



Independent observer  
of the Global Fund

# Annual Plan 2013

*As submitted to the Aidspan Board of Directors on  
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## Overview of Aidspan

Aidspan ([www.aidspan.org](http://www.aidspan.org)) is a Kenya-based international Non-government Organisation whose mission is to reinforce the effectiveness of the *Global Fund to Fight AIDS, Tuberculosis and Malaria* by serving as an independent watchdog of the Fund and its grant implementers. Aidspan does this by providing information, analysis and advice, facilitating critical debate, and promoting greater transparency and accountability to ensure both effectiveness and impact.

The Global Fund ([www.theglobalfund.org](http://www.theglobalfund.org)), created in 2002, provides 21% of all international financing for AIDS, 82% for tuberculosis and 50% for malaria. By October 2012 the Fund had approved over \$22 billion in grants in 151 countries, and it estimated that programmes that it supports had saved over 8.7 million lives. The innovative design of the Fund (in which grants are “country-led,” and where non-performance can lead to grants being terminated), and the speed of the Fund’s growth, are remarkable. But these factors have also led to the Global Fund having some weaknesses, as follows:

- *Insufficient knowledge:* It is often difficult for grant applicants and other stakeholders to understand the Global Fund’s policies and procedures; and it is particularly difficult to know what impact individual Global Fund grants are achieving.
- *Insufficient discussion:* There is insufficient discussion by Global Fund stakeholders regarding how to improve the Fund’s policies and procedures and how to increase the impact of its grants.
- *Insufficient impact:* The Global Fund and grant implementers are acting too slowly to address their limitations; this reduces the impact of the Fund’s grants.

Aidspan’s vision is 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.

Aidspan activities have led to improved understanding of Global Fund procedures, freezing of grants and jail sentences for corruption, improved grant management in many countries, and widespread praise from varied stakeholders in developed and developing countries.

Aidspan’s work falls into three main areas:

- *Conduct research, and publish information, analysis and advice,* with the desired outcome that Global Fund stakeholders have a better understanding of the Fund’s policies and procedures, and they know more about what impact Global Fund grants are achieving. Aidspan provides this through its newsletter *Global Fund Observer* (GFO), currently received by nearly 10,000 subscribers, through *Aidspan Guides*, and through a comprehensive website.
- *Facilitate discussion,* with the desired outcome that there is increased critical analysis as to how to improve Global Fund policies and procedures and how to increase the impact of the grants. Aidspan does this through discussion pages on its website, through Round Tables, in-country and regional workshops, and through mentoring of local watchdogs.
- *Push for increased Global Fund impact,* with the desired outcome that the impact of the Fund’s grants increases, and more lives are saved. Aidspan does this through commentary and analysis articles in GFO, through white papers, through interactions with key actors, and as a natural consequence of the above two areas of its work.

Aidspan is a US-registered, not-for-profit organisation that has permission from Kenya’s government to operate in Kenya. Aidspan’s board has six members, from Kenya, South Africa, Rwanda, the US and the UK. Meetings alternate between Nairobi and New York

Aidspan's role, methods, and activities are summarized in the "Strategic framework in one page" (see page 6).

Aidspan works only on Global Fund issues. It seeks to be of benefit to all countries interested in Global Fund issues, and to serve all sectors. Some highlights of Aidspan's work since it was founded in 2002 are:

- December 2002: Aidspan launched GFO, rapidly establishing it as the definitive source of news, analysis and commentary about the Global Fund.
- 2002-2004: Over the first two years of the Global Fund, Aidspan, working with two others, developed and refined the *Equitable Contributions Framework*, an analytical technique which proposed how much money each donor country should give to the Fund based on that country's relative wealth. This approach (which was adopted by many advocacy NGOs, and then, in modified form, by the Global Fund itself) is believed to have had a distinct impact on governmental contributions to the Fund.
- March 2004: Aidspan published its first "Guide to Applying to the Global Fund," updating it annually thereafter.
- July 2005: The Global Fund launched an in-depth external audit of Secretariat procedures after Aidspan wrote a confidential memo to the Fund's Chair raising certain concerns.
- Aug. 2005: The Global Fund temporarily suspended all grants to Uganda after confirming allegations regarding corruption first made when a reader of GFO contacted Aidspan, and Aidspan took the matter up with the Fund.
- Jan. 2007: Aidspan held a Round Table on problems faced by Global Fund recipients in accessing technical assistance, attended by the heads of UNAIDS, PEPFAR, the WHO and World Bank AIDS programmes, and other global health leaders.
- May 2007: Aidspan moved its headquarters from New York, US, to Nairobi, Kenya.
- Sept. 2007: Aidspan described in GFO how China had almost entirely reversed plans to use grass-roots NGOs to implement much of an innovative Global Fund grant.
- April 2008: Aidspan held a Round Table to discuss what could be done to enable countries funded by the Fund to significantly increase the scale of their operations.
- Feb. 2009: Aidspan circulated a memo providing detailed information regarding major problems in the implementation of Kenya's Global Fund grants.
- Mid 2009: Uganda jailed four officials for Global Fund-related corruption that was first reported by Aidspan.
- 2009: Aidspan developed its Strategic Plan for 2010-2013, based on which it raised increased funding.
- June 2010: Aidspan published a Commentary in GFO entitled "Is the Global Fund Living Up to Its Principles?" which pointed out that despite the Fund's commitment to performance-based funding, not one Global Fund grant had been terminated at the end of Phase 1 during the previous three years. During the subsequent one year, six such grants were terminated.
- 2010: Aidspan increased its staff from five to ten.
- May 2011: A Commentary in GFO entitled "Auditing the Auditor" which discussed problems with the Global Fund's Office of the Inspector General (OIG) led to GFO receiving and publishing Letters to the Editor from the heads of five principal recipients, one Minister of Health, a CCM, and the Chair of the Global Fund Board.
- April 2012: A UK parliamentary committee invited Aidspan's Executive Director to make a presentation during hearings it was holding on the Global Fund. In its written submission, Aidspan provided strong and clearly-documented opinions on how the Fund

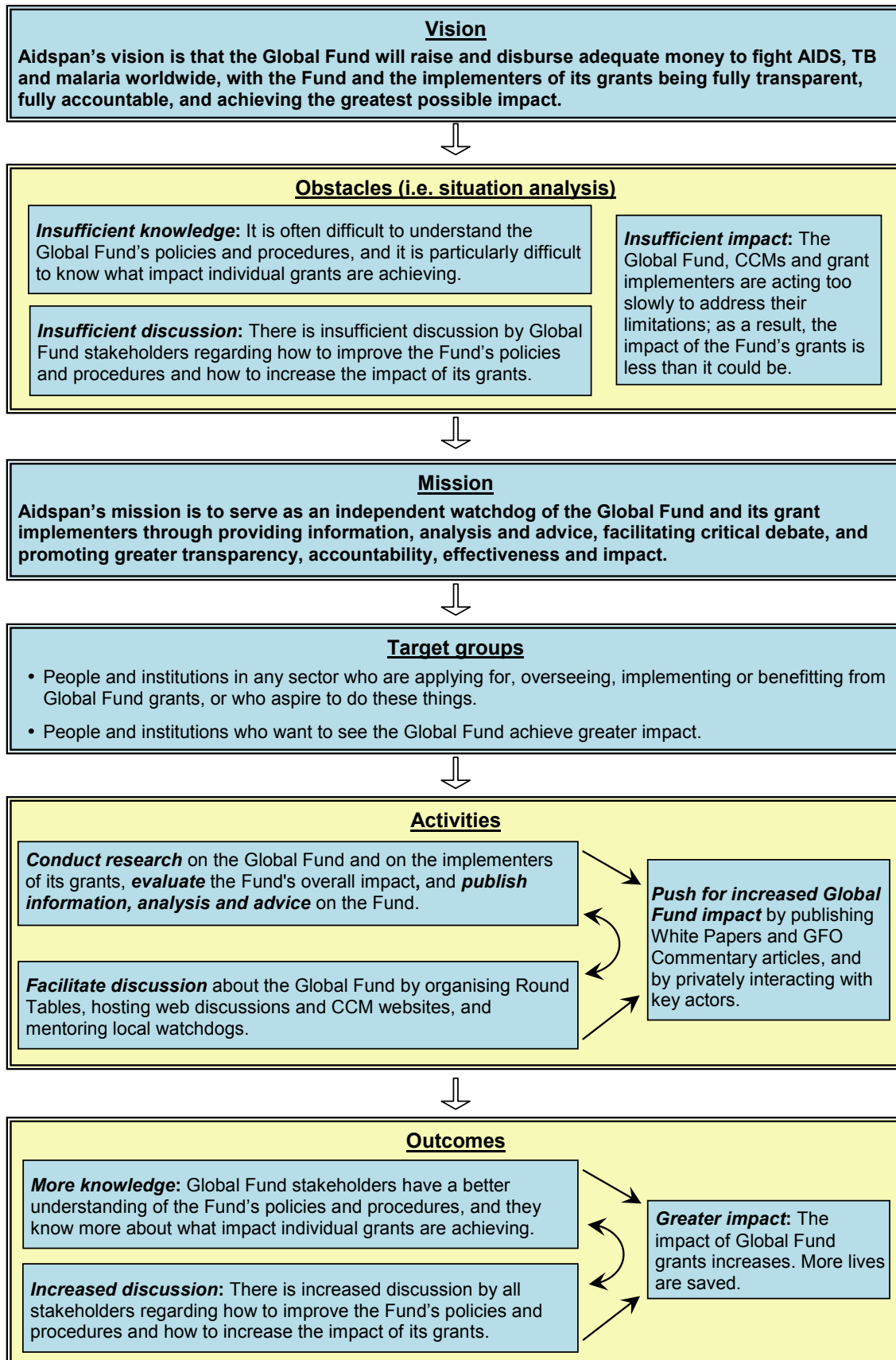
is doing, and on what needs to change in order for the Fund to remain relevant and effective.

- June 2012: Aidspan published a Commentary in GFO entitled “20,000 Kenyan Lives Not Saved.” The Commentary highlighted how \$67 million of Global Fund money meant for Kenya was never sent by the Global Fund to Kenya because of problems with grant implementation. This GFO Commentary was carried by three Kenyan national newspapers and was responded to by the Global Fund, the Kenya CCM, Kenyan government officials and HIV/AIDS activists in Kenya.
- August 2012: Aidspan launched a new website. This included a “GFO Live” feature where articles are posted as soon as they are ready, prior to their subsequent publication in the GFO Newsletter. It also included “Grant pages” where all Fund grant data are available for easy analysis and presentation.
- September 2012: Aidspan launched a discussion page to permit participant input on various topics. One of the first topics was the Global Fund’s new funding model (NFM). The Fund encouraged Aidspan to invite feedback to Aidspan’s interpretation and summary of the evolving NFM. About 2,000 people visited the summaries Aidspan had posted. The Global Fund communication office described Aidspan’s writers as “the explainers.”

The year 2012 was particularly challenging for the Global Fund; it was the year in which the Fund carried out a major change of approach, and a consequent restructuring, in response to the many criticisms that were made of it during 2011. The criticisms essentially consisted of charges that the Fund was insufficiently focused on risk management and had developed procedures that were too complex. During 2013 the Fund will need to prove that the changes it has made are adequate and are effective. Aidspan will be observing closely, and commenting accordingly.

Aidspan made its own changes during 2012. In particular, Bernard Rivers, who founded Aidspan and led it through its first decade, handed over the leadership function to Dr. Kate Macintyre on 1 September 2012. Bernard will continue to serve Aidspan on a part-time basis in his new capacity as Aidspan’s first Senior Fellow; this will involve him in conducting some of Aidspan’s research work and in writing some GFO commentaries.

# Aidspan strategic framework in one page



# 2013 Annual Plan: Budget

Table: Aidspace expenditure budget for 2013, \$ '000 and % of total

Programme-related (including all programme-related staff, consultant, travel & workshop costs)		
<b>1. RESEARCH</b>	<b>296</b>	<b>16%</b>
1.1 Assess GF policies and strategies	163	9%
1.2 Assess GF structures and actors	45	2%
1.3 Monitor GF programme performance	52	3%
1.4 Assess GF outcomes and impact	36	2%
<b>2. EDITORIAL</b>	<b>506</b>	<b>27%</b>
2.1 Publish <i>Global Fund Observer</i>	325	17%
2.2 Manage new and existing web services	40	2%
2.3 Publish Guides and Reports	140	7%
<b>3. OUTREACH</b>	<b>358</b>	<b>19%</b>
3.1 Improve in-country accountability through Local Watchdogs Project	216	11%
3.2 Improve in-country accountability through partnerships	72	5%
3.3 Implement activities to improve the performance of CCMs	70	4%
<b>4. PLANNING AND M &amp; E</b>	<b>205</b>	<b>11%</b>
4.1 Monitor and evaluate internal effectiveness	29	2%
4.2 Monitor and evaluate external impact	53	3%
4.3 Conduct strategic planning	123	7%
<b>5. CROSS-PROGRAMME</b>	<b>171</b>	<b>9%</b>
5.1 Further enhance Aidspace's website	33	2%
5.2 Enrich Aidspace's Portal Workbench (APW) with further data	20	1%
5.3 Provide support to CCM Websites	19	1%
5.4 Increase Aidspace's visibility and impact	100	5%
<b>Total programme-related costs</b>	<b>1,536</b>	<b>81%</b>
Admin-related (including all admin-related staff/consultant costs)		
<b>FINANCE &amp; ADMIN</b>	<b>216</b>	<b>11%</b>
Administer Aidspace	80	4%
Manage human resources	30	2%
Manage board and donor relations	106	6%
<b>OPERATIONAL</b>	<b>152</b>	<b>8%</b>
Rent and other fixed overhead	83	4%
Office expenses	37	2%
Fixed Assets	10	1%
Professional fees	24	1%
<b>Total admin-related costs</b>	<b>369</b>	<b>19%</b>
<b>GRAND TOTAL</b>	<b>1,905</b>	<b>100%</b>

## **2013 Annual Plan: Assumptions**

Activities shown below are not listed in order of importance; nor are they listed in the order in which they will be carried out. They are grouped logically by the units who will carry them out. Thus, for instance, even though most of the research will be done by the Research unit, some research will be carried out by staff from other units, in which case it is shown under those units. We have cross-referenced most of those that fall between two units.

The activities and targets are based on the assumption that Aidspan's nine existing staff and one fulltime consultant are joined in early 2013 by a junior Research Officer, an Editor/ Writer and a Programme Officer (Outreach).

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

Inevitably, there are likely to be unanticipated Global Fund-related developments during 2013 that will cause Aidspan to decide to drop a small number of activities below and to replace them with new activities.

Selected but key targets are listed under the Board Activity objective to which they refer. Many other targets will be set by each unit in their own work plans, but these are not included in this overview of the organization annual plan.

The Strategic Plan 2014-2016 will be developed with extensive discussion with all stakeholders and considerable analysis of prior performance, strengths and weaknesses, and projected major themes within the Global Fund world. We will also commission an external evaluation of Aidspan's Strategic Plan 2010 – 2013, to be completed prior to the next strategic plan. Following this, we have budgeted for a full staff retreat, part of which will entail a workshop facilitated by a small experienced external team. The Board and wider network of supporters of Aidspan will be invited to participate in all stages of developing the Strategic Plan 2014-2016.

## **Some highlights for 2013**

Some selected key activities within Aidspan's operation include:

### *Within the Research Unit:*

- Focusing closely on the Global Fund's new leadership, new Funding Model and Strategy will keep the Research and Editorial teams hard at work conducting in-depth analysis and publishing findings and stories on a large range of these and related topics.
- The Governance of Global Institutions (GGI) project is Bernard Rivers' first project as Senior Fellow. It is likely to be a fascinating and rewarding exploration of the history, the successes or failures of the Global Fund model.
- The analysis of the Price and Quality Reporting system (PQR), that the Fund has used for the past 6 years, will be finalized. Findings will be published in a peer reviewed publication.
- How the Global Fund categorizes countries as "High Impact" and how these compare with the other large funding or technical health agencies will be answered in a short paper to be produced early in 2013.
- How effective is the Global Fund's support for stigma-reduction programmes? This question will be explored by Helen Epstein through case studies in 3 countries.



- A region often ignored by other donors is the Middle East and North Africa region (MENA). Aidspace will conduct a series of overview and short studies to assess the contribution of the Global Fund to disease prevention and treatment in these areas.

*Within Editorial:*

- The Global Fund Observer will be translated into French, Russian and Spanish. This expands Aidspace's communications and reach enormously but will challenge the management and responsiveness of the small editorial team.
- The Global Fund Observer will be published on a bi-monthly basis, but the GFO Live section of the website will be continue to show news articles and commentaries as they are completed.
- At least four new, and several revised Guides will be published. More Guides are at proposal stage but depend on the development around the New Funding Model as to exactly what those Guides may contain.

*Within the Outreach Unit:*

- The Local Watchdog Project and the improving in-country accountability is a core part of Outreach. This project will expand to a further 10 new countries and conduct 3 more large watchdog workshops.
- In combination with the cross-programme unit, work will continue to strengthen CCMs performance through technical assistance (TA) for website development and through a partnership with The Southern African AIDS Trust to evaluate the performance of 6 CCMs in Southern Africa.

*Within the Monitoring and Evaluation Unit:*

- A new strategic plan (2014-16) will be developed and published by December 2013. This requires a number of other sub activities:
  - a. An external evaluation of Aidspace's current Strategic plan (2010-13).
  - b. A revised communications strategy
  - c. A new fundraising strategy
  - d. A new partnership strategy
  - e. A revised Research Framework

*Within the Cross-programme Unit:*

- New developments in data management will include the launch of a platform that allows users to analyze grant performance data by regions, diseases and type of PR.
- Aidspace's data manager and systems officer will travel to Geneva for several days to present this new platform in 2013 to obtain feedback and share information with his equivalent team at the Global Fund. This is strong evidence of south to north Technical Assistance.
- The translation activities extend to the Aidspace website which will be translated into French, Russian and Spanish in 2013. This is an effort of many units but will help Aidspace become truly global in its reach and impact.

# **2013 Annual Plan: Broad Activities**

1. RESEARCH UNIT .....	11
1.1 Assess Global Fund policies and strategies	
1.3 Assess Global Fund structures and actors	
1.3 Monitor Global Fund programme performance	
1.4 Assess Global Fund outcomes and impact	
2. EDITORIAL UNIT .....	12
2.1 Publish <i>Global Fund Observer</i>	
2.2 Manage new and existing web services	
2.3 Publish Guides and Reports	
3. OUTREACH UNIT .....	13
3.1 Improve in-country accountability through the Local Watchdogs Project	
3.2 Improve in-country accountability through partnerships	
3.3 Implement activities to improve the performance of CCMs	
4. PLANNING, MONITORING & EXPERIENCE UNIT .....	14
4.1 Monitor and evaluate internal effectiveness	
4.2 Monitor and evaluate external impact	
4.3 Conduct strategic planning	
5. CROSS-PROGRAMME .....	15
5.1 Further enhance Aidspace's website	
5.2 Enrich Aidspace Portal Workbench (APW) with further data	
5.3 Provide support to CCM websites	
5.4 Increase Aidspace's visibility and impact	
6. FINANCE AND ADMIN UNIT .....	16
6.1 Administer Aidspace	
6.2 Manage human resources	
6.3 Manage board and donor relations	

# 2013 Annual Plan: Detailed Activities

## 1. RESEARCH UNIT

Objective: To undertake and publish high quality research about the policies, workings and impact of the Global Fund and its grant implementers.

*Target 1: Publish at least 7 research reports*

*Target 2: Publish at least 3 peer reviewed papers*

*Target 3: Publish at least 10 analyses and 4 Commentaries in GFO*

<b>Broad Activity 1.1: Assess Global Fund policies and strategies</b>	
<b>Activities</b>	
1.1.1	Analyse and critique the GF's approaches to governance, transparency and audit
1.1.2	Compare the GF's approaches to governance, transparency and audit to that of other global institutions
1.1.3	Prepare a paper on "The Global Fund: New Directions for the 2 <sup>nd</sup> decade"
1.1.4	Conduct analysis of the consequences of reduced Phase 2 funding
1.1.5	Monitor aspects of the new funding model as it is rolled out
1.1.6	Evaluate counterpart financing
1.1.7	Analyse the GF's high impact country classification
<b>Broad Activity 1.2: Assess Global Fund structures and actors</b>	
<b>Activities</b>	
1.2.1	Finalise Aidspan's Principal Recipients study
1.2.2	Evaluate the operations and performance of Sub-Recipients
1.2.3	Conduct a comparative study of Local Fund Agents across 2 regions
1.2.4	Conduct a study on the changes within the Technical Review Panel
1.2.5	Continue analysis of pledges vs. contributions
<b>Broad Activity 1.3: Monitor Global Fund programme performance</b>	
<b>Activities</b>	
1.3.1	Evaluate the Global Fund's Voluntary Pooled Procurement system
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
1.3.3	Continue analysis of grant performance ratings
<b>Broad Activity 1.4: Assess Global Fund outcomes and impact</b>	
<b>Activities</b>	
1.4.1	Compare the fit between grant proposals and national strategies, as part of Aidspan's work on measuring aid effectiveness
1.4.2	Conduct measurement and case studies, as part of Aidspan's work studying human rights, stigma reduction and the Global Fund

## 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.

*Target 1: Publish 30 issues of GFO containing at least 150 articles*

*Target 2: Publish 12 commentaries by Aidspan writers and 12 by non-Aidspan writers*

*Target 3: Publish GFO in 3 other languages by mid-2013*

*Target 4: Publish website in 3 other languages by mid-2013*

*Target 5: Publish at least 4 Guides*

<b>Broad Activity 2.1: Publish Global Fund Observer (GFO)</b>	
<b>Activities</b>	
2.1.1	Plan, research and write GFO articles for publication on Aidspan’s website, and publish at least 30 issues of the GFO Newsletter.
2.1.2	Continue the process of identifying local correspondents to write articles or provide information.
2.1.3	Complete the hiring of up to three new “Gateway” contacts to provide information from regions where English is not widely spoken.
2.1.4	Manage the “Gateway” contacts.
2.1.5	Manage the process of contracting translation services to produce GFO Newsletter articles in French, Spanish and Russian (Cross Programme).
2.1.6	Develop and implement a media outreach programme as stated in Aidspan’s communication strategy
2.1.7	Attend 2-3 selected conferences per year to cover Global Fund-related issues for GFO
<b>Broad Activity 2.2: Manage new and existing web-based services</b>	
<b>Activities</b>	
2.2.1	Manage the “News Posting” service (posting, editing and updating articles) on Aidspan’s website.
2.2.2	Manage the “Related News” feature.
2.2.3	Manage Discussion pages – approximately 4 topics per year
2.2.4	Develop blogs: one by the ED and one or two by external / invited commentators
2.2.5	Promote Aidspan activities to news media and enhance Aidspan’s online presence through social media (e.g. Facebook, Twitter and LinkedIn).
<b>Broad Activity 2.3: Publish Guides and Reports</b>	
<b>Activities</b>	
2.3.1	Produce a Guide on managing sub-recipients (started in 2012).
2.3.2	Publish a new edition of Aidspan’s Guide to building and running an effective CCM (started in 2012).
2.3.3	Publish a new edition of Aidspan’s Guide on understanding Global Fund processes for grant implementation.
2.3.4	Publish a new edition of Aidspan’s Beginner’s Guide to the Global Fund.
2.3.5	Review and critique the forms, procedures and guidance documents that the Global Fund develops for CCMs, grant applicants and grant implementers.

### 3. OUTREACH UNIT

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

*Target 1: Select and train at least 20 new local watchdogs in 10 new countries*

*Target 2: Undertake at least 3 in-country watchdog workshops*

*Target 3: Have at least 5 CCM's actively using Aidspan's CCM website technology*

<b>Broad Activity 3.1: Improve in-country accountability of Global Fund grants by expanding the Local Watchdogs Project</b>	
<b>Activities</b>	
3.1.1	Identify and select 30 local watchdogs in 15 new Eastern and Southern African Countries. Conduct needs assessments and technical assistance.
3.1.2	Organise four in-country 'watchdog workshops'
3.1.3	Enhance and manage existing watchdogs' project website and incorporate it into Aidspan's website.
3.1.4	Attend annual Aidspan/BACKUP coordination meeting in Frankfurt.
3.1.5	Organise a regional technical workshop in Nairobi.
3.1.6	Expand the watchdogs' e-forum discussions and incorporate these into the Aidspan website.
<b>Broad Activity 3.2: Improve in-country accountability of Global Fund grants by working with partner organisations</b>	
<b>Activities</b>	
3.2.1	Conduct advocacy campaign targeting Kenya's Ministries of Health and CCM, to establish a citizen monitoring project using open data processes with Partnership for Transparency Fund
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)
3.2.3	Provide technical advice on broad accountability/ transparency issues (i.e. in response to demand from groups)
<b>Broad Activity 3.3: Implement activities to improve the performance of CCMs</b>	
<b>Activities</b>	
3.3.1	Promote Aidspan'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 Cross programme)
3.3.2	Evaluate performance of 6 CCMs in Southern Africa in partnership with The Southern African AIDS Trust
3.3.3	Prepare "CCM options" paper that discusses ways to strengthen the effectiveness of CCMs.

## 4. PLANNING, MONITORING & EXPERIENCE UNIT

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

*Target 1: Produce quarterly and 6-monthly technical reports*

*Target 2: Complete a quality 2012 annual report and 2014 annual plan*

*Target 3: Conduct at least 1 survey to measure the impact of Aidspan's work*

*Target 4: Complete 1 Strategic Plan (2014-2016)*

<b>Broad Activity 4.1: Monitor and evaluate Aidspan's internal effectiveness and efficiency</b>	
<b>Activities</b>	
4.1.1	Monitor Aidspan activities and produce internal quarterly reports and external mid-year and annual reports
4.1.2	Develop the 2014 Annual Plan and budget and programme workplans
4.1.3	Undertake monitoring visits for at least 3 Aidspan Outreach activities
<b>Broad Activity 4.2: Monitor and evaluate Aidspan's external impact</b>	
<b>Activities</b>	
4.2.1	Conduct annual surveys on user responses to selected Aidspan services – Website survey, GFO survey
4.2.2	Evaluate the use and value of selected Aidspan publications such as the Beginners and CCM Guides
4.2.3	Coordinate the Aidspan evaluation – Terms of reference development, consultant identification, coordination of data collection
4.2.4	Coordinate, compile and report on all qualitative data on Aidspan – from admirers and detractors
<b>Broad Activity 4.3: Conduct strategic planning</b>	
<b>Activities</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
4.3.2	Prepare the budget for the strategic plan
4.3.3	Undertake a staff retreat to review strategic plan
4.3.4	Present draft strategic plan to the board

## 5. CROSS-PROGRAMME

**Objective: 1.** To provide quality information technology support and development, and **2.** to increase Aidspace's visibility and impact

<b>Broad Activity 5.1: Further enhance Aidspace's website</b>	
<b>Activities</b>	
5.1.1	Develop a charting tool to compare the performance of different groupings of grant recipients (regions, countries, PRs, grants)
5.1.2	Add blogging technology to the website.
5.1.3	Improve discussion pages for GF related published papers.
5.1.4	Implement the new look GFO using the "MAKO template" technology.
5.1.5	Develop the technology to enable the Aidspace website to track GF pledges and contributions
5.1.6	Continually monitor, administer and improve the website and its related technology and services
5.1.7	Implement multi-lingual features on website (French, Spanish and Russian)
<b>Broad Activity 5.2: Enrich APW with further GF-related data</b>	
<b>Activities</b>	
5.2.1	Teach GF correspondents to mine GF-related data from Aidspace's data store.
5.2.2	Build technology to enable communication between the web interfaces.
5.2.3	Integrate other relevant data into APW, e.g. from WHO, IMF, WB, UN etc
5.2.4	Enhance the reporting interface of APW
5.2.5	Update Aidspace's library of openly available GF-related articles with bibliography
<b>Broad Activity 5.3: Provide support to CCM websites</b>	
<b>Activities</b>	
5.3.1	Aid 3 CCM websites to go "live" by supporting web administrators with technical and programmatic needs
5.3.2	Provide technical support to the Outreach team as more CCMs take up the website technology.
5.3.3	Continuously monitor, administer and improve the CCM websites
<b>Broad Activity 5.4: Increase Aidspace's visibility and impact</b>	
<b>Activities</b>	
5.4.1	Build on or formalize existing partnerships and MOUs with other agencies to further Aidspace's research objectives.
5.4.2	Follow up on visit to Global Fund to ensure data sharing plans can be implemented.
5.4.3	Visit 2 countries to train local correspondents on Aidspace / CCM website technology.
5.4.4	Develop promotional materials for Aidspace to use during workshops and other meetings
5.4.5	Attend at least two international conferences or forums to promote Aidspace's visibility and its impact
5.4.6	Conduct 1 online advertising event each quarter to ensure consistent visibility (for example, photo, poem or essay competition or promotional event online).
5.4.7	Communicate and meet regularly with senior Global Fund executives, Global Fund Board members, CCM members, Global Fund grant implementers, etc. to keep abreast with developments within the Global Fund and observe the GF Board

## 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>Activities</b>	
6.1.1	Produce monthly, quarterly, half-yearly and annual financials
6.1.2	Prepare the annual report
6.1.3	Manage the external audit process
6.1.4	Obtain board approval for audited financials and the annual report
6.1.5	Perform general administration (keep accounts, manage legal issues, ensure tax compliance)
6.1.6	Prepare the Annual Plan and Budget
6.1.7	Obtain board approval for the annual plan and budget and the update to all manuals and staff handbook
6.1.8	Maintain in-house ICT hardware and software
<b>Broad Activity 6.2: Manage human resources</b>	
<b>Activities</b>	
6.2.1	Conduct staff appraisals (annual)
6.2.2	Retain and recruit staff
6.2.3	Contract consultants
<b>Broad Activity 6.3: Manage board and donor relations (current and potential)</b>	
<b>Activities</b>	
6.3.1	Organise and attend two board meetings (Nairobi and New York) and one donor meeting (Nairobi) annually
6.3.2	Raise funds as needed to implement annual and strategic plans