970**
Norad	*231*	*333*	*267*	*268*	*1116*
The Monument Trust	*600*	*580*	*320*	*-*	*1500*
DFID			*1017*	*402*	*1436*
Hivos	*69*	*149*	*74*	*77*	*371*
GIZ BACK UP			*101*	*184*	*286*
Ford Foundation			*200*	*200*	*400*
Irish Aid				*130*	*130*
Other income		*29*	*32*		*61*
Expenditure (accrual basis):	**789**	**1,078**	**1,582**	**1,973**	**5,684**

6.4 Monitoring and Evaluating the Plan

Aidspan's monitoring and evaluation activities are divided between internal monitoring of organizational function and internal and external evaluation of results in achieving objectives and targets.

Aidspan monitors its progress through quarterly and annual plans, created and tracked by lead officers, with team support. Annual team reports are merged to create the Annual Report.

External evaluation activities aim to assess Aidspan's success in meeting its targets as well as the impact of Aidspan's work on the Global Fund itself. That effect can be difficult to measure.

An organizational Performance Monitoring Plan is under construction; the Annex B table illustrates many of the indicators and targets to be used to track the progress and evaluate the organization's success in 2016, towards the end of its Strategic Plan.

6.5 Risks and Assumptions and Mitigation Plan

Among the risks for Aidspan is the unknown fate of the Global Fund. If funding were to be pulled dramatically from the Global Fund, either through major changes in the external funding environment, or because of a major internal crisis, it would have an effect on Aidspan's work and leave the organization without a mission.

The assumption that there is limited risk of this occurring underpins the development of this Strategic Plan.

Other risks facing Aidspan are related to the political and economic environment of Kenya and East Africa. Should major inflation or serious political instability happen in Kenya, Aidspan could be forced to relocate.

Aidspan is a specialty organization reliant on maintaining a clear focus on high-quality work produced by a small team of dedicated staff. This job requires highly productive and well qualified professionals, who are highly sought after, which runs the risk of considerable staff turn over. Mitigation plans including competitive salaries and benefits packages, and a supportive work environment that encourages creativity and personal development.

Annex A – Rapid Evaluation – summary findings
1. External Environmental Scan

As a watchdog with the function of observing the Global Fund, Aidspan's relevance, future strategy, and very existence is inextricably linked to that of the Fund itself. Several key health and economic trends may affect the Fund and could post risks or opportunities for Aidspan;

- **Political dynamics of the Global Fund:** The Fund's donors are mainly Governments with various ideologies and agendas. Major political shifts in the Fund's major donor, the US, for example could move funding away from health goals to other development goals e.g. food security or climate change.

- **Changes in priorities for health financing post 2015:** The MDGs expire in 2015 and a new development agenda will be set to build on the achievements to date and lessons learnt. MDG 6 "to combat HIV/AIDS, malaria and other diseases" is directly relevant to the Global Fund and other initiatives such as the PMI and PEPFAR.

- **Future Funding for HIV, TB and Malaria:** While progress has been made against the three diseases, several targets remain unmet.[1] The treats of what a large drop in global funding might have on the diseases have been relatively well communicated to donors and implementers alike. And it is likely that global funding at a reasonable level will continue for the epidemics. But there may be much more pressure for horizontal health system programs, trying to keep the advantages of "silos" but improving links to reproductive health, water-borne diseases, food hygiene, occupational health and cancer/heart disease.

- **Shifts in donor funding** for infectious diseases: Currently, the US contributing one third of all revenue of the Fund. The end of the Presidential Malaria Initiative in the future could increase US donations to the Fund, if the USG decides this is the most efficient channel for malaria control. Funding for PEPFAR has reduced by 12% since 2010 with a 14% cut proposed, and the US has stated it is seeking greater cooperation with the Fund. This may or may not result in extra funds.

- **Other disease trends:** The Global Burden of Disease 2010, estimates that there has been a large increase in deaths from non-communicable diseases. Today, two out three deaths are caused by cancer, heart disease, diabetes and chronic lung diseases. These diseases are rising in low and middle income countries with 80% of deaths now caused by those diseases. More interventions at the global level are likely over the next few years to try and arrest and reverse this trend. This may draw funding away from the infectious epidemics.

- Other **non-health concerns** such as climate change, agricultural crises including drought and food insecurity, and the sustainable development agenda around environmental management in general will compete for funds as the new development agenda is set.

- **Change in economic power:** With USA and Europe still in economic recession, domestic pressure may decrease contributions to financing institutions such as the Global Fund. The emerging economies of China, Russia and some African nations may become significant donors to Global Fund

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[1] MDG 6 has three targets; i. have halted by 2015 and begun to reverse the spread of HIV/AIDS, ii. achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it, iii. have halted by 2015 and begun to reverse the incidence of malaria and other major diseases.

or they may insist on other forms of partnership. The growth of African economies could lead to countries investing more of their own money in their health systems and in fighting the epidemics and making them less reliant on the Fund.

Each of these factors poses opportunities or risks to the financing and future existence of the Global Fund and to Aidspan. Aidspan must continue to observe and support the Fund and its implementers to win the war against AIDS, TB and Malaria. But it must also remain flexible to adjust to major changes in the operations of the Global Fund and the development landscape.

2. The relationship with the Global Fund

One of Aidspan's strengths is its relationship with the Global Fund. It is seen as a credible organisation by the Fund and other stakeholders. Aidspan has access to Global Fund information and Board meetings through its observer status and has good one-on-one communications with Secretariat staff.

Eleven Global Fund staff were interviewed in Geneva during a rapid external evaluation done as part of the strategic planning for this document. Aidspan emerges as having an important and necessary function, which it successfully executes. Generally the relationship is seen as positive with a few uncomfortable moments during the difficult years of 2010 and 2011. Trust and fairness are critical ingredients of the relationship, which has to be carefully maintained.

Those interviewed would like to see Aidspan continue the watchdog role, maintaining pressure on the Fund to meet its promises. In light of the New Funding Model they suggested it would be useful for Aidspan to focus more on the impact of the GF and the concerns, challenges and successes of implementers in country. In the interviews with some of Aidspan's other key stakeholders the following challenges to the Aidspan GF relationship were raised;

- Balancing the need to be close to the Fund for access to information, and retaining independence to enable critical commentary and analysis. Aidspan needs this balance to retain credibility with the Global Fund, and with other stakeholders.
- Maintaining the level of access to Global Fund after the changes in leadership both at the Fund and at Aidspan.
- Future overlap with Global Fund as it becomes better at communicating and presenting information and data
- If donors are also Aidspan's donors, this may create conflicts of interest or the donors might not fund Aidspan if it is too critical of the Fund, or use its funding of Aidspan to influence Aidspan's opinions.

In the PEST analysis, Aidspan identified the need to maintain the balance between independence as a watchdog and the need to build close personal relationships in different parts of the Global Fund to access information. Opportunities exist as long as the balance is maintained, but Aidspan can also be at risk of losing or damaging relationships with individual Secretariat staff or on the Board, especially if it breaks confidences or is interpreted as unfair.

3. Other Organisations Watching and Working with the Global Fund.

In the rapid scan of its external operating context, Aidspan carried out a preliminary mapping of organisations that: are "watching" the Global Fund; have a specific aim to "watch" other funding initiatives; or are "watching" aid effectiveness or transparency. This was to re-evaluate Aidspan's niche and identify any areas of overlap and potential for partnership.

After the first 10 years of the Fund, Aidspan is not the only organisation commenting, analysing, reporting and publishing on it. Others include: global and regional think tanks, academic institutions, foundations, international non-government organisations; international coalitions of civil society organisations; advocacy and campaigning networks, and aid and transparency watchdogs. These groups are publishing news, articles,

and blogs on the Fund in newsletters, websites and in academic journals. Many papers or reports have been published analysing aspects of the Fund and its impact.

International agencies, NGOs, consultancies and individual consultants are involved in building the capacity of the Global Fund at all levels, and providing technical assistance in grant management and implementation to grant recipients, through producing guides, conducting workshops. Others are assessing Global Fund-funded programmes.

Aidspan does remain unique in having a single focus on the Fund. It is seen to be an authority on the Global Fund, with a reputation for producing quality and balanced analysis and commentary. Information from Aidspan is seen as accurate and based on evidence. As the explainer of the Global Fund, translating into simple language the sometimes impenetrable terminology used in Fund policies and communications, it has an essential "communicator" role not filled by any other organisation.

Aidspan found, and maintains, its niche by doing what was not being done by any other organisation. With the growing interest in watchdogs and monitoring use of funds, many organisations are now tracking aid effectiveness and transparency. This provides an opportunity for Aidspan to evaluate its own approach and model for watching the Fund and assess the potential for replication at the national or regional level, and in watching other funding bodies and mechanisms.

4. Past Performance

The review of Aidspan's performance during the last strategic period, included a readership survey out in 2011; an external evaluation of the Local Watchdog Project in 2013; an analysis of the level of implementation of the 2010-2013 activities; an analysis of the cost effectiveness of the organization; and an assessment of performance and achievement through interviews with 28 key external stakeholders, and an preliminary assessment of the organisation, structure and staff capacities (the initial part of a more comprehensive performance management and improvement framework).

4.1 GFO Survey

In 2011, midway through the last Strategic Plan, a readership survey of GFO was conducted. The survey had response of 10.5% from the full subscriber list (of 7,505).

- 83% of respondents said that they always or sometimes forward GFO to colleagues.
- 94% agreed the articles were easy to understand, 74% were happy with the format.
- Over 90% "agreed" or "strongly agreed" with the idea that "GFO is helpful and practical to my work" and "GFO has increased my understanding of Global Fund."
- Half (55%) said that they had cited GFO in their communications or external publications.
- The topics respondents thought were well covered were; what happens at GF board meetings (74%); and proposals approved at new round (71%).
- The topics respondents wanted more of were those around implementation and performance. They also wanted more articles from the country level (43.1%).

Generally respondents felt that the GFO was doing a necessary job well. Suggested improvements includes; more from the national level, including positive stories, examples of good practice and comparative case studies; more on the OIG and corruption; critical analysis of donors; and more on the three diseases and the wider context of the GF. Some suggestions were made by stakeholders, see summary below.

4.2. Evaluation of the Local Watchdog Project

A mid-term external evaluation of Aidspan's Local Watchdog Project took place in 2013. A total of 28 people were interviewed about the project. The main findings were:

- It is too early to assess impact of the LWP on Global Fund related accountability in target countries.

- The main issue and obstacle to progress is the reliance on the voluntary contribution of participants, there are no formal partnerships and no funding to push a watchdog agenda, which thus may not be owned by participating organisations.
- The main advantage is that after two years of work and visits to 20 countries, Aidspan has a wealth of data on the nature and needs of the organizations it has been in touch with. This can inform the LWP project's direction and other in country accountability projects.
- A new focus could be on a small number of organisations or countries with well-defined needs and mutually agreed objectives and deliverables.
- Aidspan needs to find new ways of addressing the lack of knowledge on the complexity of the Fund, or how to update people on the latest developments. This would allow Aidspan to focus more on mentoring and transferring watchdogging and analytical skills, useful skills to follow-up on Global Fund knowledge.
- Aidspan can develop working relationships with sectors previously attending the workshops that have a different role than watchdogs e.g. parliamentarians
- It should find ways of giving incentives to organisations through more solid links to donors and developing the profile and kudos of participating organisations.

Note: Most of these findings have been taken into account and the strategy for the project was revised during 2013.

5. Level of implementation of the 2010–2013 Strategic Plan.

The review of Aidspan's performance in delivering its first strategic plan 2010-2013, showed that Aidspan achieved about 75% of all planned activities. When a detailed 3 year period (2010 – 12) was measured for performance (2013 was not be included as it has not finished), it emerged that Aidspan had done 159 out of 271 planned activities (58%). The completion rate was highest in 2012 at 66% and lowest in 2011 at 51%.

The main reasons for the difference between planned and actual activities were:

- Changes in planned activities in response to developments at the Fund (this was very significant in 2011).
- Shifts in the strategy based on lessons learnt particularly from mid-way through the strategic period (2012).
- Some over ambitious planning.
- Gaps in resources (funding and staff), particularly delays in hiring staff.

6. Findings of the rapid external evaluation

In the rapid evaluation, stakeholders were asked about Aidspan's **performance as the Global Fund watchdog.** Respondents felt the watchdog role is essential and that Aidspan is generally successful in playing it. Some said they have seen impact from Aidspan's work, others said it was hard to see impact. The main challenge remains keeping a balance between watchdog and friend, some felt that at times Aidspan was less critical or had not spoken publicly as might be expected. Suggestions for improvement in the role included; increasing Aidspan's visibility, so that more people are aware of its watchdogging activities; more clearly defining its methods of watchdogging; and find ways of showing its impact.

The rapid evaluation showed that **GFO is the best known and most used of Aidspan's products**. Those interviewed highlighted GFO's main strengths as: excellent content, good analysis and commentary and presenting information in a balanced way; relevant and ahead of what is happening; on top of the issues especially on the Secretariat; timely and responsive to urgent questions; making the Fund more transparent and helping people understand policies and procedures.

Suggestions for improvement were: translation into other languages; inclusion of more country-level stories; improving its design for the digital age, and to make it more user friendly for busy people; and developing other ways of sharing some of the information currently in GFO, for example publishing

summaries of GFO commentaries and articles on an issue as stand-alone reports, also using fact sheets and briefs to present urgent and important issues.

The interviews revealed that that Aidspan's other products, whilst valued, are used to a lesser extent. Comments on other products/services are as follows:

Aidspan's guides are seen to be informative and have good content and complementary to Global Fund communications. Some suggestions for improvement were; to make them more user-friendly by translating them into more languages, making them less theoretical and reducing the length.

The **Aidspan website**, was re-launched in 2013, is most used by technical experts and donors. The Global Fund grant data, analysis, interpreting and presenting generally received high praise and is seen to be better than the Fund. Those visiting the website see it as a good source of information in need of further publicity. The site could be presented to attract more interest from the public and the media who have an interest in where the money goes and how it is used.

Aidspan's reports are the least known of its products. Those respondents familiar with them stated that they are high quality and have value as baselines. Ideas for improvement included periodic updating to show change in the issue highlighted, or impact or use in informing policy makers, amongst others.

When asked about Aidspan's evolving role in the next 3-5 years respondents mentioned that Aidspan should:
- **Engage more at the country level**, to reach a broader audience
- **Increase its visibility and reach** to make more people aware of its value, to ensure that it is truly global and to become a reference point for information and analysis on the GF.
- **Continue to add value** to every communication, or publication the GF puts out.
- **Work in partnership and collaborate** with others to deliver more and extend its reach.
- **Be more in touch with the programming side as well as the money side.**
- **Be an advocate for countries** feeding information up from the county level to Geneva and back down again.
- **Build up Aidspan's policy work** by making presentations to policy makers.

7. Organisational Capacity Assessment

The organisational capacity assessment concluded that Aidspan has a diverse, active and engaged Board with the skills and expertise to provide the required oversight and leadership. The organisation has successfully transitioned from founder to a second Executive Director.

Aidspan has a small, professional, talented team who have been actively involved in the development of organizational strategy and are engaged in annual planning, implementation and reporting of activities.

The financial and administrative systems are well-organised, efficient and transparent. The organization raises enough money for its operations, has a clear reporting system for donors and is in a good position to attract new donors.

There are a number of weaknesses Aidspan is aware of. It has too few staff, highlighting a weakness in planning. As the organisation is based in Kenya the majority of staff are Kenyan, which does not always give Aidspan a global perspective. The staff would benefit from working more as a team rather than in "silos" to deliver activities more effectively. Another area for improvement is M&E so that Aidspan is better able to show its outcomes and impact. Most critically Aidspan must increase its visibility and profile to ensure it is well-known and that its products and services are used widely.

8. Strategic Choices

As Aidspan considered the findings of the evaluation some strategies and options emerged

- The Watchdog role is Aidspan's core business and if well defined and better understood will keep Aidspan relevant for the future.
- By reviewing its experience over the last decade and the effectiveness of the model, Aidspan can consider promoting its replication, or parts of it, as well as use it to watch other financing institutions in future.
- Where Aidspan is known, its reputation it is strong. Aidspan needs to build and enhance this reputation, continuing to observe, analyse, critique and comment on the processes and functions of the Global Fund at all levels, in a way that speaks to a wider audience.
- Aidspan will use the results of the LWP mid-term review to make its current work and plans to do more at the country level more effective.
- Aidspan has focussed more on the Board and Secretariat level and needs to find ways of doing more at the country level with the resources it has. This could be through targeted studies, regional reports, partnerships and working with correspondents at the regional level. New partnerships and relationships need to be developed carefully and systematically in-line with current capacity and to maintain Aidspan's reputation for high quality work.
- All products are useful and relevant but can be improved. Aidspan needs to understand the audiences for each of its products, and test any future development. Finally, Aidspan needs to extend the visibility and use of all its products and services to all parts of the GF constituency. Using a multi-lingual strategy is vital.
- The NFM and Global Fund strategies provide Aidspan with a clear focus for the next strategic period. Aidspan's role is to monitor the roll-out of the NFM and implementation of the GF strategy and provide feedback to the GF, implementers and all those with an interest in the Fund.
- Aidspan has access to lots of data and soon even more data are likely to be available from GF and other sources (IATI). There are opportunities to develop tools for improved data analysis and presentation, and to explore different more exciting ways of delivering this information.
- Aidspan could do more to showcase the impact of the Global Fund. This is one of the pillars of Aidspan's research strategy. Reports can provide baselines and be revisited over time to show progress, and hence impact.
- Aidspan needs to address weaknesses in its M&E systems to show the impact of its work.

What was rejected and why

- **Assessment of Global Fund impact in-country at the beneficiary level.** Doing country level evaluation of programming impact is expensive and there are other agencies doing this. Aidspan already reports on such evaluations. But, Aidspan can do some impact studies either through illustrating best practice and cross national level comparisons with case studies, or it can piggy back upon larger studies using secondary data analysis, or through modelling.
- **Capacity building advice to Global Fund in-country infrastructure, e.g. PRs and CCMs.** There are others better placed to do this. Also, conflicts of interest could arise if Aidspan were to give advice or training to the structures it is "watching." Aidspan provides training on areas it is expert in to a range of stakeholders, e.g. data use and models of websites. Aidspan must maintain its educating role, and its mission of dissemination of specific tools for analysis that can support many CCMs or PRs, rather than focus on single country CCMs or PRs.
- **Advocacy on behalf of specific groups**. Aidspan cannot advocate on behalf of implementers, or any particular group, as this would jeopardise its independence. Aidspan does raise and comments on issues affecting particular groups.