



Independent observer
of the Global Fund

AIDSPAN's MONITORING & EVALUATION PLAN (2014-2016)



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INTRODUCTION

Monitoring and Evaluation are integrated tools for managing efficiency, effectiveness and reporting accurately on achievements of the organization or a program. Aidspan's M&E system focuses on both monitoring activity implementation as well as tracking of results at outcome and impact level. The focus is also on learning approach to M&E which uses achievements and challenges for better decision making. It is against this background that the overall objective of this M&E plan is to follow the process as outlined in Figure 1 to facilitate participation of Aidspan staff in the monitoring and evaluation of the organisation.

Aidspan recognizes that collecting data is only meaningful and worthwhile if they are subsequently used for evidence-based decision-making. Aidspan collects data through routine monitoring, special studies and strategic information.

This monitoring and evaluation plan is intended to be used by Aidspan staff as a critical tool for planning, managing and documenting progress toward achieving the objectives of the Strategic Plan 2014-2016. The purpose of the M&E plan is: 1) to describe the performance-based management approach for monitoring the organisation's progress and making decisions about implementation; 2) to describe how the organization will assess whether it has achieved its objectives and 3) to assess whether the organization has had the desired effects. Regular quarterly and annual reviews of performance data will help staff determine if the organisation is on track and whether corrections are needed, helping to ensure effective and efficient use of resources from our donors. The data collected and reported for each indicator will provide all our donors with detailed information on the progress and achievements of our activities.

PROGRAM DESCRIPTION AND FRAMEWORKS

Objectives

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.

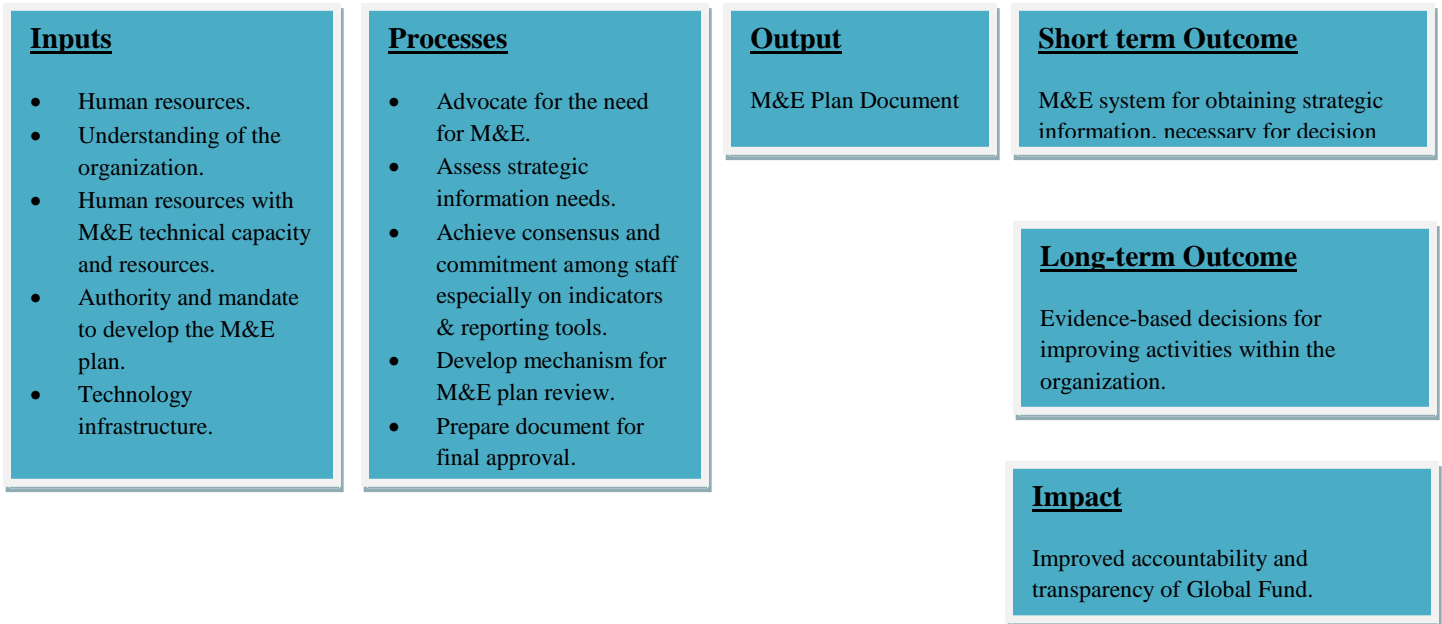
Aidspan's mission is to serve as an independent watchdog of the Global Fund and its implementers by providing information, analysis and advice; facilitating critical debate; and promoting greater transparency, accountability, effectiveness and impact. Everything we do works towards this mission, with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

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

The organisation's 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: Logic model for developing Aidsan's M&E Plan

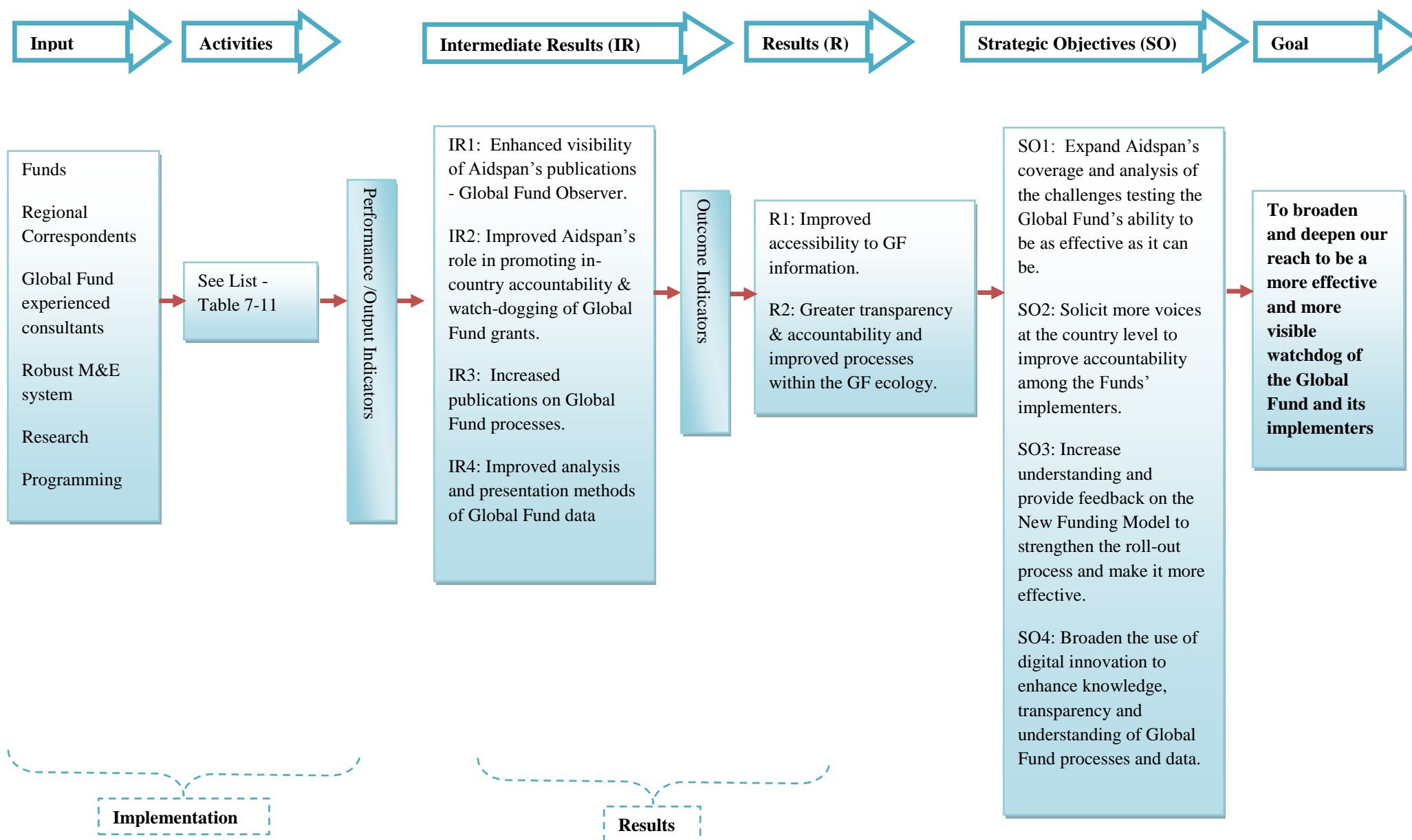


To assess tangible outputs, the organisation through strategic leads selects key products each year. Table 1 below shows an outline of what was selected for 2014. These are to be selected internally by the staff in January each year.

Table 1: Key products/outputs for 2014

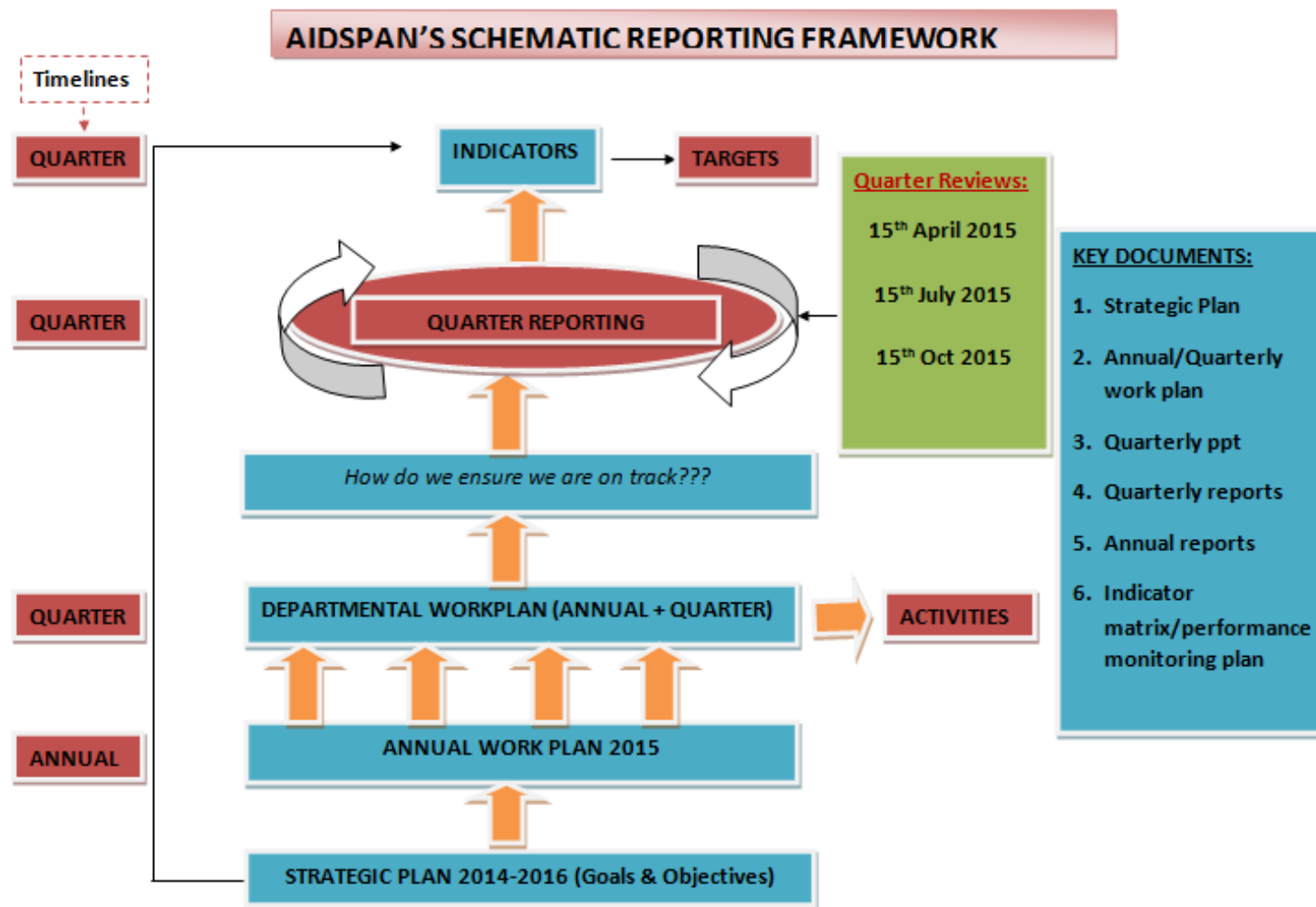
Key products 2014	
1	Improved Website
2	Watchdog toolkit – COP online, Watchdog guide, Training curricula
3	Tool to demonstrate output / outcome data
4	“Follow the Money” - Disbursements vs. Outcomes - Methodology
5	Allocations paper under the New Funding Model
6	Two in country accountability studies finalized
7	Regional Report
8	Redesigned GFO
9	NFM and CCM Guides (2014)

Figure 2: Aidspan's result framework



The reporting and result framework are standard tools that illustrates Aidspan's theory of change by showing logical linkages between activities, outputs, outcomes and the overall strategic goal of the organization. To effectively monitor the indicators (Table 7) Aand activities (Table 9), the frameworks in Figure 2 & 3 will be followed to assess progress and report in a timely manner.

Figure 3: Aidspan's schematic reporting framework



MONITORING & EVALUATION PLAN

MONITORING: This is the routine tracking of priority information about Aidspan's programmes and activities and its intended outcomes. Monitoring at Aidspan is largely focused on monthly and annual reporting for both internal and external purposes. The actual indicators monitored include inputs and outputs through recording of activities started, underway and completed. Quarterly reviews are held with all the strategic objective leads presenting the status of planned activities according to both quarterly work plan and the Annual plan for each year. The M&E lead will then show the dashboard/achievements by presenting the indicator matrix table at a group meeting where these are discussed both as past achievements and what needs to go into the next quarter's plan.

A summary of the activities and targets are compiled for the annual report, which is written using contributions of all teams within Aidspan.

The deadline for completion of the Annual Report is 31st March each year.

EVALUATION: Evaluation is usually a collection of activities designed to determine the overall value or impact of a specific programme, intervention, project or organisation. That means being able to link a particular output or outcome directly to a particular intervention. There are three sequential phases of evaluation. First – process evaluation – involves the assessment of the programme's content, scope or coverage, together with the quality and integrity of implementation. If the process evaluation finds that the programme is not being implemented, or is not reaching its intended audience, then it is not worth going to the next phase of evaluation.

Second phase is sometimes outcome evaluation – a way of measuring results just short of impact. The third phase is impact evaluation. This is usually considered the most complex and challenging form of evaluation as it requires the need to link the intervention with the highest level of impact expected by the organization or project. This is difficult to do in the absence of a strong control group, or a randomized design (i.e. a comparison of what would have happened had there been no intervention). In Aidspan's context – one has to ask the question – would the model for the Global Fund have been the same without its "independent observer." This is of course a hypothetical question since at no time in the Fund's history – apart from the first few months – was there no Aidspan watching the Global Fund.

Aidspan plans to use multiple methods to understand, as well as we can, our impact on the Global Fund. We aim to finalise the evaluation of Aidspan's strategic plan (2014 – 16) in mid to late 2016, in time for the development of the new Strategic Plan (2017 – 19).

Using quantitative and qualitative data, we propose to contract an external evaluator to assess our data from multiple angles. For quantitative assessment, key outcomes will be assessed in line with the logical framework (including the PMP), and will include assessment of each of the strategic objectives (1) Critical analysis of the GF and advancing a model of watch-dogging to increase accountability and responsiveness, (2) Effectiveness of the Aidspan Watchdog model observing the Global Fund and all its stakeholders, (3) Feedback on GF strategies with a focus on the new funding model to strengthen the roll-out process, and (4) Use of innovative and effective digital presentation tools to enhance knowledge, transparency and understanding of GF processes and data.

In addition the following activities will feed into the evaluation:

1. Open Data Institute (ODI) case study of Aidspan's use of Open Data (completed Jan 2015)
2. An environmental scan of watchdogs/ health financing think tanks (for completion in 2015)
3. A white paper on the role and function of the independent observer status of Aidspan in relation to the Global Fund.
4. Case studies from a few country level local watchdogs – their perception of Aidspan's work.

The qualitative assessment component will include a) the excerpts and reported reactions (as recorded by individuals in the qualitative database) of multiple stakeholders (see Table 2) and b) a few in-depth interviews with stakeholders and focus group discussions with groups of users.

Other data sources that contribute to the evaluation will be: the routine quarterly progress reports, Annual reports (2013, 2014, 2015 and 2016 partial), any publications or policy papers, Civil Society Organisations' charter, Country Coordinating

Mechanism self-assessment report, Global Fund Observer, research papers, special surveys; multiple layers of web statistics – produced from 2014 – using the monthly dashboards.

Table 2: Qualitative database (Example of 1 comment)

Date	Topic/Subject	Qualitative comment	Source/Contact details	Position of Author
11 Feb 2014	Resource book	<p>I wanted to say thank you again for your helpful comments on the draft resource book that I shared with you 2 weeks ago. I was able to incorporate many of your suggestions.</p> <p>We have now made the first draft available externally, even though we are aware that it may not yet be perfect. We will continue to update it – please let me know if you spot any inaccuracies!</p> <p>http://www.theglobalfund.org/en/fundin_gmodel/</p>	Lindsay.Smith@theglobalfund.org	<u>External</u> <u>Transition</u> <u>Specialist</u>

DATA COLLECTION, MANAGEMENT, VALIDATION PLAN

Aidspan's data collection process is designed in such a way that useful information on key quality characteristics is obtained. Our efforts rely on data to provide a factual basis for making decisions throughout the plan-do-check-act cycle. Therefore, it improves our decision-making by helping the team focus on objective information about what is happening in the process, rather than subjective opinions.

PLANS FOR DISSEMINATION AND INFORMATION USE

Aidspan conducts quarterly reviews as part of the planning process for regular monitoring of key indicators, achievements and challenges. Table 3 shows reporting outline for activities where tasks are indicated with reasons for variance if the task was not completed. An in-depth review of the data every three months ensures early detection of unusual increases or decreases in outputs. It monitors progress according to targets, and helps us gain a better understanding of our strategic objectives. The reviews provide information on the current status of the organisation as well as checking data integrity. Quarterly progress reports also provide up-to-date information on organisation movement towards targets and eventual objectives (See Table 6 & 7). Problems are identified, and this allows appropriate decisions to be taken to ensure the organisation reaches targets.

Table 3: Work plan monitoring table for quarter reviews

Activities	Tasks (Tasks to meet set activities)	Variance (This column states if activity has been completed, ongoing, Not done)	Reasons for variance (This column states what was not done and why)	Measures to address variance (Brief explanation on what will be done about the variance)
1.1.1 Continue to analyze, critique and advise on the different GF components, processes and functions through GFO and other publications				

Since different donors have different expectations on financial and narrative reports deadlines, an updated table for donor tracking will be followed to make sure that reports are submitted on time. Refer to Table 10 for more details.

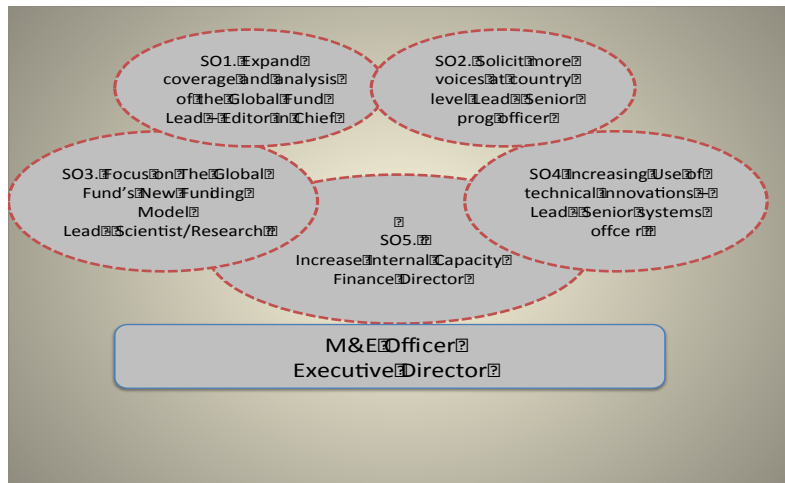
As an organisation we will continue to accumulate a lot of data through our data warehouse (IT department) programmatic (Outreach/Editorial department) and monitoring and evaluation activities. The data will not only offer an opportunity for learning as an organisation, but also offers an opportunity for enhancing its visibility through various dissemination output in the form of abstracts, conference papers and any other publications (book chapters, white papers and journal articles). Dissemination of findings to the public in these various forms offers an opportunity to increase visibility for Aidspan as well as contributing to the broader body of knowledge within health research.

MONITORING & EVALUATION SYSTEM

Organisation Structure

The Aidspan team consists of twelve members with M&E being led by Senior M&E Officer. The team is multidisciplinary with training in public health, sociology, biostatistics, information technology, demography, health policy, economics, finance, epidemiology, and various other social science research methods. The team's expertise lies in developing methods, measures and tools to collect data that are valid, reliable, and useful for monitoring performance and generating evidence to learn from our work.

Figure 4: Implementation structure for managing and reporting on the M&E plan



In regard to continuous reporting, the Strategic Objective leads/Unit heads (Figure 4) are responsible for implementation and data collection for all activities under their jurisdiction. They submit quarterly progress reports to the Senior M&E Officer for verification and consolidation before a final review is done by the Executive director.

M&E Processes

a) Internal Processes

Strategic information initiatives are led by the Senior M&E Officer who works closely with the staff. To successfully guide the M&E process, Aidsan;

- Developed a Performance Monitoring Plan (PMP) showing targets, output & outcome indicators including baseline data, plus a reference sheet.
- Develops annual work plans based on the Strategic Plan 2014-2016 with adaptations that include new activities.
- Develops quarterly updated reports on progress towards agreed performance targets based on the PMP.
- Executive Director develops a report and send to the Board of Management every month, with comments and updates from the senior management team (SMT)

The reporting schedule for 2015 is as follows;

Table 4: Quarterly performance review and work plan schedule

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
Quarterly Performance Review (2 weeks after the end of each quarter, 10am)	23 rd			15 th			15 th			15 th		
Submission of Quarterly reports	21 st			10 th			10 th			12 th		
Submission of Quarterly Work Plans				7 th			8 th			8 th		3 rd

The quarterly reports contain:

- Comparison of actual achievements/accomplishments with the objectives established for the period.
- A burn rate to link quantitative data to related cost data for computation of cost effectiveness.
- Reasons why established activities were not met, with action plans for adjustments or revised targets.

b) External Processes

- Submit an annual report with a technical report that presents all performance to the donors not later than 31st of March.
- Disseminate research & metrics findings such as best practices to the international community and Global Fund recipients.
- Other data sources that Aidspan uses to report externally include the following (see Table 5);

Table 5: Other data sources

Other data sources	
1	Qualitative database
2	Principal recipient database
3	List serves e.g. GFAN
4	Aidspan's Portal Website (APW)
5	Baseline data
6	Dashboard for web data analytics

DATA BACKUP POLICY

To backup, store and recover electronic data, Aidspan has a well detailed plan as shown in Table 6.

Table 6: Data backup and recovery policy

Introduction	Electronic backups are a business requirement to enable the storage of data efficiently and safely. It is also required for the recovery of data and applications in the case of events such as natural disasters, system disk drive failures, espionage, data entry errors, loss of electronic devices, or system operations errors.
Purpose	The purpose of the Backup/Data Recovery Policy is to establish the system for the backup & storage and the recovery of the electronic information.
Audience	The Backup/Data Recovery Policy applies to all staff within Aidspan that is responsible of acquiring, installation and support of Information Resources, individuals charged with electronic Information Resources Security and data owners. Consultants who are working medium or long term with Aidspan who are acquiring or storing data will also require separate (case by case) backup/recovery support.
Definitions	<p>Information Resources (IR): any and all online display devices, magnetic storage media, and all computer-related activities involving any device capable of receiving email, browsing Web sites, or otherwise capable of receiving, storing, managing, or transmitting electronic data including, but not limited to, servers, personal workstations, notebook computers, hand-held computers, personal digital assistant (PDA), distributed processing systems that staff members use to dispense Aidspan related work activities. Additionally, it is the procedures, equipment, facilities, software, and data that are designed, built, operated, and maintained to create, collect, record, process, store, retrieve, display, and transmit information.</p> <p>Backup: Copy of files and applications made to avoid loss of data and facilitate recovery in the event of a system crash or loss of the primary data storage devices.</p> <p>Offsite Storage: Based on data criticality, offsite storage should be in a geographically different location from the Aidspan work location that does not share the same disaster threat event.</p>
Backup	In the Aidspan admin manual section 10.6 states:

<p>Policy</p>	<p>10.6 DOCUMENT AND DATA MANAGEMENT AND PROTECTION</p> <p>10.6.1 All employees shall file electronic documents in accordance with guidelines as updated from time to time by the Systems Officer. The Systems Officer shall also establish general folders on the network for common use documents.</p> <p>10.6.2 Employees shall have access to data needed to perform their duties, for which the Systems Officer shall establish access privileges and maintain data integrity and confidentiality in accordance with instructions from the Executive Director. No employee shall access or attempt to access data that is confidential or to which he/she does not have access privileges.</p> <p>10.6.3 The Systems Officer shall ensure that at least two different systems for backups of all official electronic documents are in place and functioning effectively. One shall be a system such as Carbonite that seamlessly performs Internet-based backup in background. And one (or more) shall be a system whereby periodic backups are performed to a physical device such as a hard drive that is normally kept in a separate place from the computer being backed up. Each employee will be trained on the use and access of these systems and the relevant procedures as documented and communicated by the Systems Officer. Each person's password for restoring backed up data should be accessible to the Systems Officer and to one other employee at all times, with passwords and procedures being recorded also in some safe place so that it will always be possible to do data restores even if certain key staff are not available.</p> <p>10.6.4 It is also the responsibility of all employees (a) to regularly check that the Internet-based backup is working, and (b) to perform the other type of backup on a weekly basis, or at least every two weeks.</p> <p>10.6.5 The Systems Officer shall ensure there are adequate and updated data restoration procedures and that those procedures have been communicated to all employees.</p> <p>10.6.6 The Systems Officer shall ensure that an effective automated system for virus protection is in place and functioning at all times for all computers.</p> <p>From this data policy in the admin manual, this document further elaborates on the backup and data recovery policy.</p> <ul style="list-style-type: none"> • Each Aidspan staff member must ensure that all work related electronic documents are on a central location on their file system and are backed up using the backup services provided by the organization. • All official Aidspan email correspondences must be backed up; by having the email database files are stored in the offline storage devices using the backup services. • The frequency and extent of backups must be in accordance with the importance of the information and the acceptable risk as determined by the data owner, with the minimum being once a day. • The Information Resources backup and recovery process for each system must be documented and periodically reviewed. • The data user must develop a process to verify the success of the electronic information backup procedures. • Backups must be periodically tested to ensure that they are recoverable. • Procedures between Aidspan and the backup storage service vendor(s) must be reviewed at least annually. • Any data used in an IR system must be kept confidential and secure by the user of the data. The fact that the data may be stored electronically does not change the requirement to keep the information confidential and secure. • On termination of the relationship with Aidspan, the staff member must surrender all IR that belongs to Aidspan or any other IR that might have been acquired during the interactions of the staff member while executing their role as Aidspan representative. • The department which requests and authorizes a computer application (the owner) must take the appropriate steps to ensure the integrity and security of all programs and data files created by, or acquired for, computer applications. To ensure a proper segregation of duties, owner responsibilities
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	<p>cannot be delegated to the custodian.</p> <ul style="list-style-type: none"> The integrity of general use software, utilities, operating systems, networks, and respective data files are the responsibility of the custodian department. Data for test and research purposes must be de-personalized prior to release to testers unless each individual involved in the testing has authorized access to the data.
Cloud backup services	<p>For the online cloud backup services, Aidspan has identified and will utilize a single secure service, based on competitive quotes from reputable vendors (picked from three top bids). This will act as the primary backup service. All Aidspan staff workstations and servers will be required to be backed up on this backup service. The I.T department will be responsible to creating the respective profile accounts for the backup services and installing/configuring the client software for the backup services. They will also test drive the backup system every so often with a full restoration of a computer.</p> <p>Every week they will check that all computers are backing up when they should be.</p> <p>The current selected back up service system is as follows:</p> <p>Just Cloud Backup Service - http://www.justcloud.com/</p> <p>Just Cloud is a professional Cloud Storage that is Simple, Fast and Secure. Just Cloud will automatically backup the documents, photos, music and videos stored on a computer, to the cloud so you are never without files again.</p> <p>The backup service stores all files in one central, online location making it easy to find, update, edit and collaborate on all business files, folders and projects.</p> <p>Aidspan subscribes to the business package plan which includes features such as Share Large Files, File & Folder Sharing, Mobile Web & Apps, Network Drives Support, Backup External Drives, Backup Files Over 1GB, and Automated Video Backup, Team Collaboration, Admin Control Panel and others. The storage capacity provided by the current plan is 500GB for 20 workstations, which translates to about 25GB per quota per workstation. The plan has the flexibility of increasing the capacity on demand.</p>
Data Security Committee	<p>Aidspan Data Security Committee (DSC) will be charged with the responsibility of drafting, implementing and overseeing the overall backup/data recovery policies of the organization. The members constituting this committee are:</p> <p>Kelvin Kinyua - Chair Wambui Munene - Member Illah Evance - Member Kate Macintyre – Member Brian Mwangi – member</p>

UPDATING THE MONITORING & EVALUATION PLAN

The monitoring and evaluation plan is reviewed on an half yearly basis to better understand the process of information flow on actual implementation of organisation activities compared to those scheduled in the annual work plan.

Updates also, include the delivery of quality outputs in a timely manner, to identify problems and constraints (technical, human resource, and financial), to make clear recommendations for corrective actions.

Finally, Aidspan is able to identify lessons learned and best practices for scaling up if need be. The updates also enable the organization to assess whether it's on target regarding the proposed output and outcome indicators.

NOTE: Indicators shall not be changed at will unless data is not available as previously envisaged.

INDICATORS & INFORMATION SOURCES

The indicator table (Table 7) and information sheet (Table 8) provides detailed information (operational definitions, data sources and frequency of measurement). It is organized in line with the strategic plan 2014-2016. Establishments of baselines were determined through organisation/program assessments and existing reports for SMART targets to be set.

Table 7: Indicator matrix

AIDSPAN'S PERFORMANCE MONITORING PLAN 2014-2016										
Ind. No.	Indicator	Yr 1 Target	Y1 Achievement	Y2 Target	Y2 Achievement	Y3 Target	Y3 Achievement	Total Target	2014-2016 Achievement	% Achievement
PERFORMANCE INDICATORS										
Strategic Objective 1: Expand Aidspace's coverage and analysis of the challenges testing the Global Fund's ability to be as effective as it can be										
1.1	# of newsletters produced on time	25		25		25		75	0	0%
1.2	# of articles written in languages other than English	80		80		80		240	0	0%
1.3	# of products produced other than GFO	15		15		15		45	0	0%
1.4	#of presentations done by aidspace externally	6		6		6		18	0	0%
1.5	Change in perception of how the Global Fund works at country level, based on coverage in GFO.									
1.6	Increase in diversity of voices from country-level (non - Geneva focused stories) heard through GFO									
Strategic Objective 2: Solicit more voices at the country level to improve accountability among the Fund's implementers										
2.1	# of new countries reached	5		5		5		15	0	0%
2.2	# of new partnerships formed	10		10		10		30	0	0%
2.3	# of trainings or meetings conducted	8		8		8		24	0	0%
2.4	# of people met or trained	100		100		100		300	0	0%
	Female									
	Male									
2.5	Evidence of change to GF systems at country level attributable to our work or that of our partners									
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	# of studies completed	5		5		5		15	0	0%
3.2	# of peer reviewed publications	3		3		3		9	0	0%
3.3	# of active collaborations	2		2		2		6	0	0%

3.4	# of interns engaged	4		4		4		12	0	0%
3.5	Evidence of changes to Global Fund processes, policies, or strategies at country level or secretariat									
3.6	Increase in number of citations of Aidspace publications and reports									
Strategic Objective 4: Broaden the use of digital innovation to enhance knowledge, transparency and understanding of Global Fund processes and data										
4.1	#of analytical tools built	1		1		1		3	0	0%
4.2	# of new datasets linked to GF data on aidspace.org	1		1		1		3	0	#DIV/0!
4.3	# of CCM websites developed	3		3		3		9	0	0%
4.4	% increase in average monthly website hits	5%		5%		5%		5%	0	0%
4.5	Increase in use of digital tools									
Strategic Objective 5: Strengthen the internal capacity of Aidspace to effectively and efficiently implement and monitor its strategic plan 2014-2016										
5.1	% of performance appraisals done on time	100%		100%		100%		100%	0	0%
5.2	# of topic trainings done	5		5		5		15	0	0%
5.3	% of financial reports submitted on time	100%		100%		100%		100%	0	0%
5.4	% of staff turnover	0%		0%		0%		0%	0	#DIV/0!
5.5	% of annual reports published on time	100%		100%		100%		100%	0	0%
5.6	% of quarterly reports received on time	100%		100%		100%		100%	0	0%
5.7	% of funds raised	100%		100%		100%		100%	0	0%

Key:

	Output indicators
	Outcome indicators

Table 8: Indicator reference/information sheet

AIDSPAN'S INDICATOR REFERENCE SHEET 2014-2016					
Ind. No.	Indicator	Operational definition (<i>Define any terms that may not be clear. Include both numerators and denominators for percents</i>)	Indicator Level/Type	Frequency/Schedule	Data Source
PERFORMANCE INDICATORS					
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	# of newsletters produced on time	Number of newsletters produced as per the deadline	Output	Quarterly	Quarterly reports and presentations
1.2	# of articles written in languages other than English	This include articles written internally and by correspondents	Output	Quarterly	Quarterly reports and presentations
1.3	# of products produced other than GFO	The products cut across all strategic objectives. It entails guides, case studies, policy briefs etc	Output	Quarterly	Quarterly reports and presentations
1.4	# of presentations done by Aidspan externally	Number of presentations done at national, international conferences, workshops or meetings not organized by Aidspan	Output	Annually	Annual reports
1.5	Change in perception of how the Global Fund works at country level, based on coverage in GFO.	Measured: using perception of change by key stakeholders at Secretariat, Board and country levels. These should a minimum include semi-structured interviews with 2 FPMs, 2 PR, 2 SR, GF Head of Comms, 2 GF Board member, 2 technical partner, OIG	Outcome	Biannual	Mini-questionnaire to be given to key stakeholders (baseline measured using qualitative responses from participants in July 2013). Qualitative survey reports
1.6	Increase in diversity of voices from country-level (non -Geneva focused stories) heard through GFO	Measured: number of commentaries from outside voices plus number of stories in GFO that are not Geneva focused. Geneva-focused measures: Board meetings, OIG reports, GAC recommendations, Secretariat announcements/press releases, analyses of Fund-issued reports; Non-Geneva focus means: country-level stories, meeting reports, news features	Outcome	Annually	Baseline measured from calendar year until November 2013
Strategic Objective 2: Solicit more voices at the country level to improve accountability among the Fund's implementers					
2.1	# of new countries reached	This include countries that have been identified and initiated engagements	Output	Annually	Annual reports
2.2	# of new partnerships formed	Number of partnerships formed with other organisations and signed MoUs with Aidspan	Output	Annually	Annual reports
2.3	# of trainings or meetings conducted	Number of trainings held and meetings conducted during field visits by Aidspan on various topics at country level.	Output	Annually	Annual reports

2.4	# of people met or trained	Number of people either met or trained on local watchdogging at country level. A person can be met to initiate a talk on watchdogging and then invited for a workshop; that person will be counted twice. Disaggregated by sex/gender	Output	Annually	Annual reports
2.5	Evidence of change to GF systems at country level attributable to our work or that of our partners	Evidence of change that improves GF systems at country level such as processes, procedures, policies, strategies, data quality, attributable to our work or that of our partners	Outcome	Annually	Quarterly, Annual reports and presentations
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	# of studies completed	This include studies either carried forward from the previous year or initiated this year and completed	Output	Annually	Annual reports
3.2	# of peer reviewed publications	Number of publications sent to referred journals	Output	Annually	Annual reports
3.3	# of active collaborations	Number of research-based collaborations initiated between Aidspan and other research institutions. MoUs must be signed for an organisation to be counted	Output	Annually	Annual reports
3.4	# of interns engaged	Number of interns or students engaged at Aidspan through collaborations	Output	Quarterly	Quarterly reports and presentations
3.5	Evidence of changes to Global Fund processes, policies, or strategies at country level or secretariat	Number and type of changes as a result (direct and indirect) of evidence produced by research.	Outcome	Annually	Global Fund reports, correspondence, guides, and feedback. CCM reports and feedback
3.6	Increase in number of citations of Aidspan publications and reports	Number of citations from peer reviewed articles, reports, presentations, and other publications	Outcome	Annually	Journal citation indexes, Google scholar
Strategic Objective 4: Broaden the use of digital innovation to enhance knowledge, transparency and understanding of Global Fund processes and data					
4.1	# of analytical tools built	Number of web based analytical tools initiated and completed	Output	Annually	Annual reports
4.2	# of new datasets linked to GF data on aidspan.org	Number of external datasets or platforms linked to GF data on aidspan.org for further analysis	Output	Annually	Annual reports
4.3	# of CCM websites developed	Number of CCM websites initiated and completed	Output	Annually	Annual reports
4.4	% increase in average monthly website hits	(Average hits in the year 2013=185,890) Numerator: Number of new website hits quarterly Denominator: Number of website hits as at 31st December 2013	Output	Quarterly	Quarterly reports and presentations
4.5	Increase in use of digital tools	Count on usage of digital and online tools for the collation, presentation and dissemination of the Fund's grant portfolio data.	Outcome	Annually	Web statistics
Strategic Objective 5: Strengthen the internal capacity of Aidspan to effectively and efficiently implement and monitor its strategic plan 2014-2016					

5.1	% of performance appraisals done on time	Numerator: Number of performance appraisals done by Nov 30th Denominator: Total number of regular staff	Output	Annually	Annual reports
5.2	# of topic trainings done	These are trainings attended by Aidspace staff externally or conducted within the organisation. If two people attend similar training we will count it as one training	Output	Annually	Quarterly reports and presentations
5.3	% of financial reports submitted on time	Numerator: Number of reports submitted as per deadline Denominator: Total number of expected financial reports. These reports include statutory, board or donor reports	Output	Quarterly	Quarterly reports and presentations
5.4	% of staff turnover	(loss+new=turnover) Numerator: Number of staff who have left the organisation this year plus the number joined Denominator: Total number of regular staff in Aidspace as at January 2014	Output	Annually	Annual reports
5.5	% of annual reports published on time	Numerator: Number of annual reports published by 30th March of the succeeding year Denominator: Total number of expected reports	Output	Annually	Annual reports
5.6	% of quarterly reports received on time	Numerator: Number of quarterly reports received by the dates set for quarter reviews Denominator: Total number of expected reports (4)	Output	Quarterly	Quarterly, Annual reports and presentations
5.7	% of funds raised	Numerator: Total amount of money raised per year Denominator: Total amount of money budgeted for this year	Output	Annually	Annual reports

Table 9: Broad and specific activities with timeframe

The table below shows various activities that Aidspace planned for in its three year strategic plan.

Broad Activity	Proposed Activities	Y1	Y2	Y3
Strategic Objective 1: Expand Aidspace'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 Aidspace 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 Aidspace'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
Strategic Objective 2: Solicit more voices at the country level to improve accountability among the Fund's implementers				
2.1 Improve Aidspace'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 Aidspace's role, functions and impact as a watchdog of the Global Fund.	Document Aidspace'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 Aidspace'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
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
	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 – <i>Include country case studies</i>		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 framework over time.	X	X	
	Review lives saved methodology in 2015		X	
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 Aidsplan 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 Aidsplan website.	X	X	X
	Develop videos, digital clips for training on usage of Aidsplan analysis tools.	X	X	X
4.3 Enhance online interactive dialogue methods and platforms	Social media: enhance use of LinkedIn, Face book, Twitter	X	X	X
	Scale-up promotion of CCM websites to 15 CCMs worldwide	X	X	X
Strategic Objective 5: Strengthen the internal capacity of Aidsplan to effectively and efficiently implement and monitor its strategic plan 2014-2016.				
5.1 Improve monitoring and evaluation systems and	Design and implement a performance monitoring plan	X	X	X
	Design and implement a Board induction policy and procedure	X	X	X

procedures	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
	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

Table 10: Donor reporting table

Donor	Grant Amount	Grant Period	By Date	When reports should be started	Requirement	Responsible Person	
						AIDSPAN	DONOR
DFID	GBP 1,300,000	Jan 1, 2011 to Dec 31, 2014	Apr 15	Mar 15	Aidspan Submits audited financial statements and annual report for prior calendar year and Semi-Annual request for Funds	WM - Audited Financials & Semi Annual request for funds KM -Annual report	Charlotte Howman Deputy Programme Manager for the Global Fund and UNITAID

			May 1		2014 - DFID makes disbursement 6 GBP 130,000 2015 - DFID makes disbursement 8 GBP 130,000		
			May 31		Aidspan holds a meeting for all interested donors	KM	
			Sep 1	Aug 1	Aidspan submits board -approved versions of the unaudited financial statements and narrative report for first half of current year, and semiannual Request for funds PS: Not required in 2015	WM-Unaudited financials WM- Semi-annual request for funds KM - Narrative report	
			Sep 15		2014 - DFID makes disbursement 7 GBP 130,000	DFID	
			Dec 15	Nov 15	Aidspan submits board-approved annual plan and budget for the subsequent calendar year. PS: Not required for 2015	KM/WM - Annual plan and budget KM -Annual report	
Ford Foundation	US \$ 400,000	November 1, 2013 to April 1, 2015	April 30 2015	May 30	A narrative report of what was accomplished by the expenditure of the funds and a statement by the responsible financial officer certifying the accuracy of the report. Copies of any publications, audio or video program, film or other media product produced.	KM/WM - Annual plan and budget and Narrative Reports	Hala Youseseef MD, PhD, Consultant Reproduction Health, The Middle East and North Africa Office.
GIZ BACKUP	Euro 411,654	Oct 1,2012 to Sep 30, 2015	Mar 31	Feb 28	Half Yearly Progress Reports	AK	Jutta-Regina HeinProject ManagementTel: +49- 6196-79-1510Email: jutta-regina.hein@giz.de
			Sep 30	Sep 1	Half Yearly Progress Reports	AK	
			2013 and 2015		Annual Coordination Meetings in Frankfurt	AK	
			2014 and 2015		Regional Technical Workshop in Nairobi		

			Each Quarter		With each call for disbursement (except for first and second which was paid in advance), provide a financial statement providing evidence of the use of the payment in the currency of the contract	WM	
HIVOS	Euro 200,000	2014 to 2015	Nov 30 2014/2015		Annual review - Work Plan as per Hivos reporting and work plan instructions in annex 1 of the General conditions and include feedback on the specific result indicators listed in Annex 2 of the grant contract	WM - Budget KM - Annual plan	Artien Utrecht - Programme Officer HIV/Aids Rights and Citizenship Tel: +31 (0) 70376 5500 Email: utrecht@hivos.nl
			Apr 30 2015	Mar 30	Financial Audited Statements and the annual report for the prior year	WM - Audited Financials	
			Feb 28 2016	Jan 30	Financial Audited Statements and the annual report for the prior year	WM - Audited Financials KM - Annual Report	
NORAD	Kr 5,400,000	2014 TO 2016	Jun 1	May 30	Annual progress report for the previous calendar year. Refer to the contract for the actual requirements of the report.	KM	Horn-Hanssen, Rikke program manager, Civil Society Dept Tel: +47 23 98 01 96/+47 23 98 00 00 Email: ale@norad.no Postmottak@norad.no
			May 2	Apr 1	General annual and auditor's report	KM	
			Jun 1	May 30	Audited financial statements for the previous calendar year	WM	
			Jun 1 2017	May 30	Final report (Refer to the contract for the actual requirements of the report.)	WM	
DUTCH	Euro 600,000	2014 TO 2016					Ms. Els Klinkert Ministry of Foreign Affairs Social Development

							Department Health and Aids division
IRISH AID	Euro 100,000	2014 TO 2015	Oct 31 2015	Sep 30	Final report (Refer to the contract for the actual requirements of the report.)	KM	Douglas Hamilton Deputy Director- Social Development Dept Thematic Sector and Special Programmes section
			Oct 31 2015	Sep 30	Audited financial statements for the previous calendar year	WM	
OSF	US \$ 25,000	Oct, 1 2014 to Dec, 31 2014	Jan 31 2015		Narrative report Financial report	KM/WM	