

## TECHNICAL APPENDIX TO AIDSPAN REPORT REGARDING ACTIVITIES OF 2013; ACTUAL 2013 ACTIVITIES AGAINST 2013 PLAN, by focal area or Unit within Aidspace

Table below shows detail of the Annual Work Plan for 2013, with deliverables or outputs, Outcomes and comments. We list activities planned for year 2013, against the deliverables produced or outputs, and outcomes where relevant. Some activities are ongoing and have outcomes expected in 2014.

<b>1. RESEARCH UNIT</b>			
<b>Objective: To undertake and publish high quality research about the policies, workings and impact of the Global Fund and its grant implementers.</b>			
<b>Broad Activity 1.1: Assess Global Fund policies and strategies</b>			
<b>Act. No.</b>	<b>Activities</b>	<b>Deliverables or Outputs</b>	<b>Outcome / Comments</b>
1.1.1	Compare the GF's approaches to governance, transparency and audit to that of other global institutions.  Analyse and critique the GF's approaches to governance, transparency and audit	Bernard Rivers project included interviews and analysis during 2013 - and paper published April 2014 – Options for reforming the Global Fund Board (Attached)	Influence on Board governance discussions to be measured during developments in 2014.
1.1.2	Prepare a paper on "The Global Fund: New Directions for the 2 <sup>nd</sup> decade"	Cancelled - no longer relevant/ but Panorama /BBC relevant and triggered by Cambodia/OIG story and Lives Saved methodology paper (Aidspace)	Panorama, BBC contacted Kate Macintyre (KM) and Bernard Rivers (BR) – both interviewed re Cambodia and Lives Saved paper's results of the Fund. KM interviewed by two reporters; BR interviewed live – transcript attached.
1.1.3	Conduct analysis of the consequences of reduced Phase 2 funding	Article published GFO 235	
1.1.4	Monitor aspects of the new funding model as it is rolled out	a. NFM Allocation methodology explained – Nov 2013 version 2. (Attached) b. Articles on NFM development and implementation through year in GFO. c. Several rounds of comments given on NFM materials for Fund's Resource Guide	Adaptations noted in NFM communications in early 2014. Fund puts out its own methodology paper in Jan 2014  Changes noted in production of final Resource Guide – March 2014.
1.1.5	Evaluate counterpart financing	Postponed to 2014	On going

1.1.6	Analyse the GF's high impact country classification	Draft paper – not ready for circulation	On going
<b>Broad Activity 1.2: Assess Global Fund structures and actors</b>			
1.2.1	Aidspan's Principal Recipients study	Final report -April 2013 Accepted for publication at <i>Globalization and Health Journal</i> (Nov 2013) (Attached)	Distributed and commented on favourably by Grants management. Trying to influence the Fund not to do their own PR Survey, too much Conflict of Interest - details available. Peer reviewed publication – date Feb 2014.
1.2.2	Evaluate the operations and performance of Sub-Recipients	SR and SSR Survey – drafted and piloted Nov 2013	To be completed - 2014
1.2.3	Conduct a comparative study of Local Fund Agents across 2 regions	Review paper - ready for circulation Dec 2013 LFA Review Paper – final draft (Attached)	Aidspan questions in LFA paper probably encouraged more transparency of LFA information on GF website. Details available on request.
1.2.4	Conduct a study on the changes within the Technical Review Panel	Article published 2013 (GFO 2013)	Internal commentary and discussion with leadership of TRP triggered by this activity.
1.2.5	Continue analysis of pledges vs. contributions	Completed as pledging/ contributions page on website – (see IT Unit)	Editor in Chief - Tweeting during replenishment based on real time events, Dec 2013. Recorded as beneficial by those present and distant who followed it -a trending event that day.
<b>Broad Activity 1.3: Monitor Global Fund programme performance</b>			
1.3.1	Evaluate the Global Fund's Voluntary Pooled Procurement (with 1.3.2)	Done – Working paper published April 2013, Final report (Attached)	Outcome – see 1.3.2.
1.3.2	Finalise analysis of the functions and role of the Price and Quality Reporting system on procurement decisions, and its impact on procurement policies	2 peer review papers published Sept and Dec 2013 – in <i>Journal of Aids</i> , and <i>Malaria Journal</i> (Attached)	Used by several donors interested in procurement by the Fund – especially by DFID to compare with their own analysis. Malaria journal article called “highly accessed” – over 2000 downloads off MJ website.
1.3.3	Analysis of grant performance ratings	Analysis delayed until 2014	New web-services presenting grant performance data meant a delay in this activity was inevitable.
<b>Broad Activity 1.4: Assess Global Fund outcomes and impact</b>			
1.4.1	Compare the fit between grant proposals and national strategies, as part of Aidspan's work on measuring aid effectiveness	Activity developed into watching the Country Dialogue stage– various articles reflect the early applicants experience.	Articles quoted by watchers and commentators such as Center for Global Development (CGD), International Conference on AIDS and STIs in Africa (ICASA), and Grant Management Solutions (GMS).
1.4.2	Conduct measurement and case studies, as part of Aidspan's work studying human rights, stigma reduction and the Global Fund	Paper in draft (Nov 2013 - for completion in 2014)	On going

## 2. EDITORIAL UNIT

**Objective: To increase understanding of Global Fund-related issues, policies, procedures, outcomes and impact among the Fund's stakeholders and to advocate for improvement in these areas.**

Broad Activity 2.1: Publish Global Fund Observer (GFO)			
Act. No.	Activities	Deliverables/ Outputs	Outcome / Comments
2.1.1	Plan, research and write GFO articles for publication on Aidsplan's website, and publish at least 30 issues of the GFO Newsletter.	27 issues of GFO published in 2013, 225 articles, 11 commentaries	Readership Survey to assess measurable outcomes planned for 2014
2.1.2	Continue the process of identifying local correspondents to write for GFO	Recruited 10 local correspondents – with contracts.	More voices and topics heard about through GFO. For example – from 2 regional correspondents producing 2 articles in early 2013, by Dec 2013 we had 6 regional correspondents writing an average of 1 article every 6 weeks.
2.1.3	Complete the hiring of up to three new "Gateway" contacts to provide information from regions where English not widely spoken.	As above – combined the "local and the regional" correspondents into one group in Sept 2013	
2.1.4	Manage the process of contracting translation services to produce GFO Newsletter articles in French, Spanish and Russian (see ICT)	In transition – systems, databases and lead consultant hired to develop <i>Observateur du Fonds Mondial (OFM)</i>	For launch March 2014. First articles to be published in French – January 2014.
2.1.5	Develop and implement a media outreach programme as in communication strategy	Underway Several important commentaries by external authors e.g. Robert Bourgoing	Under development – target June 2014. Commentaries picked up by external groups – e.g. the commentary by RB on Meaning of Transparency at the Global Fund see GFO 216.
2.1.6	Attend 2-3 selected conferences per year to cover Global Fund-related issues for GFO and networking in general – e.g. by GFO and Outreach team.	Attended OGP2013, Brazil conference on think tanks for aid effectiveness (August), ICASA 2013 (December), Zambia (NFM update regional conference)	Aidsplan invited to submit proposal, then proposal accepted to present at OGP2013. Aidsplan's broader and louder voice now heard at global level – beyond the Global Fund environment.
Broad Activity 2.2: Manage new and existing web-based services			
2.2.1	Manage the "News Posting" service (posting, editing and updating articles) on Aidsplan's website.	Done	
2.2.2	Manage the "Related News" feature.	Done	Revised based on comments during evaluation
2.2.3	Manage Discussion pages	Not done	Under revision based on comments during evaluation
2.2.4	Develop blogs: one by the ED and one or two by external / invited commentators	Not done	Commentaries seen as more popular with writers and readers

2.2.5	Promote Aidspace activities to news media and enhance Aidspace's online presence through social media (e.g. FB Twitter and LinkedIn).	Done – twitter account, linkedin, and facebook all up and promoted in different venues.	Changes in how Aidspace is seen and its reach broadened, is incorporated into goal and strategic objectives for next Strategic Plan 2014-2016
<b>Broad Activity 2.3: Publish Guides and Reports</b>			
2.3.1	Produce a Guide on managing sub-recipients (started in 2012).	Workshop held April 2013, draft Guide under revision	Delayed (due to Alliance contracting with external consultants). Outcomes measured in 2014
2.3.2	Publish a new edition of Aidspace's Guide to building and running an effective CCM	In final Draft (English), other languages in 2014.	Delay – again Alliance contracting with consultants
2.3.3	Publish a new edition of Aidspace's Guide on understanding Global Fund processes for grant implementation.	Not done due to changes under NFM – probably cancelling this activity – to be reviewed after launch of NFM	Not done
2.3.4	Publish a new edition of Aidspace's Beginner's Guide to the Global Fund.	Beginner's Guide 3 <sup>rd</sup> Edition (English, French, Spanish and Russian)	New audience analysis planned for 2014 – 16 to measure outcomes of all Aidspace Guides.
2.3.5	Review, critique forms, procedures and guiding docs that the Fund develops for CCMs, grant applicants and implementers.	Edited forms and outputs as a result of feedback and comments from Aidspace analysts.	Improved formatting, consistent flow of logic inside the NFM Concept notes. Details available on request.

### 3. OUTREACH UNIT

**Objective: To increase advocacy, accountability and monitoring of in-country Global Fund-related activities.**

<b>Broad Activity 3.1: Improve in-country accountability of Global Fund grants by expanding the Local Watchdogs Project</b>			
Act. No.	Activities	Deliverable/ Output	Outcome / Comments
3.1.1	Identify and select 30 local watchdogs in 15 new Eastern and Southern African Countries. Conduct needs assessments and technical assistance.	The Midterm evaluation guided new strategic direction for the Mentoring Watchdogs project ( <a href="#">see report of round-table that led to this</a> ) – this reduced the focus to a) few watchdogs, established a framework by creating a community of practice) b) stricter partnership evaluation mechanisms and c) the development of new training curriculum (for completion 2014). Environmental assessments done: DRC, Mauritius, Nigeria, Ghana and Eritrea.	In Nov 2013, the community of practice was established as the <a href="#">Africa Health Watch</a> . This is a movement of health promoters, activists, researchers, advocates and funders in Sub Saharan Africa. Africa Health Watch will share ideas, increase expert knowledge in NFM, improve access to data, and encourage collaboration among those involved in monitoring Global Fund systems in East and Southern Africa. It currently has 29 members across 10 countries.

3.1.2	Organise four in-country 'watchdog workshops'	A watchdog workshop held in Zambia trained 25 participants. Three technical advisories meetings held in Tanzania, Lesotho, South Africa and Mozambique with various government, development partners and civil society organisations (both CCM and non-CCM)	<p>Training in Zambia led to development of a new platform for non-implementing organizations interested in monitoring GF money in Zambia. This platform will be led by Treatment Literacy Campaign.</p> <p>Selected and trained partners were encouraged to access other regional training platforms like the Community of Practitioners on Accountability and Social Action in Health (COPASAH). Respecting a competitive process 2 of the 10 that applied were selected for training in Zimbabwe on community monitoring for accountability in health. Both organisations (Human Development Trust – Tanzania and Zimbabwe Association of Doctors for Human Rights) were invited to submit post-training grant applications for social accountability work. Both grants were subsequently awarded.</p>
3.1.3	Enhance and manage existing watchdogs' project website and incorporate it into Aidspace's website. Expand the watchdogs' e-forum discussions	Watchdogs' hub was begun, but not completed due to technical difficulties. The engagement with Watchdogs grew on social media,	On going.
3.1.4	Enhance visibility of work done to enhance watchdog work and involvement of local partners in country level accountability work	2 staff attended a Aidspace/BACKUP coordination meeting in May 2013 in Frankfurt, this led to the planning of a regional technical workshop in Nairobi, held Nov 2013 with– 45 participants.	This launched Africa Health Watch.
<b>Broad Activity 3.2: Improve in-country accountability of Global Fund grants by working with partner organisations</b>			
3.2.1	Establish a citizen monitoring project using open data processes to address the challenges faced by Aidspace's attempts to get access to GF country-level (implementer) data in Kenya (based on our 2012 work with Partnership for Transparency Fund (PTF); and explore a way forward to enhance engagement with national Global Fund data sources	Meetings held with partners in Kenya to explore how to promote citizen engagement in Global Fund issues and work with partner organisations e.g. Article 19 (East Africa), Ushahidi, Health Rights Advocacy Forum (HERAF) and Development Initiatives on ways to improve in-country accountability of Global Fund grants.	Too early for specific outcomes to be reported. HERAF developed 1 proposal but this has not been awarded due to political reasons within the Kenya CCM – info available on request.

3.2.2	Conduct a case study on country-level accountability (on what mechanisms exist that promote accountability and inclusion of local organisations and individuals) in 4 countries within East and Southern Africa (link to Research)	Part 1, literature review completed - "Improving in-country accountability for improved health system performance – conceptualizing accountability" Case studies in 4 countries planned 2014.	The paper to be submitted for peer review in 2014.
3.2.3	Provide technical advice on broad accountability/ transparency issues (i.e. in response to demand from groups); Conflict of Interest study grew out of request by CCM members for more guidance on COI policies.	Visit to Mozambique to advise CCM leadership – July 2013 Lots of TA given via email and skype conversations – details available Conflict of Interest survey – results analysed in 2013, draft paper Dec 2013.	Completed – Mozambique CCM leadership reported use of Aidsplan tools for presenting their grant data. Outcomes of all TA provided being measured in 2014, privacy, ethical issues being worked out. No outcomes recorded for COI Paper in 2013 as only published in January 2014.
<b>Broad Activity 3.3: Implement activities to improve the performance of CCMs</b>			
3.3.1	Promote Aidsplan's CCM website technology to 21 CCMs, and get at least half of them to launch websites. Provide the necessary support and monitoring (link to ICT prog)	1 visit to Zambia (February 2013) – still under construction due to content and technology challenges.	May cancel this if no traction by mid 2014.
3.3.2	Encourage performance self-evaluation in 6 CCMs in Southern Africa in partnership with The Southern African AIDS Trust	New self-assessment tool developed and tested as a pilot in 6 Southern African Countries, with a few members of their CCMs. A report published in June 2013 after a regional validation meeting.	<b>The</b> self assessment tool was a pilot to develop a new method. The results led to all 6 countries deciding to do a full self-assessment using the tool, or an adaptation of it. The first to do this was Botswana (Report attached), completed in December. Aidsplan helped with analysis, and then wrote up results <a href="http://www.aidsplan.org/gfo_article/botswana-pilots-aidsplan%E2%80%99s-ccm-assessment-tool">http://www.aidsplan.org/gfo_article/botswana-pilots-aidsplan%E2%80%99s-ccm-assessment-tool</a>  Findings led to a capacity building plan for the Botswana CCM. Also, the CCM management guidelines were revised. Starting in 2013, the Global Fund began revising its own assessment tool. Editions of our tool were sent, at their request, to the CCM hub. We have not done forensic analysis to see if any of our questions were included in the CCM assessment tool published by the Fund as part of the NFM 2014– the results will be captured in reporting for 2014.

3.3.3	Prepare “CCM options” paper that discusses ways to strengthen the effectiveness of CCMs.	Delayed due to changes in the CCM Hub– new standards recommended and policy not finalised until Nov 2013	Not done in 2013
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#### 4. PLANNING, MONITORING & EXPERIENCE UNIT

**Objective: To monitor internal effectiveness and external impact of Aidspan’s work**

<b>Broad Activity 4.1: Monitor and evaluate Aidspan’s internal effectiveness and efficiency</b>			
<b>Act. No.</b>	<b>Activities</b>	<b>Deliverable/ Output</b>	<b>Outcome / Comments</b>
4.1.1	Monitor Aidspan activities and produce internal quarterly reports and external mid-year and annual reports,	Parts of this slipped in 2013 due to loss of M&E officer but all reports on time for donors, and broad external and internal evaluation done by consultants.	On going See activity 4.3
4.1.2	Develop the 2014 Annual Plan and budget and programme work plans	Complete October 2013	Published December 2013
<b>Broad Activity 4.2: Monitor and evaluate Aidspan’s external impact</b>			
4.2.1	Conduct annual surveys on user responses to selected Aidspan services – Website survey, GFO survey	GFO readership survey postponed until new Editor in Chief in place – working group now active on audience analysis	Planned for Feb 2014
4.2.2	Evaluate the use and value of selected Aidspan publications such as the Beginners and CCM Guides	These surveys postponed till mid 2014	By mid 2014
4.2.3	Coordinate the Aidspan evaluation – Terms of reference development, consultant identification, coordination of data collection	Done	Completed
4.2.4	Coordinate, compile and report on all qualitative data on Aidspan	Ongoing – is part of new Performance Monitoring Framework (PMF) – see 4.1.1	Completed
<b>Broad Activity 4.3: Conduct strategic planning</b>			
4.3.1	Coordinate activities for 2014-2016 strategic plan development, including workshop, stakeholder analysis, and draft plan development with staff and Board. Also develop: a) communication strategy; b) partnership strategy, and finalise c) the research framework, d) M&E plan	Done – New Strategic Plan and Budget 2014 -16 complete mid Nov 2013  Communications strategy – (drafted) Partnership strategy (drafted) Research framework – finalised M&E Plan – under construction	Completed
4.3.2	Prepare budget for strategic plan – Sept 2013	Done	Completed

4.3.3	Undertake a staff retreat to develop the new strategic plan - June 2013	Done (3 day retreat held June 2013)	Completed
4.3.4	Present draft strategic plan to the Board 2013	Done	Completed
<b>5. CROSS PROGRAM UNIT</b>			
<b>Objective: 1. To provide quality information technology support and development, and 2.to increase Aidspan's visibility and impact</b>			
<b>Broad Activity 5.1: Further enhance Aidspan's website</b>			
<b>Act. No.</b>	<b>Activities</b>	<b>Deliverable/ Output</b>	<b>Outcome / Comments</b>
5.1.1	Develop a charting tool to compare the performance of different groupings of grant recipients (regions, countries, PRs, grants)	Done – not published as performance data system went under major revision at the Global Fund in 2013	The tool is used internally by Aidspan and should be out by the end of June to the public.
5.1.2	Add blogging technology to the website.	Item under review by Editor as she considers all options for social media	.
5.1.3	Improve discussion pages for GF related published papers.	Again – under review by new Editor as part of Communications Strategy	
5.1.5	Develop the digital tool to track and compare GF pledges and contributions	Done – published November 2013	Netherlands Ministry of Foreign Affairs used this tool in Dutch parliament to present
5.1.6	Continually monitor, administer and improve the website and its related technology and services	Done on a continuous basis	Quality of data are constantly assessed internally by Aidspan staff
5.1.7	Implement multi-lingual features on website (French, Spanish and Russian)	Done – Mar2013 – French, Spanish and Russian editions of Aidspan's website up.	Expanded readership of website – analytics being incorporated into new dashboard in 2014.
<b>Broad Activity 5.3: Provide support to CCM websites</b>			
5.3.1	Aid 3 CCM websites to go "live" by supporting web administrators with technical and programmatic needs	Zambia CCM ( <a href="http://zam.aidspan.org/">http://zam.aidspan.org/</a> ) advised and ready to go. Others seeking Aidspan support like Congo are in line	On-going – slow traction may mean activity is closed by mid 2014.
<b>Broad Activity 5.4: Increase Aidspan's visibility and impact</b>			
5.4.1	Build on or formalize existing partnerships and MOUs with other agencies to further Aidspan's objectives.	Africa Health Watch – a Community of practice to improve watch dogging activities and support in region.	Too early to gauge outcomes of AHW.

5.4.2	ICT Aidspan to visit Global Fund to ensure data sharing plans can be implemented.	Design architect from Aidspan visited Geneva and gave seminar to 50 people on the digital tool he has developed at Aidspan to present grants data etc.	Aidspan started using the new web services for extracting grant data, moving away from spreadsheets. An outcome is improved access to the grant data, and improved quality of data for the users of our portfolio pages. Aidspan invited to test drive the new web services/ data hub by the Grants Management IT team – we were probably the only group to be invited to do so.
5.4.4	Develop promotional materials for Aidspan to use during workshops and other meetings	Done	Used at multiple presentations and visits including Aidspan Open Day, ICASA (2013) and OGP 2013
5.4.5	Attend at least two international conferences or forums to promote Aidspan's visibility and its impact	OGP 2013 and ICASA 2013. 4 Aidspan staff attended each. GFO also attended the Replenishment meeting in Dec 2013.	Numerous new informal partnerships, broader donor base (from 4 donors in 2012/13 to 8 in 2014) and new methods for outreach (social media) can be demonstrated – details available.
5.4.6	Conduct 1 online advertising event each quarter to ensure consistent visibility	Postponed – Short videos being developed for online publication 2014	
5.4.7	Communicate and meet regularly with senior Global Fund executives, Board members, CCM, grant implementers, etc. to keep abreast with developments within the Global Fund	Done – ED attends all GF meetings, with staff members (head of research and new Editor in Chief).	Various outcomes noted e.g. GFO articles, commentaries, news analysis altered. Privacy issues around how to measure the specific outcomes and impact of these interactions being assessed in 2014.

## 6. FINANCE AND ADMIN UNIT

**Objective: To manage all the fundraising, reporting, human resource management, daily operations, and supervisory functions of Aidspan.**

<b>Broad Activity 6.1: Administer Aidspan</b>			
<b>Act. No.</b>	<b>Activities</b>	<b>Deliverable/ Output</b>	<b>Outcome / Comments</b>
6.1.1	Produce monthly, quarterly, half-yearly and annual financials	Done	Completed
6.1.2	Prepare the annual report	Done by end March 2013	Completed
6.1.3	Manage the external audit process	Done	Completed
6.1.4	Obtain board approval for audited financials and the annual report	Done	Completed
6.1.5	Perform general administration (keep accounts, manage legal issues, ensure tax compliance)	Done	Completed
6.1.6	Prepare the Annual Plan and Budget	Done	Completed
6.1.7	Obtain board approval for the annual plan and update manuals and staff handbook	Done	Completed

6.1.8	Maintain in-house ICT hardware and software, review digital security across Aidsplan.	New database of ICT hardware/ software development	Completed
<b>Broad Activity 6.2: Manage human resources</b>			
6.2.1	Conduct staff appraisals (annual)	Done Dec 2013	Completed
6.2.2	Retain and recruit staff	3 staff left, 3 hired (2013), 2 to start 2014	
6.2.3	Revise long term consultant contracts and review consulting recruitment policy	Done	Completed
<b>Broad Activity 6.3: Manage board and donor relations</b>			
6.3.1	Organise 2 board meetings (Nairobi and London) and 1 donor meeting	Done – one meeting in Nairobi (March) and one meeting in London (Oct) Virtual meetings held with donors	Completed
6.3.2	Raise funds as needed to implement annual and strategic plans	Ongoing	Completed