An independent watchdog of the Global Fund, and publisher of *Global Fund Observer*

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Aidspan Unified Proposal

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1. The Elevator Speech

This document is a comprehensive proposal. It explains why Aidspan exists, our role, our track record, what we plan to achieve and how, our budget and how we will be accountable for making a difference.

But in all of this, some key points could easily get lost. So we would like to highlight those points in this short "elevator speech".[1]

Billions of dollars have been given to the Global Fund. Millions of lives are being saved as a result. Therefore, if the effectiveness of the Fund and its grant implementers were increased even by a small degree, the human impact would be substantial. By working to ensure better use of Global Fund money, Aidspan seeks to leverage impact of the Global Fund to an extent that is worth many times the amount of funding given to Aidspan.

Aidspan is a watchdog of the Global Fund and of the implementers of its grants. Some watchdogs are only interested in finding ways to criticise the party they are watching. Aidspan is not like that; it is a "loving watchdog" that wants nothing more than for the Fund to have the maximum impact.

But the fact remains that there are many problems within the Fund and with the implementers of the Fund's grants. And many of these problems are hidden from sight. Who would know, looking at the Global Fund's country-specific web pages for a small number of countries, that the Fund's grants to those countries are a disaster? And why is it that when such a situation arises, there is almost no accountability, there is almost nobody who wakes up at night sweating that they will lose their job?

Aidspan seeks to use objective and rigorous analyses of Global Fund data to increase awareness of which grants are performing well and which are not, and to increase understanding of what works and what doesn't.

Then, with increased transparency, people in authority and citizens can act to enhance accountability and impact.

An equally important aspect of Aidspan's work is to demystify the Global Fund. The Fund has extremely complex forms to fill in and rules to be followed. That's inevitable; no donor is going to give grants of $100 million based on a two-page application. This reality guides our work in two ways. First, there is still a need for the Fund to simplify and clarify its forms and rules. So Aidspan puts a lot of work behind the scenes into pushing the Fund on this. Second, most applicants to the Fund and implementers of Global Fund grants are really daunted by this complexity. So Aidspan devotes at least a third of its work to trying to deconstruct and demystify the Fund's requirements. When a Global Fund Board member told us, "Thank you so much for that article in today's GFO; it really helped me understand the decision we made last week", it was clear there is a real problem.

Aidspan is a small organisation with a big scope. By pressing a few key levers we can help the Global Fund's billions make a greater difference. We seek support from a few donors who share Aidspan's goals and approve its approach.

[1] An elevator speech is an overview of an organization or project that deals only with the absolute and distinguishing essentials. The term reflects the idea that the speech should be so short that it can be delivered during an elevator ride.

2. Why a "Unified Proposal"?

This detailed document is called a "unified" proposal for two reasons. First, **the same proposal is being sent to each current and potential donor**. Second, this proposal incorporates all key sections from Aidspan's Board-approved *Strategic Plan for 2010-2013* and Aidspan's Board-approved *Annual Plan for 2011*, so that readers will find all important information in one place.

From the beginning of the Global Fund in 2002, the Fund has not accepted project-based funding. All donors to the Fund have accepted the following principles:

- The donors cannot earmark their donations to the Global Fund – that is, they cannot pick and choose favourites, imposing conditions regarding how their money will be used by the Fund. Instead, all their donations are used by the Fund on an unrestricted basis, within the framework of broad parameters agreed by the Board.
- The Fund provides all donors with the same comprehensive plan, budget and reports.
- All donors attend a shared meeting with the Fund (the "replenishment meeting") to discuss past work and future plans.

This concept is known as **"one plan – one budget – one report."** [2] It is an approach that Aidspan has adopted because it has the following advantages:

- It enables each donor to have a complete view of the organization rather than a view of just the part funded by that donor. This enhances transparency and accountability.
- It safeguards the strategic coherence of the Aidspan program, and avoids the danger of a programme made up of unlinked projects designed to appeal to different donors.
- It reduces the amount of time that has to be spent on writing proposals and reports, instead enabling that time to be spent on the core work of the organization.

Accordingly, Aidspan will manage donor relations as follows:

- Aidspan will supply this "Unified Proposal" to all donors, who will be asked to contribute towards the overall program and budget without earmarking.
- Aidspan hopes by mid-2011 to have grant agreements/letters of intent in place to cover its entire budget for 2011-2013.
- Each funding agreement will be independent of the other funding agreements; but Aidspan will inform all donors of all these agreements.
- Once grant agreements are in place, the following will happen each year:
  - By April 15 each year, all donors will be sent Aidspan's Board-approved detailed annual report and audited account statements for the prior year.
  - All donors will be invited to a donor meeting to take place in Nairobi during the first half of May each year.
  - By September 15 each year, all donors will be sent a progress report showing activities and actual-vs-budgeted expenditure during the first half of the year.
  - By December 15 each year, all donors will be sent Aidspan's Board-approved annual plan and budget for the coming year.

[2] The use of this approach by NGOs was pioneered by HakiElimu, a large NGO in Tanzania, and has since been adopted by various others NGOs. Rakesh Rajani, founder of HakiElimu, is a member of Aidspan's board.

3. Executive Summary

Overview

Aidspan (www.aidspan.org) is an NGO 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 through providing information, analysis and advice, facilitating critical debate, and promoting greater transparency, accountability, effectiveness and impact.

Aidspan was originally based in the USA, but in 2007 it moved its entire operation to Kenya. Most staff are Kenyan. Aidspan's mandate relates to Global Fund activities and impact worldwide, not just in Kenya.

The Global Fund (www.theglobalfund.org), created in 2002, provides about 20% of all international financing for AIDS, about 65% for tuberculosis and almost 60% for malaria. By the end of 2009 the Fund had approved over $19 billion in grants, and it estimated that programmes that it supports had saved 4.9 million lives. The innovative design of the Fund (in which grants are "country-led," but where non-performance can lead to grant termination), 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 four main areas:

- *Conduct research* on the Global Fund, reviewing and critiquing the policies, actions, transparency, accountability and effectiveness of the Global Fund Secretariat, of its Board, of CCMs, and of the implementers of Global Fund grants.
- *Publish information, analysis and advice* on the Global Fund, 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 individual Global Fund grants are achieving. Aidspan provides this information, analysis and advice through its email-based newsletter *Global Fund Observer* (GFO), currently received by over 8,000 subscribers in 170 countries, through *Aidspan Guides*, and through a comprehensive website.
- *Facilitate discussion,* with the desired outcome that there is increased discussion regarding how to improve Global Fund policies and procedures and how to increase the impact of the Fund's grants. Aidspan does this through high-level Round Tables, through workshops, and through mentoring 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 articles in GFO, through white papers, through private interactions with key actors, and as a natural consequence of the above areas of its work.

Aidspan's role, strategic approach, and core activities are summarized in the "Strategic framework in one page" shown on page 7 of this proposal.

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. A few highlights of its work 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 Dr. Gorik Ooms and Dr. Tim France, 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.
- May 2005: Aidspan's website provided the first grant-by-grant graphical analysis of the extent to which each Global Fund grant is ahead of or behind schedule.
- 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.
- July 2008: Aidspan published *Do Global Fund Grants Work for Women?*
- Feb. 2009: Aidspan circulated a memo providing detailed information regarding major problems in the implementation of Kenya's Global Fund grants.
- March 2009: Uganda jailed two officials for Global Fund-related corruption that was first reported by Aidspan. (Two more were jailed in July 2009.)

- 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?" saying "The Fund [seems to be] very reluctant to report any news that might worry a donor or that might embarrass the government of a country that receives Global Fund grants. But the issue is bigger than that. The Fund is not only reluctant to report on its few 'tough actions'; it has been reluctant, particularly during the past three years, to take those tough actions in the first place."
- 2010: Aidspan increased its staff from five to eleven, with most new staff joining in late 2010 or scheduled to do so in early 2011, with two further additions planned for 2011.

Aidspan's legal status is that of a US-registered not-for-profit organisation that has obtained permission from the Kenya government to operate in Kenya. Aidspan no longer has an office or staff in the US. Aidspan's board has six members, from Kenya, Tanzania, Rwanda, the US and the UK. Board meetings alternate between Nairobi and New York.

Plans for 2011-2013

During 2011-2013, Aidspan will strengthen existing activities and add new ones, as follows:

Programme Area 1: Conduct research on the Global Fund

- Broad Activity 11: Research and critique the Global Fund Secretariat and Board
- Broad Activity 12: Research and critique CCMs and the implementers of Global Fund grants
- Broad Activity 13: Research and evaluate the overall impact and effectiveness of the Global Fund and its grant implementers; compare the Fund with other funding institutions; evaluate the Fund's working relationship with other institutions; and recommend changes
- Broad Activity 14: Monitor the implementation by the Global Fund, by applicants, by implementers and by CCMs of recommendations that emanate from the Technical Review Panel (TRP), the Office of the Inspector General (OIG), the Technical Evaluation Reference Group (TERG), Global Fund board committees, and the Global Fund Board itself.

Programme Area 2: Publish information, analysis and advice on the Global Fund

- Broad Activity 21: Publish Global Fund Observer (GFO).
- Broad Activity 22: Publish Guides and Reports
- Broad Activity 23: Provide further information using the Aidspan web engine, including publishing implementer-country web pages and donor-country web pages, and sending "significant event" email alerts.

Programme Area 3: Facilitate discussion on Global Fund issues

- Broad Activity 31: Organise and conduct Round Tables on big-picture issues
- Broad Activity 32: Host web-based discussion forums and CCM websites
- Broad Activity 33: Mentor local watchdogs. This is a new activity; Aidspan will offer various forms of mentoring to organisations or individuals who wish to take on a local Fund-related watchdog role.

- Broad Activity 34: Provide or facilitate workshops at the global or country level

Programme Area 4: Push for increased Global Fund impact

- Broad Activity 41: Publish White Papers and GFO Commentary articles.
- Broad Activity 42: Privately interact with key actors regarding how the Fund's performance could be improved.

Fundraising

Aidspan's annual expenditure grew from $148,000 in 2003 to an estimated $906,000 in 2010. Lead donors include The Monument Trust, the Norway Foreign Ministry and Norad, the Open Society Institute, Irish Aid, Hivos, Merck & Co., and Dr. Albert Heijn. Aidspan does not accept Global Fund money or control; nor does it perform consulting work or charge for any of its products.

As explained in Chapter 1, Aidspan follows a "one plan – one budget – one report" strategy, rather than providing customised proposals and reports to each donor.

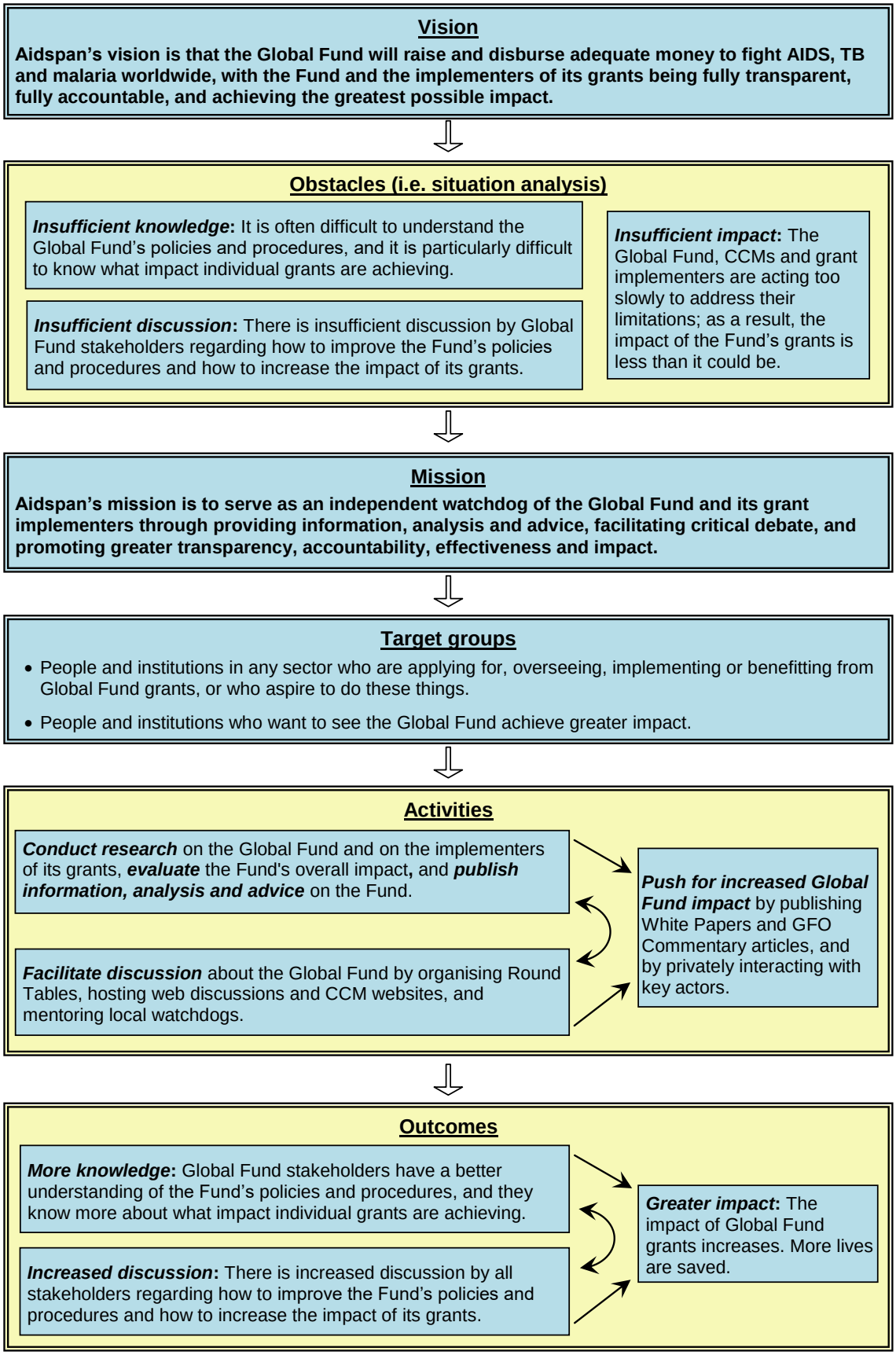
Aidspan's Board-approved budget and current donors for 2010-2013 are as follows:

Table 3.1: Aidspan's Board-approved budget and current donors for 2010-2013, $ '000

Donor *(Only donors with written grant agreements in place are shown)*	**Funding thus far committed, by year to be received, $ '000,** and percent of total budget covered									
	2010		**2011**		**2012**		**2013**		**2010-2013 total**	
Norway (Ministry of Foreign Affairs and Norad) *	231	(25%)	299	(16%)	265	(12%)	265	(11%)	1,060	(14%)
The Monument Trust	600	(66%)	500	(26%)	400	(18%)	0	(0%)	1,500	(20%)
Hivos	69	(8%)	69	(4%)	120	(5%)	120	(5%)	378	(5%)
Total firm grants:	**900**	(99%)	**868**	(45%)	**785**	(36%)	**385**	(16%)	**2,938**	(39%)
Current shortfall	**6**	(1%)	**1,044**	(55%)	**1,417**	(64%)	**2,081**	(84%)	**4,548**	(61%)
Budget	**906**	(100%)	**1,912**	(100%)	**2,202**	(100%)	**2,466**	(100%)	**7,486**	(100%)

* Norway pledge is a minimum; actual amount may be greater.

Aidspan strategic framework in one page



4. Situation Analysis

A: The Global Fund

In April 2001, Kofi Annan declared that there should be a “war chest” of $7-10 billion per year to finance the fight against AIDS. He proposed that much of this should be raised, and then disbursed, by a "Global Fund."

Within less than a year, the *Global Fund to Fight AIDS, Tuberculosis and Malaria* (referred to in this document as the Global Fund or the Fund) went from concept to reality. The Global Fund opened its doors in January 2002 with the stated objective of dramatically increasing funding for the fight against three of the world's most devastating diseases.

The Global Fund currently provides about 20% of all international financing for AIDS, about 65% for tuberculosis and almost 60% for malaria. Between 2002 and the end of 2009, it approved over $19 billion in grants, of which it disbursed $10 billion.

As of the end of 2009, programmes funded by the Global Fund had provided anti-retroviral HIV treatment to 2.5 million people, had provided DOTS TB treatment to 6.0 million people, and had distributed 104 million insecticide-treated anti-malaria bednets.

The Global Fund estimates that programmes that it supports have saved 4.9 million lives.

The coming years will see even more results, as half of the total disbursements to date by the Global Fund were delivered in 2008 and 2009 alone. In addition, much of the $5.4 billion of financing approved in 2008 and 2009, most of which is not yet disbursed, will reach countries in 2011, and will continue to significantly boost health outcomes.

From the beginning, the Global Fund has had an astonishing range of supporters, from AIDS activists to US Republican Senators. This is largely because the Global Fund operates differently from traditional forms of foreign assistance: It uses a model that emphasizes control over grants by recipients, and it uses a business-like approach. The Global Fund’s board includes not just donor governments, but also developing country governments, the private sector, foundations, non-governmental organisations (NGOs), and people living with the three diseases. The programs to be funded are designed and run by the recipient countries, without the Global Fund telling them what is in their best interest. Grant approvals are based purely on feasibility and technical merit, with no consideration given to ideological factors. With some grants, significant portions of the money are passed through to grass-roots NGOs. Overhead costs are kept to a minimum, with the Global Fund having no offices apart from the head office in Geneva. And the grants are "results-based," meaning that if the results promised by recipients are not delivered, the grant may be terminated and the money diverted to more effective programmes.

This no-nonsense, no-frills approach was aptly summarized by the Global Fund's first Executive Director in six words: "Raise it. Spend it. Prove it." However, once the start-up funding had been provided, the sequence in reality became "Spend it. Prove it. Raise it." The Fund has to spend its money effectively. It then has to prove that the expenditure had led to good results. And it then has to point to those results to persuade donors to give more.

B: Concerns about the Global Fund

The innovative design of the Global Fund, and the speed of its growth, are remarkable. The Global Fund has, of necessity, been a ship being built – and even designed – as it sails. But this very situation means that the Global Fund inevitably has some design weaknesses, and that the Fund and its in-country stakeholders (CCMs, PRs, SRs, LFAs, etc.[3]) have experienced some growing pains.

The difficulties and shortcomings of the Global Fund fall into three main areas:

1. ***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 grants are achieving. (By "impact", we mean everything from services delivered to lives saved.)
    (a) The Global Fund performs poorly at communicating its policies, procedures and expectations, and its documents are burdened with the convoluted terminology that is endemic to the world of diplomacy.[4]
    (b) The Global Fund proposal-development process is long and complex. It is a deterrent to applicants. People complain that they need a "PhD in proposal-writing" to understand what is really wanted and to do it well.
    (c) It is almost impossible to tell from the Global Fund's website what impact individual grants are achieving, or which grants have almost ground to a halt because of weak management by grant implementers, or which grants have been terminated for corruption.
    (d) Grant implementers have almost no access to materials or workshops that openly assume that they will have problems and difficulties, and that help them think through how best to tackle them.
    (e) Some Global Fund board delegations, particularly those with rapidly-rotating membership, are much less well-prepared for board meetings than they need to be.

2. ***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.
    (a) Global Fund grant implementers, particularly governmental ones, are frequently reluctant to recognize their technical and managerial weaknesses, and how these might limit the impact of programmes financed by the Fund.
    (b) Often, Global Fund grant implementers are unwilling to discuss their weaknesses with other stakeholders, and the Fund is hesitant to challenge this attitude.

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[3] The *Country Coordinating Mechanism* (CCM) is the national committee set up in each country to develop proposals for submission to the Global Fund and to oversee implementation of the resulting grants. It is made up of representatives of government, civil society, private sector and international partners, and in some countries is a fairly revolutionary concept. The *Principal Recipient* (PR) for each grant is the organisation in-country that is assigned by the CCM and endorsed by the Global Fund to receive the funding from the Fund and to lead the implementation of the grant. Each PR may have several *Sub-Recipients* (SRs). The *Local Fund Agent* (LFA) is the organisation that serves as the Fund's "eyes and ears" in each country.

[4] *Example*: The Fund's CCM guidelines advise CCMs to develop "a mechanism to ensure that follow-up action, as needed, will be taken where the CCM review of periodic progress reports indicate discrepancies with observed program results." What this appears to mean is that if the CCM believes that the PR is lying about the results it has achieved, it should do something about it. But how many readers would see that?

(c) There is no effective "South-South" communications mechanism used by Global Fund grant implementers to learn from other implementers who have overcome certain challenges.

3. ***Insufficient impact:*** The Global Fund, CCMs and grant implementers are acting too slowly to address their limitations; as a result, the impact of the Fund's grants is less than it could be.

   (a) Some of the Global Fund's rules for grant implementers are too burdensome, or they are enforced in too rigid a manner. The time taken from grant-approval to the first fund-disbursement is too high. The transaction costs of dealing with the Global Fund are regarded by many implementers as too high.

   (b) The Global Fund has no apparent policy for dealing with the least successful grants. It appears to be very unwilling to exhibit "tough love." As of mid 2010, it had not terminated any grants (prior to their natural end) for three years.

   (c) In some countries, the CCM is weak, or people are not clear about its role, or there are tensions within it. The CCM sometimes does poor planning regarding preparation of its proposals to the Global Fund, and frequently has little idea how to discharge its responsibility to oversee the implementation of grants.

   (d) In some countries, the CCM is overly-dominated by the government, and the government is not open to meaningful involvement by NGOs or the private sector. And representatives of NGOs and the private sector are frequently unable to come up with a solution to this problem.

   (e) Some PRs are slow and ineffective. In consequence, their grants are falling further and further behind schedule.

   (f) CCMs, PRs and SRs often don't know how to find technical assistance, particularly from entities based in the developing world.

C: Other organisations working on Global Fund issues

Certain organisations, from small NGOs to mid-size consulting companies to huge UN agencies, have provided pro bono or fee-based advice to the Global Fund, or to specific applicants for, or recipients of, Global Fund grants. Others have carried out "Friends of the Global Fund" activities, advocating for the Fund. Yet others have researched and published semi-academic studies. But none have carried out one of the primary roles that Aidspan plays – namely, serving as an independent watchdog of the Global Fund and of its grant implementers (willing, when necessary, to criticise); and few have played another important role that Aidspan plays – namely, producing generic reports, analyses and articles that are designed to be of value to Global Fund stakeholders from all sectors.

Aidspan, under its current leadership, has played these roles since the end of 2002, the year in which the Global Fund started. No current employee of the Global Fund has worked for the Fund for this long.

5. Strategy

A: Vision, mission, target groups

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.

As explained in the situation analysis in the previous chapter, there are several obstacles to the achievement of this vision. In summary, these are:

- ***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 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, CCMs and grant implementers are acting too slowly to address their limitations; as a result, the impact of the Fund's grants is less than it could be.

Arising from this situation, Aidspan was set up with the following **mission**:

> To serve as an independent watchdog of the Global Fund and its grant implementers through providing information, analysis and advice, facilitating critical debate, and promoting greater transparency, accountability, effectiveness and impact.

In pursuing this mission, Aidspan seeks to do work that is of professional quality, that is not influenced by outside pressures, that is of benefit to institutions worldwide, that is conducted from a base in the developing world using staff from the developing world, that commands respect, and that serves as an inspiration to other organisations in other contexts.

The **target groups** that Aidspan seeks to serve are as follows:

- People and institutions in any sector who are applying for, overseeing, implementing or benefitting from Global Fund grants, or who aspire to do these things
- People and institutions who want to see the Global Fund achieve greater impact

B: Strategic approach

Aidspan is an innovative organisation. Since late 2002, it has pioneered the concept of an NGO that serves as a watchdog of a major source of AIDS funding and its grant recipients, and simultaneously as a neutral and independent provider of information, analysis and advice to entities that wish to be financed by that source.

Aidspan's goal is to help overcome the obstacles listed in the previous section. It does so in three ways:

- First, Aidspan seeks to help Global Fund stakeholders have a better understanding of the Fund's policies and procedures and know more about what impact individual grants are achieving. Aidspan does so by gathering and analysing Fund-related

information, disseminating that information and related advice in multiple languages, and working with others on such activities.

- Second, Aidspan seeks to bring about increased discussion by all stakeholders regarding how to improve the Global Fund's policies and procedures and how to increase the impact of its grants. Aidspan does so by organising Round Tables and workshops, hosting web discussion forums and CCM websites, and mentoring local watchdogs.

  The above two activity areas will reinforce each other: The provision of more information will lead to more discussion; and the existence of more discussion will lead to more sharing of information.

- Third, Aidspan seeks to increase the impact of Global Fund grants, meaning that more lives are saved. Aidspan does so by publishing GFO Commentary articles, by publishing White Papers, and by privately interacting with key actors – as well as by carrying out the activities in the previous two activity areas.

If donors spend on Aidspan, say, 0.02 percent of what they give to the Global Fund, and if Aidspan's work leads to an increase of 0.2 percent or more in the impact of Global Fund grants (which seems relatively modest), this means that the money given to Aidspan will have been leveraged at least ten times.

In addition, if someone becomes a more effective programme manager as a result of reading an Aidspan Guide and then applies this in a subsequent job, or if a local NGO learns how to play a watchdog role regarding Global Fund grants and then moves on to play a similar role regarding domestic health expenditure, there will be important further benefits.

Finally, if donors to the Global Fund feel greater confidence in the Global Fund as a result of Aidspan's work, they will be more likely to continue or increase their support of the Fund.

C: What Aidspan does and does not do

Aidspan works only on Global Fund-related issues. Aidspan exists to serve all Global Fund stakeholders from all sectors – that is, donors to the Fund, applicants for grants, implementers of grants, those who oversee grants, and any other organisation or individual that wishes to get involved in Global Fund-related activities or to understand the Fund better.

Aidspan finances its activities through grants from governments, multilateral agencies, foundations, corporations and, in one or two cases, individuals. Aidspan does not charge for its products or its time. Therefore, Aidspan does not provide consulting services. Aidspan never accepts money from the Global Fund (and has never been offered it).

Aidspan does not provide technical assistance to organisations that work in individual countries or on individual grants; nor does it help individual CCMs to write proposals; because to do either of these would conflict with Aidspan's commitment to being independent and neutral. Aidspan does, however, occasionally provide pro bono non-country-specific advice to organisations that work in multiple countries; it also occasionally assists a CCM to think through some broad problem it is facing – so long as the problem appears to be one faced by multiple CCMs, and so long as any report arising from such work can be made public.[5]

[5] During 2003-2005, Aidspan was a little less restrictive.

D: Information is power – when it's accessible

Aidspan's choice of which services to provide is governed by two overarching considerations:

- First, if people – from civil servants to AIDS activists – know how much money their country is receiving from the Global Fund, how it is being used, and what impact it is (or is not) having, they will be better equipped to push, within their own country, for improved Global Fund-related governance and for more effective use of Global Fund money.
- Second, if countries have a clear understanding of the Global Fund's policies, procedures and expectations, and of good practice in other countries, they will be more likely to succeed in obtaining funding and in implementing grants to the satisfaction of the Fund.

Aidspan was founded in 2002 because the forms of information discussed in these two points were frequently not available, or were hard to access, or were hard to understand – despite the Global Fund's admirable belief in transparency. And even though the Global Fund has grown enormously since then, that situation still prevails now.

Accordingly, Aidspan works to publish – and to persuade others to publish, or to share – Global Fund-related information (including best practices) in a concise, clear and accessible manner.

Aidspan is helped in this task by its independence, which permits it to simplify matters to their core essentials. (The Global Fund, like a UN body, has much less freedom than Aidspan to say "This is what really matters," because of the risk of upsetting some board member or member state.)

E: Who could/should provide the information?

When Aidspan concludes that one or more of its target groups (ranging from North-based governments to South-based people living with AIDS) are not receiving some form of information that they need, Aidspan can choose from the following options:

- Publicly advocate for the Global Fund to provide the information.
- Privately encourage the Global Fund to provide the information.
- Publicly or privately encourage some other Global Fund partner to provide the information.
- Provide the information itself, through:
  - downloadable printable documents
  - mass email (most obviously, *Global Fund Observer*)
  - Aidspan's website
  - workshops or other small-group meetings
  - one-on-one communications (email, phone, face-to-face)

A somewhat similar range of options for communication or action arises when Aidspan concludes that the Global Fund or one or more grant implementers is not operating in ways that are transparent, accountable and cost-effective.

The decision regarding which of the above approaches to follow in any specific situation is not one that can be reduced to a formal rule. In one situation, the most effective and

appropriate approach might be to contact some Global Fund official, point out a problem, and push for it to be addressed. In another, it might be to write to the members of a Global Fund board committee (even if that upsets the Global Fund Secretariat) or to members of a CCM (even if that upsets the PR). In yet another, it might be to publish an article in *Global Fund Observer*, or a full report.

F: Factors to consider

Questions that Aidspan takes into consideration when choosing which of these approaches to take include the following:

- If we persuade the Global Fund or some other major institutional player to publish the needed information, will that information be provided in a clear concise manner, or will it be full of jargon, or lacking in clarity regarding what the real issues are?
- Will the very size of the Global Fund or its institutional partners mean that they will take far longer than Aidspan to publish the needed information?
- If we publish the information ourselves, will it reach all the people who need to receive it?
- Does publishing the information ourselves fit within our plan, or would it represent a digression that would lead to significant delays in other planned activities?
- If we need to express strong criticism of the Global Fund or of some grant implementer, will we be more likely to achieve change through speaking publicly, or through doing so privately?
- Which is the more important objective: to get the information out, or to persuade the Global Fund or some other institution to change so that in the future, that institution will automatically provide such information itself? Is Aidspan really the appropriate entity to provide this service?
- When we are considering writing about good or bad practice in a specific country, will people in other countries find this useful, in ways that might positively influence their own future work?

It all boils down to a matter of using best judgment, based on experience and feedback.

When Aidspan concludes that the best approach is to use private communications, Aidspan has to choose how forceful to be. And when it concludes that the best approach is to conduct extensive research and to disseminate the resulting findings via print, web, email or in person, Aidspan has to ensure that it does so in an effective, professional and ethical manner.

G: The need to be nimble

Some examples of Aidspan's more ad hoc activities include the following:

- Aidspan developed its *Grant Details, Analysis and Evaluation* web pages (see www.aidspan.org/grants) when it became clear that the Global Fund's web pages regarding specific grants are hard to navigate and give no sense of whether a grant is on track. And Aidspan enhanced those pages (and is working on doing so again) when it became clear that the problem with the Global Fund pages was persisting.
- Aidspan researched and wrote "*Do Global Fund Grants Work for Women?,"* commencing the work at short notice, because it became clear that board members, among others, urgently wanted to see the results of such an analysis.

- Aidspan organised its second Round Table (on what the Global Fund and others could do to enable countries funded by the Global Fund to significantly increase the scale of their operations) because during the build-up to Round 8 there was much more money available from the Fund than ever before.
- Aidspan supported a whistle-blower in Uganda because, at the time, the Global Fund had no Inspector General.
- Aidspan helped some NGO groups to design the “dual track” concept for grants because civil society saw the need, the Global Fund had not promoted the concept, and Aidspan had some relevant technical skills.

In other words, Aidspan must be nimble and responsive, constantly on the alert for Global Fund-related gaps that need analysing and filling.

6. Track Record

This chapter describes Aidspan's track record. At the end of each broad activity, a link is provided to that part of the following chapter that describes Aidspan's 2011 plans for that activity.

PROGRAMME AREA 1:
CONDUCT RESEARCH ON THE GLOBAL FUND

Objective: For Aidspan to become the world's leading external repository of knowledge about the workings and impact of the Global Fund and its grant implementers.

Track record:

BROAD ACTIVITY 11: RESEARCH AND CRITIQUE THE POLICIES, ACTIONS, TRANSPARENCY, ACCOUNTABILITY AND EFFECTIVENESS OF THE GLOBAL FUND SECRETARIAT AND BOARD

Since 2002, Aidspan has been studying the Global Fund, conducting data-mining at the Fund's website, and actively networking with Global Fund board members and present and past employees, CCM members and other Global Fund stakeholders worldwide. Aidspan's Executive Director attends all Global Fund board meetings, where he has observer status.

From time to time, Aidspan conducts (and then publishes) an analysis in which it compiles, evaluates and presents data regarding Global Fund-related activities. Examples include:

- **Investigation of Global Fund Secretariat:** In 2005, Aidspan conducted in-depth research into some activities within the Global Fund Secretariat which appeared to involve violations of board-mandated policies. The matter turned out to be too sensitive to be published in GFO without independent verification, so Aidspan wrote to the Global Fund board chair attaching a confidential memo describing Aidspan's findings. The Chair then commissioned a substantial external audit of internal Global Fund Secretariat procedures. The confidential report of that investigation, which was debated at length by the board, led to a number of changes. (Aidspan was never shown the report, so cannot report what it concluded.) The Global Fund's first Executive Director left the Fund a few months later, at the end of his contract. (For further details, see Appendix 5.)
- After every round of Global Fund grant-approvals, Aidspan publishes a detailed analysis of which proposals were and were not approved by the Fund's board.
- In November 2007, Aidspan published a GFO analysis that listed and compared the success rates by different CCMs in getting their Global Fund proposals approved since the Fund started in 2002. The analysis showed, for instance, that Lao PDR had had ten of its eleven proposals approved, whereas Congo Republic had had only one out of its eight proposals approved.
- In March 2008, a GFO analysis reviewed which Global Fund grants have both a governmental PR and a non-governmental PR.
- In September 2008, a GFO analysis looked into, and listed, countries that were most in need of scaling up ARV provision. It showed that half of all countries that were eligible to receive Global Fund grants were at that time providing ARV treatment to

less than 25% of those who needed it, and/or had at least 25,000 people who needed ARV treatment but were not receiving it.

In addition, during 2010, Aidspan has analysed the following documents and provided private critiques to the Global Fund:

- The Fund's guidance documents for the first and second learning waves of national strategy applications.
- The Fund's non-public draft Round 10 proposal form and guidelines.
- The Fund's draft revised CCM guidelines.
- The Fund's draft materials on the new grant architecture.

(Link to plans.)

BROAD ACTIVITY 12: RESEARCH AND CRITIQUE THE POLICIES, ACTIONS, TRANSPARENCY, ACCOUNTABILITY AND EFFECTIVENESS OF CCMS AND THE IMPLEMENTERS OF GLOBAL FUND GRANTS

This primarily consists of watchdog work regarding CCMs and grant implementers. Examples of such work include the following:

- **Major problems with Kenya grants:** In 2009, Aidspan researched and wrote a memo that provided detailed information regarding major problems in the implementation of Kenya's Global Fund grants. Aidspan sent the memo to the Secretariat of the Kenya CCM, which forwarded it to all CCM members. Aidspan also shared the memo with various others. This situation is still evolving. A verbal briefing can be provided upon request.
- **China problem with grass-roots NGOs:** In 2007, Aidspan published an article in GFO that described how innovative plans by the China CCM to use small grass-roots NGOs for much of the implementation work of a Global Fund grant had been almost entirely reversed. The article explained that government officials in China had, at that time, little experience working with independent-thinking grass-roots NGOs, and added that although the CCM plans were acceptable in principle to most of the officials, the reality of implementing them appeared to have been politically somewhat distasteful.[6]
- **Uganda whistle-blower exposes corruption:** In 2005, Aidspan was approached by a Ugandan reader of GFO who said that there was corruption in the Ugandan Ministry of Health regarding the choosing of Global Fund grant SRs. Eventually, this whistle-blower permitted Aidspan to inform the Global Fund of these charges, so long as his/her name was not revealed. The Global Fund conducted a rapid investigation and then publicly suspended all of its grants to Uganda until improved procedures had been put in place.

  The President of Uganda then established a public commission of inquiry into the matter. This concluded that the Ugandan Minister of Health had lied to the inquiry under oath, and recommended that he and two junior ministers be investigated further, with a view to eventual prosecution, and that they be required to return Global Fund money that they had inappropriately made use of. The President removed the three ministers from office.

[6] See GFO Issue 77 at www.aidspan.org/gfo.

Following pressure from Global Fund donors, Uganda set up an Anti-Corruption Court. By mid-2009, the court had convicted and sentenced two people to jail for up to ten years for stealing Global Fund money. More convictions are expected.[7]

(Link to plans.)

BROAD ACTIVITY 13: RESEARCH AND EVALUATE THE OVERALL IMPACT AND EFFECTIVENESS OF THE GLOBAL FUND AND ITS GRANT IMPLEMENTERS; COMPARE THE FUND WITH OTHER FUNDING INSTITUTIONS; EVALUATE THE FUND'S WORKING RELATIONSHIP WITH OTHER INSTITUTIONS; AND RECOMMEND CHANGES

Aidspan has produced two reports containing detailed analyses of Global Fund effectiveness. These are:

- *Aidspan Report: An Analysis of Global Fund Grant Ratings* (2008)

  This report was based entirely on grant ratings that the Global Fund has produced but has never analysed. Conclusions included the following: (a) Each year, International NGOs have performed significantly better, on average, than any other PR type. (b) Non-international NGOs have performed slightly less well, on average, than Ministries of Health, but they have steadily improved, from being the least well-performing PR type (out of ten) in 2006, to being the second best in 2008. (c) Overall, Ministries of Finance have been the least well-performing PR type.

- *Aidspan Report: Do Global Fund Grants Work for Women? An Assessment of the Gender Responsiveness of Global Fund-Financed Programmes in Sub-Saharan Africa* (2008)

  The co-author of this report was invited by the German government to make a presentation about the report at the Global Fund Replenishment Meeting in Berlin in September 2007. The presentation was attended by 150 people, including the German Minister of Overseas Development, the Global Fund board's Chair and Vice-Chair, the Fund's Executive Director and Deputy E.D., and various board members and senior staff.

(Link to plans.)

PROGRAMME AREA 2:
PUBLISH INFORMATION, ANALYSIS AND ADVICE ON THE GLOBAL FUND

Objective: To increase, among Global Fund stakeholders, understanding of Global Fund policies and procedures, and knowledge of what impact individual grants are achieving.

Track record:

BROAD ACTIVITY 21: PUBLISH GLOBAL FUND OBSERVER (GFO)

Aidspan is probably best known as the publisher of *Global Fund Observer (GFO)*, a free email newsletter received by over 8,000 subscribers in 170 countries. Each issue provides

[7] For further details, see GFO Issues 49, 50, 53, 60, 90 and 103 at www.aidspan.org/gfo.

timely and focused news, analysis and commentary about the Global Fund. Since GFO was started at the end of 2002, well over 130 issues have been published – representing an average of 16 issues published per year prior to 2010 and with 23 issues scheduled to be published in 2010. Some highlights from the past two years are provided in Appendix 1. Copies of all issues of GFO are available at www.aidspan.org/gfo.

Other organisations regularly forward issues of GFO to their networks. In addition, organisations sometimes, on an ad hoc basis, translate GFO into other languages before sending it out.

Judging from extensive anecdotal feedback, GFO has become the primary external source of information on the Global Fund for donors, implementers and other stakeholders.

(Link to plans.)

BROAD ACTIVITY 22: PUBLISH GUIDES AND REPORTS

Aidspan guides and reports are free publications of 50-100 pages that provide detailed practical information, analysis and advice regarding complex issues that those applying for, overseeing or implementing Global Fund grants are required to understand if their proposals and grants are to succeed.

The purpose of most of the guides is to provide, within a given subject area, a clear description of the Global Fund's policies, procedures and expectations. The guides are not prescriptive, because an appropriate approach in one country might not be appropriate in another one. But they provide examples of possible approaches.

Published guides and reports, accessible at www.aidspan.org/guides and www.aidspan.org/aidspanpublications, are as follows:

- *Grant Consolidation and the Single Stream of Funding – An Aidspan Q&A* (July 2010)
- *The Aidspan Guide to Applying to the Global Fund* (2004, 2005, 2006, 2007, 2008 and 2010 editions)

  (Note: Starting in 2008, this has been divided into two parts – *Volume 1: Getting a Head Start* and *Volume 2: The Applications Process and the Proposal Form*. Also, separate versions are published for single-country applicants and multi-country applicants.)
- *Key Strengths of Proposals to the Global Fund* (February 2009; updated January 2010)
- *A Beginner's Guide to the Global Fund* (July 2009)

  The purpose of this Guide is to provide a broad introduction to the Global Fund for people who have little or no prior experience dealing with the Fund. No existing Global Fund document adequately meets this need. As a result, many people – ranging from new CCM members, to new SRs, to journalists who have to write about the Global Fund – find themselves rather overwhelmed when they first seek to understand how the Fund works.

  Aidspan has also published an 8-page summary and a 2-page summary of this Guide.
- *The Aidspan Guide on the Roles and Responsibilities of CCMs in Grant Oversight* (March 2009).

  CCMs are only now beginning to focus on their role in overseeing the implementation of Global Fund grants, and have frequently handled it poorly. This guide describes what grant oversight is, and provides basic advice on how a CCM can plan and implement oversight. It includes various real-life examples.

- *The Aidspan Guide to Building and Running an Effective CCM* (2004, then significantly updated in 2007)
- *The Aidspan Guide to Understanding Global Fund Processes for Grant Implementation – Volume 1: From Grant Approval to Signing the Grant Agreement* (2005)
- *The Aidspan Guide to Understanding Global Fund Processes for Grant Implementation – Volume 2: From First Disbursement to Phase 2 Renewal* (2007)
- *Aidspan Documents for In-Country Submissions* (2007)
- *The Aidspan Guide to Developing Global Fund Proposals Designed To Benefit Children Affected by HIV/AIDS* (2006).
- *The Aidspan Guide to Obtaining Global Fund-Related Technical Assistance* (2004)

Since the start of 2007, all Aidspan guides and most Aidspan reports have been published in English, French, Spanish and, on occasion, Russian. Prior to 2007, they were published only in English.

(Link to plans.)

BROAD ACTIVITY 23: PROVIDE FURTHER INFORMATION USING THE AIDSPAN WEB ENGINE

The information that the Global Fund makes available is often hard to find or to understand, despite the Fund's admirable belief in transparency.

Accordingly, Aidspan's *Grant Details, Analysis and Evaluation* web pages (see www.aidspan.org/grants) summarise information about each Global Fund grant, and show how well that grant is performing against its own targets and in relation to other grants. Based on in-depth, but obscure, data downloaded from the Global Fund's website on a regular basis, the system shows via easily-understandable tables and graphs how much each Global Fund grant is ahead of or behind schedule.[8]

In Appendix 2 we show excerpts from just one of many hundreds of Aidspan web pages that describe the progress of disbursements for individual Global Fund grants.[9] Tracking the timing of financial disbursements is important, because the Fund's "performance-based funding" philosophy means that disbursements are only made after the Fund receives proof that previous disbursements have led to the promised results. Thus, late disbursements mean that the grant recipient has fallen behind in its delivery of promised results.

(Link to plans.)

[8] The US government made extensive use of this system when it chose which grants were in greatest need of access to many millions of dollars in technical assistance funding that it was offering.

[9] The pages are much easier to understand in colour than in black-and-white.

PROGRAMME AREA 3:
FACILITATE DISCUSSION ON GLOBAL FUND ISSUES

Objective: To increase discussion among all Global Fund stakeholders regarding how to improve the Fund's policies and procedures and how to increase the impact of Global Fund grants.

Track record:

BROAD ACTIVITY 31: ORGANISE AND CONDUCT ROUND TABLES ON BIG-PICTURE ISSUES

Aidspan organises occasional "Global Fund Round Table" meetings for global health leaders and advocates. Each Round Table focuses on a single big-picture issue where innovative and collaborative action regarding a Global Fund-related issue is needed not just by the Fund, but also by a range of other players. At each meeting, about twenty leaders from government, civil society and multilateral agencies are invited to meet for two days in a private setting to discuss the problems and possibilities of the chosen topic, seeking to achieve consensus on creative ways forward. Participants speak in their personal capacities, and "Chatham House" privacy rules apply, in which participants can reveal who was present, but not "who said what."

The first Round Table, in January 2007, focused on how to ensure that implementers of Global Fund grants have access to adequate and appropriate technical support. The meeting, chaired by Aidspan, was attended by Peter Piot (then head of UNAIDS); Mark Dybul (then head of PEPFAR, the multi-billion US governmental AIDS programme); the directors of HIV/AIDS programming at WHO and the World Bank; the directors of operations and strategy at the Global Fund; senior officials from the Gates and OSI foundations; senior government officials from Africa, Asia, Latin America and Europe; civil society leaders from developed and developing countries; and technical support providers. The meeting was hosted at a private country estate in England by one of Aidspan's donors.

The second Round Table, in South Africa in April 2008, focussed on what the Global Fund and others can do to enable countries funded by the Global Fund to significantly increase the scale of their operations, in order to maximize the chances of reaching universal access to ARV treatment by 2010. In the course of developing input documentation for the Round Table, Aidspan interviewed more than fifty people, from Ministers of Health to AIDS activists, in seven African countries. The Round Table and the preparatory interviews led to an Aidspan White Paper (see below) that recommended some significant ways in which Global Fund procedures could be made less onerous for grant recipients. Some of these recommendations appear likely to be adopted.

(Link to plans.)

BROAD ACTIVITY 32: HOST WEB-BASED DISCUSSION FORUMS AND CCM WEBSITES

This activity is planned to start in 2011. Detailed planning is taking place in 2010.

(Link to plans.)

BROAD ACTIVITY 33: MENTOR LOCAL WATCHDOGS

This activity is planned to start in 2011. Detailed planning is taking place in 2010.

(Link to plans.)

BROAD ACTIVITY 34: PROVIDE OR FACILITATE WORKSHOPS AT THE GLOBAL OR COUNTRY LEVEL

Aidspan has occasionally visited a country that implements Global Fund grants and has conducted multiple in-depth informational sessions to improve understanding of the Fund's policies, procedures and expectations. Sometimes, the work conducted has gone further, and has involved giving advice. (Since 2005, Aidspan has not charged for these services.) The visits were carried out partly to help the countries in question, and partly to give Aidspan an in-depth understanding of certain specific topics. The main examples are:

- *China*: In 2003, Aidspan was asked by the China CCM to help it better understand the Global Fund and to mentor its multi-sectoral proposal-writing team (but not to do any of the actual proposal-writing). The request came because China had twice failed to have its HIV/AIDS proposals approved by the Global Fund, and was nervous about failing a third time. In the following months, after the visit by Aidspan, China was approved for a $100 m. HIV grant, and subsequently was approved for many further Global Fund grants.

  Then in 2005, the China CCM asked Aidspan to interview CCM members and then recommend an appropriate CCM composition and CCM bylaws. Of particular political sensitivity was the question of whether and how grass roots NGOs should be represented on the CCM. Aidspan's recommendations were then adapted and adopted. CCM elections then took place.

  Then in 2006, protests were registered by some NGOs and some groups of people living with HIV/AIDS regarding some of the CCM election procedures and results. Arising from this, Aidspan was asked back by the CCM to work with a Chinese academic in investigating what had happened and recommending appropriate next steps. The resulting report was accepted by all players and the recommendations were adopted.
- *Nigeria*: In 2004, Aidspan was asked by the Nigeria CCM to evaluate some serious grant-implementation problems and then to make recommendations, particularly regarding what the role of the CCM should be in oversight over grants. Aidspan's report was hard-hitting and stated that if significant changes were not made, the grants were likely, a year or two later, to be terminated by the Global Fund at the time of the Phase 2 review. Aidspan's minor recommendations were adopted; the major ones were not. Later, the grants in question were indeed terminated by the Global Fund.
- *Kenya*: In 2006, the Kenya CCM was in deep trouble as a result of internal tensions between governments and donors, and between government and NGOs. A partial cause of this was a complete lack of clarity regarding the CCM's internal governance procedures. The situation was so bad that the Global Fund was close to terminating grants to Kenya worth many tens of millions of dollars. The Kenya CCM then asked Aidspan to meet all the players, to draft a CCM governance manual (i.e., bylaws / TOR / constitution), and to lead a two-day retreat for the entire CCM. The retreat was attended by about 50 people – virtually all the CCM members (up to the level of heads of government ministries) plus alternates. To the surprise of many, the retreat was a positive, collaborative experience. Participants went through almost the entire draft governance manual, paragraph by paragraph, resolving various options and

reaching agreement on all issues. Both then and afterwards, the tensions of the past were significantly reduced, and the governance manual was formally adopted some months later.

Then in 2009, the Kenya CCM asked Aidspan to lead another full-CCM retreat, in order to discuss some further major problems that had arisen with Kenya's Global Fund grants.

In addition, Aidspan is sometimes asked to facilitate Global Fund-related meetings organised by others. In 2010, Aidspan has facilitated part or all of five such meetings: a meeting of over 100 Global Fund partners convened by the Global Fund to discuss technical assistance; a meeting of the Principal Recipients' Working Group in the Netherlands; a "Global Fund training for youth" meeting in South Africa; a CCM training in Tanzania; and a meeting for malaria NGOs in Kenya.

(Link to plans.)

PROGRAMME AREA 4:
PUSH FOR INCREASED GLOBAL FUND IMPACT

Objective: To increase the impact of Global Fund grants, leading to more lives saved.

Track record:

BROAD ACTIVITY 41: PUBLISH WHITE PAPERS AND GFO COMMENTARY ARTICLES

Aidspan has published two White Papers, available at www.aidspan.org/aidspanpublications. The White Papers provide in-depth analysis and recommendations regarding major strategic issues affecting the Fund.

- *Aidspan White Paper: Scaling Up to Meet the Need: Overcoming Barriers to the Development of Bold Global Fund-Financed Programs* (2008)

  This paper recommends some significant ways in which Global Fund procedures could be made less onerous for grant recipients; some of these recommendations appear likely to be adopted by the Fund.

- *Aidspan White Paper: Providing Improved Technical Support to Enhance the Effectiveness of Global Fund Grants* (2008)

To date, Aidspan's white papers have emanated from discussions at the Round Tables.

In addition, Aidspan has produced a number of GFO commentary articles over the years, on topics ranging from big-picture issues (e.g., "Important Steps Towards a New Grant Architecture"), to governance issues (e.g., "A Board in Search of a Chair"), to Global Fund fundraising (e.g., "In Search of the Best Second-Best"), to proposal development (e.g., "Key Affected Populations, Marginalized Again"), to grant implementation (e.g., "Global Fund Guidance on CCM Oversight Misses the Mark"), to strategies to fight the three diseases (e.g. "Self-Imposed Limits in the Global Fund's Fight Against Malaria"). Most of these commentary articles are summarized in Appendix 1.

(Link to plans.)

BROAD ACTIVITY 42: PRIVATELY INTERACT WITH KEY ACTORS

Aidspan regularly communicates with Global Fund board members and senior staff regarding ways in which Fund performance could, in Aidspan's opinion, be improved. Such communications have also taken place with Global Fund implementers.

This work has included:

(a) encouraging/assisting the Global Fund and others to provide clear Fund-related information; and

(b) promoting/supporting the creation of a "TA marketplace."

Encouraging/assisting the Global Fund and others to provide clear Fund-related information

From time to time, Aidspan privately communicates with the Global Fund about how it might improve the clarity of its communications. A low key example is that Aidspan regularly discusses with the Global Fund's web team how the Fund's impressive website might be made even better.

A somewhat stronger example arose recently regarding the Global Fund board's formal policy that encourages whistle-blowers to contact the Fund's Inspector General. In 2009, Aidspan found that information provided at the Global Fund's website regarding how such contacts could be made was extremely hard to find, and was confusing and contradictory. Furthermore, the dedicated phone and fax numbers did not work when Aidspan tested them. Aidspan wrote to the Inspector General describing these issues, and cc'd the members of the board subcommittee that has oversight of the Office of the Inspector General. The Office responded accepting all the criticisms and spelling out its plans to address them. (Had such a response not been forthcoming, Aidspan would have written about the situation in GFO.)

In addition, Aidspan has at various times provided analytical support for NGO Global Fund board delegations, and will continue to do so as needed. (Indeed, Aidspan would also be willing to do so for governmental board delegations.) Aidspan has observer status at Global Fund board meetings.

Also, over the first two years of the Global Fund, Aidspan 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.

Aidspan does not play an advocacy/activist role in this regard. It conducts technical analysis of various possible "donor models," for other groups and governments to use as they choose.

Aidspan has also provided private advice regarding how the design and wording of the Fund's application forms could/should be improved; such advice has been increasingly accepted.

Aidspan has also provided critiques of the Global Fund's *Comprehensive Funding Policy*, which requires the Fund to sit on, but not use, a multi-billion-dollar mountain of cash that has been committed to grants but not yet spent.

Finally, Aidspan has occasionally been asked to provide non-country-specific advice, which it did at no charge, to other organisations that are working in the Global Fund arena. These

include UNDP, UNAIDS, the Civil Society Action Team (CSAT), the International HIV/AIDS Alliance and Hivos.

Promoting/supporting the creation of a "TA marketplace"

"TA" is "Technical Assistance." Aidspan has long advocated for some organisation or group of organisations to create a "TA Marketplace," a web-based facility where seekers and providers of Global Fund-related technical assistance could identify and contact each other (rather like a web dating service). This has been needed for years, and Aidspan will continue to push for it.

(Link to plans.)

7. 2011 Annual Plan

A: The Aidspan Framework for Planning (AFP)

This chapter contains virtually all of the Board-approved *Aidspan Annual Plan for 2011.* The Annual Plan is generated from the *Aidspan Framework for Planning (AFP)*, a planning tool with which Aidspan records planned activities, indicators, targets, names of staff responsible for specific activities, and, once the activity is under way, results achieved. The Annual Plan and the AFP are in harmony with the Board-approved *Aidspan Strategic Plan for 2010-2013* (available upon request). The AFP will also be used, after each half-year ends, to generate Aidspan's *Mid-Year Report* and *Annual Report* for the period in question.

Activities are shown below at the 1-digit level (Programme Areas and Support Areas), the 2-digit level (Broad Activities), and at the 3- and 4-digit level (increasingly specific activity descriptions). Thus, the activities 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 into conceptually similar types of activity.

The "Detailed Activities" part of the Annual Report for 2011 will be structured very similarly to the "Detailed Activities" section shown below. For each activity, the Annual Report will compare the targets shown below with what was actually achieved. For the 2-digit-level activities, the Annual Report will also compare actual expenditure with budgeted expenditure.

B: Assumptions

Aidspan's targets for outcomes, outputs and timelines, as show below, are based on the following assumptions:

(a) That in February 2011 we are joined by a Research and Policy Director and a second senior Programme Officer. (Contracts have already been signed for these positions.)

(b) That by May 2011 we are joined by a Programme Director and a skilled Research Officer.

(c) That donors commit funding, reasonably far in advance, that is sufficient to cover the budget.

If these assumptions turn out not to be valid, targets will have to be modified.

C: Aidspan's approach to choosing its activities

Aidspan seeks to influence Global Fund grant applicants and implementers to be more effective. It does so directly, and also through attempting to influence the GF itself to be more effective. In a totally ordered and measurable world, Aidspan would choose its activities by scientifically estimating the ultimate outcome/impact (in terms of lives saved through GF grants) that each possible Aidspan activity would have, and then carrying out those activities that will produce the greatest impact for the least work.

But such an approach is not realistically possible. Instead, to a large extent, we have to rely upon gut instinct when choosing our activities. (And our guts have been pretty well trained, given that Aidspan is now led by people who have been doing this work since 2002, longer than any single employee or board member of the GF has been with the Fund.)

However, we have developed some important outcome indicators (see below), and we will certainly be influenced in our future decision-making by the objectively-measured values that these indicators achieve.

D: Types of indicator

Indicators generally fall into two groups. The terms we use for these two groups are as follows:

- **Output indicators.** (Additional terms sometimes used by others are activity indicators, process indicators and coverage indicators.) These measure either the output of specific Aidspan activities (e.g., number of issues of GFO produced), or numbers of people reached via Aidspan activities (e.g., number of subscribers to GFO, or people attending Aidspan workshops, or hits at the Aidspan website).
- **Outcome indicators.** (Additional terms sometimes used by others are impact indicators and result indicators.) These measure changes that occur partially or wholly as a result of activities by Aidspan.
  - Some outcome indicators measure things that are "close to Aidspan" (e.g. percentage of GFO subscribers who have a good understanding of the Global Fund's expectations of CCMs). One would expect the performance measured by these indicators to be strongly influenced by the effectiveness of Aidspan's work.
  - Other outcome indicators measure things that are "far from Aidspan" (e.g. percentage of all CCMs that function in an efficient and participatory manner). One would expect the performance measured by these indicators to be influenced in part by the effectiveness of Aidspan's work, but also to be influenced by many other factors.

In the table of activities that follows, we show output (i.e. activity) indicators and targets for 2-digit-level activities, and we show timelines for 4-digit-level activities. For indicators where a baseline is needed but is not yet available, the baseline will be established during 2011.

E: Aidspan outcome indicators

Aidspan's outcome indicators and targets for 2011 are closely based on the desired outcomes shown at the bottom of the "Aidspan strategic framework on one page" shown on page 6 of this proposal. The outcome indicators (which may be modestly revised in early 2011) are as follows:

(a) Percentage of GFO subscribers who believe that their knowledge of Global Fund issues has been significantly improved by reading GFO.

(b) Percentage of surveyed people (CCM members, consultants, TA providers) involved in developing proposals for submission to the Global Fund who believe that the proposals were better than they would have been if Aidspan did not exist.

(c) Percentage of surveyed CCM members and implementers who believe that they have a clearer understanding of Global Fund policies and procedures regarding grant implementation, and/or have a clearer knowledge of how their country's grants are performing, than they would have had if Aidspan did not exist.

(d) Percentage of surveyed CCM members and implementers who believe that the impact of their country's Global Fund grants has been greater than it would have been if Aidspan did not exist.

(e) Number of Global Fund policy and procedure changes recommended by Aidspan that are subsequently endorsed in Global Fund board meetings or reflected in revised GF procedures and guideline documents.

Note: In the following pages, "T" refers to "Target." Thus, "T" in the column for a particular quarter means that the target is to perform that activity in that quarter. "T" in two or more successive quarters means that the target is to perform that activity spread over those quarters. "T=" followed by a number means that the Target is to produce that number of the specified output (e.g. Aidspan Reports, or GFO issues) in the quarter in question. Activities that relate only to 2010 are not shown.

F: 2011 annual plan

Aidspan's annual plan for 2011 is as shown in the following tables.

Note: The tables also show some but not all activities that are likely to take place in 2012, particularly in cases where activities that were started in 2011 are completed in 2012, or lead to subsequent linked activities in 2012.

PROGRAMME AREA 1:

CONDUCT RESEARCH ON THE GLOBAL FUND

Objective: For Aidspan to become the world's leading external repository of knowledge about the workings and impact of the Global Fund and its grant implementers.

Activity No.	Activity	Targets and Timelines				
		2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 (Likely)
11	**Broad Activity 11: Research and critique the policies, actions, transparency, accountability and effectiveness of the Global Fund Secretariat and Board** 1Q 2011: 21 | 2Q 2011: 26 | 3Q 2011: 27 | 4Q 2011: 29 | Total: 103 (Budget, $ '000) Link to track record	T=8 substantive analyses completed				
111	Review and critique the forms, procedures and guidance documents that the Global Fund develops for CCMs, grant applicants and grant implementers					
1116	*Review draft GF materials on an ad hoc basis as the need arises.*	T	T	T	T	T
112	Review and critique the information that the Global Fund makes publicly available					
1122	*Analyse the challenges in accessing and interpreting data on the Global Fund website related to proposals, grant implementation and grant performance, and the many shortcomings in the quality of such data. Provide a private critique to the Fund. (See also possible report, in Activity 2213.)*	T				
1123	*Review the extent to which grant implementers often use process/activity/output indicators but rarely use impact/outcome indicators. Provide a private critique to the Fund.*					T
1124	*Review the procurement data which PRs are supposed to submit to the GF's Price and Quality Reporting (PQR) mechanism. Evaluate its quality, completeness and value, and the conclusions to be drawn from the data. (See also possible report, in Activity 2218)*			T	T	
113	Review Global Fund Board papers.					
1131	*Review, summarise, and sometimes critique the as yet non-public information that the Global Fund Secretariat and Board committees provide to Board delegations prior to Board meetings. Share the results of this work internally within Aidspan.*		T		T	T
114	Review the work of the Global Fund's Office of the Inspector General (OIG)					
1141	*Conduct research on and analysis of the performance of the OIG in conducting field audits and investigations; obtain feedback from organisations that have been audited. (See also report in Activity 2217.)*		T	T		
115	Review and critique how the Global Fund rates against its own Key Performance Indicators (KPIs).					
1151	*Analyse the performance of the Global Fund against its KPIs. (See also possible report, in Activity 221A.)*			T		

Activity No.	Activity	Targets and Timelines				
		2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 (Likely)
1152	*Analyse the KPIs themselves from the perspective of whether they are the most appropriate measurements of Global Fund performance. (See also possible report, in Activity 221A.)*			T		
116	Review and critique the working methods and effectiveness of the Global Fund Board.					
1161	*Interview stakeholders on the strengths and weaknesses of the Global Fund Board, focusing in particular on membership, representation, participation, effectiveness, transparency and accountability. (See also possible report, in Activity 221B.)*				T	T
117	Review and critique how the Global Fund handles the demand for funding in an era of limited resources.					
1171	*Research, analyse and propose ways in which the Global Fund might attempt to reduce demand, or ways in which the Fund might respond to demand for funding that is in excess of the funding that is available. (See also possible report, in Activity 221C.)*			T	T	

Activity No.	Activity	Targets and Timelines				
		2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 (Likely)
12	**Broad Activity 12: Research and critique the policies, actions, transparency, accountability and effectiveness of CCMs and the implementers of Global Fund grants** Budget, $ '000: 1Q 2011: 28; 2Q 2011: 35; 3Q 2011: 35; 4Q 2011: 37; Total: 135 Link to track record	T=4 substantive analyses completed				
121	Research (a) the extent to which Global Fund grants have been suspended, terminated or reduced in size; (b) the apparent reasons for the Fund taking such actions; and (c) what are some common features among grants that are on schedule versus grants that are falling further and further behind schedule.					
1212	*Determine which grants are on schedule and which are falling further and further behind schedule, and seek patterns among the best / worst performers. This will be based primarily on the methodology that Aidspan has developed for comparing the rate of each grant's progress with that of all other grants. (See also possible report, in Activity 2214.)*	T				
122	Research the actual outcomes, impact and effectiveness of individual Global Fund grants.					
1221	*Develop a methodology for this.*					T
1222	*Conduct the research.*					T
123	Research what distinguishes well-performing grants from poorly-performing grants, based on the findings in Activities 121 and 122.					
1231	*Develop a methodology for this.*					T
124	Conduct research for a series of brief reports describing AIDS, TB and malaria programmes that “really made a difference” and analysing what made these programmes successful.					
1242	*Finalise the methodology.*		T			
1243	*Conduct the research. (See also the reports, in Activity 2215)*					T
125	Research the nature and extent of conflicts of interest on CCMs and how CCMs are dealing with these.					
1251	*Develop a methodology for this.*		T	T		

Activity No.	Activity	Targets and Timelines				
		2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 (Likely)
1252	*Conduct the research. (See also the reports, in Activity 2216.)*			T	T	

Activity No.	Activity	Targets and Timelines				
		2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 (Likely)
13	**Broad Activity 13: Research and evaluate the overall impact and effectiveness of the Global Fund and its grant implementers; compare the Fund with other funding institutions; evaluate the Fund's working relationship with other institutions; and recommend changes** 1Q 2011 | 2Q 2011 | 3Q 2011 | 4Q 2011 | Total Budget, $ '000: 17 | 27 | 31 | 34 | 110 Link to track record	T=Research for 1 White Paper completed				
1311	*Develop, and then implement, a structured approach for pulling together information from various sources on "what needs fixing" within the GF and among its implementers.*	T	T	T		
1312	*Devise a methodology for determining (based on raw GF data) whether and to what extent GF grant implementers are performing better over time. (Later, implement this methodology, and attempt to draw conclusions as to the main causative factors underlying these performance improvements.)*					T
1313	*Conduct research for a White Paper on "The Global Fund: New Directions for the Second Decade?," which will look back on the GF during the decade since its start in January 2002 and will make recommendations for the second decade.*					T
1314	*Review and evaluate the Fund's approach to "value for money."*					T

<table>
<tr><th rowspan="2">Activity No.</th><th rowspan="2">Activity</th><th colspan="5">Targets and Timelines</th></tr>
<tr><th>2011 Q1</th><th>2011 Q2</th><th>2011 Q3</th><th>2011 Q4</th><th>2012 (Likely)</th></tr>
<tr><td>14</td><td>Broad Activity 14: Monitor the implementation by the Global Fund, by applicants, by implementers and by CCMs of recommendations that emanate from the Technical Review Panel (TRP), the Office of the Inspector General (OIG), the Technical Evaluation Reference Group (TERG), Global Fund board committees, and the Global Fund Board itself.
<table>
<tr><th></th><th>1Q 2011</th><th>2Q 2011</th><th>3Q 2011</th><th>4Q 2011</th><th>Total</th></tr>
<tr><td>Budget, $ '000</td><td>10</td><td>13</td><td>13</td><td>14</td><td>50</td></tr>
</table></td><td colspan="5">T1=12 substantive recommendations tracked
T2=Two further analyses completed</td></tr>
<tr><td>1411</td><td>Compile a list of all these recommendations, and identify those that Aidspan believes would have a definite positive impact on the effectiveness of the Global Fund and grant applicants and implementers.</td><td>T</td><td>T</td><td>T</td><td>T</td><td></td></tr>
<tr><td>1412</td><td>Track to what extent, and in what manner, the identified recommendations have been implemented.</td><td></td><td>T</td><td>T</td><td>T</td><td></td></tr>
<tr><td>1413</td><td>For selected recommendations that Aidspan strongly endorses, but that have not yet been implemented, conduct further analysis on the issues involved and on the benefits of implementing these recommendations. (See also possible report, in Activity 2219.)</td><td></td><td></td><td></td><td></td><td>T</td></tr>
</table>

PROGRAMME AREA 2:
PUBLISH INFORMATION, ANALYSIS AND ADVICE ON THE GLOBAL FUND

Objective: To increase, among Global Fund stakeholders, understanding of Global Fund policies and procedures, and knowledge of what impact individual grants are achieving.

<table>
<tr><th rowspan="2">Activity No.</th><th rowspan="2">Activity</th><th colspan="5">Targets and Timelines</th></tr>
<tr><th>2011 Q1</th><th>2011 Q2</th><th>2011 Q3</th><th>2011 Q4</th><th>2012 (Likely)</th></tr>
<tr><td>21</td><td>Broad Activity 21: Publish Global Fund Observer (GFO)
<table><tr><th></th><th>1Q 2011</th><th>2Q 2011</th><th>3Q 2011</th><th>4Q 2011</th><th>Total</th></tr><tr><td>Budget, $ '000</td><td>60</td><td>63</td><td>61</td><td>60</td><td>244</td></tr></table>Link to track record</td><td colspan="4">T1=25 issues of GFO published, with a total of over 125 articles, incl. 8 Analysis articles and/or "in-country accounts" and 8 Commentaries

T2=New GFO look and feel implemented

T3=No. of subscribers increased to 9000, of whom 500 receive GFO in a language other than English</td><td></td></tr>
<tr><td>211</td><td>Strengthen GFO.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>2111</td><td>Design a whole new look-and-feel for GFO. (This activity will be carried out in conjunction with the activity to design a new look-and-feel for the website (Activity 2311).)</td><td>T</td><td></td><td></td><td></td><td></td></tr>
<tr><td>2112</td><td>Implement the new GFO look-and-feel.</td><td>T</td><td>T</td><td></td><td></td><td></td></tr>
<tr><td>2113</td><td>Publish more GFO issues per year.</td><td>T=6</td><td>T=6</td><td>T=6</td><td>T=7</td><td></td></tr>
<tr><td>2114</td><td>Expand GFO's scope to include "in-country accounts" of some of the successes achieved, and challenges faced, by countries implementing GF grants.
(Explanation: These GFO in-country accounts will include things like: (a) Interviews with, profiles of, and first-person accounts by people who have been actively involved in (or unfairly excluded from) CCM activities and grant implementation. (b) News stories about innovative approaches that have been developed to enhance the chances of success of Global Fund grants. (c) Detailed accounts of successes and failures by CCMs to function effectively and in line with Global Fund requirements.)</td><td>T=1</td><td>T=1</td><td>T=1</td><td>T=1</td><td></td></tr>
<tr><td>2115</td><td>Publish interviews with senior Global Fund officers.</td><td></td><td>T=1</td><td></td><td>T=1</td><td></td></tr>
<tr><td>2116</td><td>Make GFO available in French, Spanish and Russian. Find translators, negotiate contracts with them, and develop procedures for handling the associated workflow.</td><td></td><td>T</td><td>T</td><td></td><td></td></tr>
<tr><td>2118</td><td>Recruit and orient part-time GFO correspondents in various countries</td><td>T=1</td><td></td><td>T=1</td><td>T=1</td><td></td></tr>
</table>

Activity No.	Activity	Targets and Timelines				
		2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 (Likely)
212	Promote GFO among potential subscribers.					
2122	*Write to all CCM members who are not yet GFO subscribers, informing them about GFO and inviting them to subscribe. Write in similar terms to key people in donor countries.*	T	T	T		
213	Provide a MyAidspan web page, at which each GFO subscriber can specify things such as which language versions he/she wishes to receive. *(Explanation: The MyAidspan web page will enable each registered user to specify things like which languages they wish to receive GFO in, which "email alerts" they wish to receive, and so on.)*					
2132	*Implement the MyAidspan web page. (This depends upon technology being developed in Activity 5113.)*	T	T	T		

Activity No.	Activity	Targets and Timelines				
		2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 (Likely)
22	**Broad Activity 22: Publish Guides and Reports** 1Q 2011: 34 | 2Q 2011: 39 | 3Q 2011: 31 | 4Q 2011: 27 | Total: 131 (Budget, $ '000) Link to track record	T1=4 Guides and Reports publishedT2=1,000 web-based requests received to download Guides and Reports				
221	Publish informational reports arising from the research conducted under A1 above.					
2211	*Arising from Aidspan research, produce a new version of the 2008 report "An Analysis of Global Fund Grant Ratings." (Based on research in Activity 1211.)*	T				
2212	*If Aidspan research shows that a publication is warranted, produce a report on problems in accessing information/documents that should be available on the Global Fund website. (Based on research in Activity 1121.)*	T				
2213	*If Aidspan research shows that a publication is warranted, produce a report on the challenges in accessing and interpreting data on the Global Fund website related to proposals, grant implementation and grant performance, and the many shortcomings in the quality of such data. (Based on research in Activity 1122.)*		T			
2214	*If Aidspan research shows that a publication is warranted, produce a report on which grants are on schedule and which are falling further and further behind schedule, and on the patterns among the best / worst performers. (Based on research in Activity 1212.)*		T	T		
2215	*Arising from Aidspan research, produce a series of brief reports describing AIDS, TB and malaria programmes that "really made a difference" and analysing what made these programmes successful. (Based on research in Activity 1242.)*					T
2216	*Arising from Aidspan research, produce a report on conflicts of interest on CCMs and how CCMs are dealing with this. (Based on research in Activity 1252.)*				T	
2217	*Arising from Aidspan research, produce a report on "Auditing the Auditor," reviewing the performance of the GF's Office of the Inspector General (OIG) in conducting field audits and investigations. (Based on research in Activity 1141.)*			T	T	

Activity No.	Activity	Targets and Timelines				
		2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 (Likely)
2218	*If Aidspan research shows that a publication is warranted, produce a report on the strengths and weaknesses of the GF's Price and Quality Reporting (PQR) mechanism, and the conclusions to be drawn from the data. (Based on research in Activity 1124.)*				T	T
2219	*If Aidspan research shows that a publication is warranted, produce a report on recommendations from the TRP, the OIG, the TERG, Global Fund board committees, and the Global Fund board that Aidspan strongly endorses, but that have not yet been implemented. (Based on research in Activity 1413.)*					T
221A	*Arising from Aidspan research, produce a report on the performance of the Global Fund against its KPIs, and on the appropriateness of the KPIs currently being used. (Based on research in Activities 1151 and 1152.)*				T	T
221B	*If Aidspan research shows that a publication is warranted, produce a report on the strengths and weaknesses of the Global Fund Board, focusing in particular on membership, representation, participation, effectiveness, transparency and accountability. (Note: This could take the form of one or more GFO articles.) (Based on research in Activity 1161.)*					T
221C	*Arising from Aidspan research, produce a report on ways in which the Global Fund might attempt to reduce demand, or ways in which the Fund might respond to demand for funding that is in excess of the funding that is available. (Note: This could take the form of one or more GFO articles.) (Based on research in Activity 1171.)*				T	
222	Publish new Guides on existing topics					
2222	*Produce "The Aidspan Guide to Round 11 Applications to the Global Fund."*	T	T			
2223	*Produce the second edition of "A Beginner's Guide to the Global Fund."*	T	T	T		
2224	*Produce the third edition of "The Aidspan Guide to Building and Running an Effective CCM."*	T	T	T		
2225	*Produce the second edition of "The Aidspan Guide to Understanding Global Fund Processes for Grant Implementation."*		T	T	T	
223	Publish Guides on new topics					
2231	*Produce a Guide on managing sub-recipients.*	T	T			
2232	*Produce a Guide on civil society engagement with the Global Fund at country level.*					T
224	Publish other Reports.					
2243	*Produce, in collaboration with the International HIV/AIDS Alliance, a report on the strengths and weaknesses of health systems strengthening components, and of community systems strengthening components, in approved Rounds 8 and 9 proposals.*		T			
2244	*Produce a series of short Q&As on various Global Fund-related topics.*					T

<table>
<tr><th rowspan="2">Activity No.</th><th rowspan="2">Activity</th><th colspan="5">Targets and Timelines</th></tr>
<tr><th>2011 Q1</th><th>2011 Q2</th><th>2011 Q3</th><th>2011 Q4</th><th>2012 (Likely)</th></tr>
<tr><td>23</td><td>Broad Activity 23: Provide further information using the Aidspan web engine
<table><tr><td></td><td>1Q 2011</td><td>2Q 2011</td><td>3Q 2011</td><td>4Q 2011</td><td>Total</td></tr><tr><td>Budget, $ '000</td><td>7</td><td>7</td><td>8</td><td>9</td><td>32</td></tr></table>Link to track record</td><td colspan="5">T1=New look-and-feel implemented for Aidspan website.
No. of hits and visitors at website increased by 15%.

T2=500 subscribers sign up for "significant event" email service.

T3=5 donor-country web pages are created.</td></tr>
<tr><td>231</td><td>Enhance the whole design of the Aidspan website</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>2311</td><td>Design new look-and-feel for the Aidspan website. (This activity will be carried out in conjunction with the activity to design a new look-and-feel for GFO (Activity 2111).)</td><td>T</td><td>T</td><td></td><td></td><td></td></tr>
<tr><td>2312</td><td>Implement the new design of the Aidspan website</td><td>T</td><td>T</td><td>T</td><td></td><td></td></tr>
<tr><td>232</td><td>Enhance the features provided in Aidspan's Grant Details, Analysis and Evaluation web pages.
(Explanation: The enhancements will involve: (a) Providing additional information; (b) enhancing the layout to make the information easier to understand; and (c) providing graphs and ratings which show, for each phase of each grant, how that grant's performance timeline compares with other grants.)</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>2322</td><td>Implement this enhancement.</td><td>T</td><td></td><td></td><td></td><td></td></tr>
<tr><td>233</td><td>Provide a "significant event email alerts" feature.
(Explanation: With this feature, anyone can sign up to receive an automated email message whenever there is a “significant event” regarding any grant or country in which they have expressed interest. Such “events” will include approval or rejection by the Global Fund of a new grant or of a new phase of an existing grant; the signing by the Global Fund of a grant agreement; the sending by the Global Fund of a new disbursement for a grant; the issuing by the Global Fund of a Grant Performance Report or a Grant Score Card; and a change to an Aidspan performance rating.)</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>2331</td><td>Design this feature.</td><td>T</td><td></td><td></td><td></td><td></td></tr>
<tr><td>2332</td><td>Implement this feature. (This depends upon technology being developed in Activity 5113.)</td><td>T</td><td>T</td><td>T</td><td></td><td></td></tr>
<tr><td>234</td><td>Provide a "donor-country web pages" feature.
(Explanation: "Donor country web pages" will show things like the history of donations to the GF by that country, the hypothetical “fair share” donation for that country, contact details for advocacy organisations that are working on GF issues within that country, and, possibly, media coverage of the Fund within that country.)</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>2341</td><td>Design this feature.</td><td></td><td></td><td></td><td></td><td>T</td></tr>
<tr><td>2342</td><td>Implement this feature. (This depends upon technology being developed in Activity 5113.)</td><td></td><td></td><td></td><td></td><td>T</td></tr>
</table>

PROGRAMME AREA 3:
FACILITATE DISCUSSION ON GLOBAL FUND ISSUES

Objective: To increase discussion among all Global Fund stakeholders regarding how to improve the Fund's policies and procedures and how to increase the impact of Global Fund grants.

<table>
<tr><th rowspan="2">Activity No.</th><th rowspan="2">Activity</th><th colspan="5">Targets and Timelines</th></tr>
<tr><th>2011 Q1</th><th>2011 Q2</th><th>2011 Q3</th><th>2011 Q4</th><th>2012 (Likely)</th></tr>
<tr><td>31</td><td>Broad Activity 31: Organise and conduct Round Tables on big-picture issues
<table>
<tr><th></th><th>1Q 2011</th><th>2Q 2011</th><th>3Q 2011</th><th>4Q 2011</th><th>Total</th></tr>
<tr><td>Budget, $ '000</td><td>27</td><td>29</td><td>33</td><td>35</td><td>125</td></tr>
</table>
(Explanation: Aidspan organises occasional "Global Fund Round Table" meetings for global health leaders and advocates. Each Round Table (RT) focuses on a single big-picture issue where innovative and collaborative action regarding a Global Fund-related issue is needed not just by the Fund, but also by a range of other players. At each meeting, about twenty leaders from government, civil society and multilateral agencies are invited to meet for two days in a private setting to discuss the problems and possibilities of the chosen topic, seeking to achieve consensus on creative ways forward.)
Link to track record</td><td colspan="5">T=One Round Table conducted</td></tr>
<tr><td>3111</td><td>Choose a topic for RT3. (The most likely topic for RT3 is "The Global Fund: New Directions for the Second Decade?"; see Activity 1314.)</td><td>T</td><td></td><td></td><td></td><td></td></tr>
<tr><td>3112</td><td>Organise and host RT3. (The White Papers to serve as an input to RT3 is covered under Activity 4111 below.)</td><td></td><td></td><td></td><td></td><td>T</td></tr>
<tr><td>3113</td><td>Review possible topics for later Round Tables</td><td></td><td></td><td></td><td></td><td>T</td></tr>
</table>

<table>
<tr><th rowspan="2">Activity No.</th><th rowspan="2">Activity</th><th colspan="5">Targets and Timelines</th></tr>
<tr><th>2011 Q1</th><th>2011 Q2</th><th>2011 Q3</th><th>2011 Q4</th><th>2012 (Likely)</th></tr>
<tr><td>32</td><td>Broad Activity 32: Host web-based discussion forums and CCM websites
<table><tr><td></td><td>1Q 2011</td><td>2Q 2011</td><td>3Q 2011</td><td>4Q 2011</td><td>Total</td></tr><tr><td>Budget, $ '000</td><td>6</td><td>6</td><td>8</td><td>8</td><td>28</td></tr></table>Link to track record</td><td colspan="4">T1=Country-specific and GFO discussion forums launched.

T2=100 posts received from non-Aidspan people

T3=Requests received from 10 CCMs to set up CCM web pages

T4=250 unique visitors use CCM web pages</td><td></td></tr>
<tr><td>321</td><td>Set up country-specific web discussion forums linked to CCM pages and Aidspan country pages, in which people can comment on GF-related activities in specific countries.
(Explanation: Aidspan will link to each of its CCM websites (see below), and to each country page at the Aidspan website, a country-specific discussion forum at which citizens of that country and other interested people will be able to discuss the effectiveness of the implementation of that country's GF grants and of its CCM. In-country users could report, sometimes anonymously, on grant-implementation problems. And they could comment on what has been taking place within the CCM. The reporting on grant-implementation problems might lead the Global Fund and its partners to move more quickly to determine where and when technical support is needed.)</td><td colspan="4"></td><td></td></tr>
<tr><td>3211</td><td>Design the country-specific web discussion forums.</td><td>T</td><td></td><td></td><td></td><td></td></tr>
<tr><td>3212</td><td>Develop the country-specific web discussion forum technology. (This depends upon technology being developed in Activity 5113.)</td><td>T</td><td>T</td><td></td><td></td><td></td></tr>
<tr><td>3213</td><td>Promote the country-specific web discussion forum technology and encourage subscribers to use it. Moderate discussions.</td><td></td><td></td><td>T</td><td>T</td><td></td></tr>
<tr><td>322</td><td>Set up a web discussion forum linked to GFO, in which people can comment on specific GFO articles.</td><td colspan="4"></td><td></td></tr>
<tr><td>3221</td><td>Design the GFO web discussion forum.</td><td>T</td><td></td><td></td><td></td><td></td></tr>
<tr><td>3222</td><td>Develop the GFO web discussion forum technology. (This depends upon technology being developed in Activity 5113.)</td><td>T</td><td></td><td></td><td></td><td></td></tr>
<tr><td>3223</td><td>Promote the GFO web discussion forum technology and encourage subscribers to use it. Moderate discussions.</td><td></td><td></td><td>T</td><td>T</td><td></td></tr>
<tr><td>323</td><td>Develop and set up template for CCM websites.
(Explanation: Aidspan's "CCM website template feature" will enable any CCM to set up and manage a country-specific website that can be seen by anyone interested in the activities of that CCM and of the relevant PR(s). Aidspan will provide the technology, but not the content. The CCM Secretary will be authorized by Aidspan to post things such as CCM meeting dates, CCM minutes, CCM membership, etc. If people wish to post comments regarding this, they will be able to do so via the discussion forum mentioned in a separate activity.)</td><td colspan="4"></td><td></td></tr>
<tr><td>3231</td><td>Design the CCM website template.</td><td>T</td><td></td><td></td><td></td><td></td></tr>
<tr><td>3232</td><td>Develop the CCM website template technology. (This depends upon technology being developed in Activity 5113.)</td><td>T</td><td>T</td><td></td><td></td><td></td></tr>
<tr><td>3233</td><td>Promote the CCM website template technology among CCMs and their members.</td><td></td><td>T</td><td>T</td><td>T</td><td></td></tr>
<tr><td>3234</td><td>Monitor how the CCMs use the CCM website template technology. Provide email-based technical support.</td><td></td><td>T</td><td>T</td><td>T</td><td></td></tr>
</table>

<table>
<tr><th rowspan="2">Activity No.</th><th rowspan="2">Activity</th><th colspan="5">Targets and Timelines</th></tr>
<tr><th>2011 Q1</th><th>2011 Q2</th><th>2011 Q3</th><th>2011 Q4</th><th>2012 (Likely)</th></tr>
<tr><td>33</td><td>Broad Activity 33: Mentor local watchdogs
<table><tr><td></td><td>1Q 2011</td><td>2Q 2011</td><td>3Q 2011</td><td>4Q 2011</td><td>Total</td></tr><tr><td>Budget, $ '000</td><td>5</td><td>5</td><td>5</td><td>5</td><td>19</td></tr></table>Link to track record</td><td colspan="4">T1=20 local watchdog institutions or individuals found, spread over 10 countries

T2=Guide on how to be an effective local watchdog developed and distributed

T3=Support provided in response to 10 specific requests</td><td></td></tr>
<tr><td>331</td><td>Identify local watchdog institutions and individuals.
(Explanation: "Local watchdogs" will monitor GF-related activities within their own countries. They could be NGOs, journalists, academics or just individuals. They would not be Aidspan representatives; nor would Aidspan fund them. Aidspan would, however, identify them, provide them with background materials, mentor them and, possibly, publish them. In-person mentoring will probably only take place within Eastern and Southern Africa. For local watchdogs in other parts of the world, Aidspan will provide a downloadable “watchdog toolkit,” and possibly also offer mentoring via email.)</td><td colspan="4"></td><td></td></tr>
<tr><td>3311</td><td>Identify institutions or individuals that are interested in serving informally as local watchdogs. Develop selection criteria. Based on the criteria, select who will participate in the programme. (The targets are cumulative.)</td><td>T=8</td><td>T=12</td><td>T=16</td><td>T=20</td><td></td></tr>
<tr><td>332</td><td>Provide various forms of support to local watchdogs</td><td colspan="4"></td><td></td></tr>
<tr><td>3321</td><td>Assess the needs of the chosen local watchdogs.</td><td>T</td><td></td><td></td><td></td><td></td></tr>
<tr><td>3322</td><td>Determine how other Aidspan staff will be involved in mentoring watchdogs.</td><td>T</td><td></td><td></td><td></td><td></td></tr>
<tr><td>3323</td><td>Develop a local watchdog information pack (containing an introduction to the basic requirements for being an effective watchdog, and a proposed approach to the relationship between Aidspan and watchdogs).</td><td>T</td><td></td><td></td><td></td><td></td></tr>
<tr><td>3324</td><td>Develop and distribute a guide on how to be an effective local watchdog.</td><td>T</td><td>T</td><td></td><td></td><td></td></tr>
<tr><td>3325</td><td>Provide support to the local watchdogs, as needed. (Support to local watchdogs is also provided in the form of workshops, under Activity 341 below.)</td><td>T</td><td>T</td><td>T</td><td>T</td><td></td></tr>
<tr><td>3326</td><td>Add a section to the Aidspan website that provides resources for watchdogs.</td><td>T</td><td>T</td><td></td><td></td><td></td></tr>
</table>

Activity No.	Activity	Targets and Timelines				
		2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 (Likely)
34	**Broad Activity 34: Provide or facilitate workshops at the global or country level** 1Q 2011: 17 | 2Q 2011: 17 | 3Q 2011: 19 | 4Q 2011: 19 | Total: 72 (Budget, $ '000) Link to track record	T=2 Aidspan workshops conducted, and four non-Aidspan workshops/meetings facilitated.				
341	Design a framework for planning workshops.					
3411	*Design a framework for determining when and where country-level workshops are needed on Global Fund-related issues. These could be of three kinds: (a) Aidspan-hosted workshops for watchdogs; (b) Aidspan-hosted workshops for non-watchdogs; (c) Workshops organised by entities other than Aidspan, but with possible inputs from Aidspan. (Note: Aidspan will only put on workshops itself when this is clearly within Aidspan's mandate, and when no other organisation is suited or willing to put on the workshop.)*	T				
3412	*In cases where a need is seen for workshops to be organised by entities other than Aidspan, seek to persuade those entities to put on those workshops.*	T	T	T	T	
342	Organise in-country Aidspan "watchdog workshops" and "non-watchdog workshops". *(Explanation: "Watchdog workshops" will be workshops within Eastern and Southern Africa for organisations and individuals who are interested in performing a watchdog role regarding GF-related activities in their country. "Non-watchdog workshops" will be for specific subsets of CCM members, and for GF grant implementers. Each such workshop will cover topics such as making a CCM more effective, representative and compliant with Global Fund requirements; running a CCM secretariat; conducting grant oversight; and recognising and thinking through grant implementation problems. The workshops will often be provided in partnership with, or under the auspices of, regional civil society organisations.)*					
3421	*Plan "watchdog workshops." Some workshops will be virtual.*	T=1	T=1	T=1	T=1	
3422	*Conduct "watchdog workshops"*	T=1	T=1	T=1	T=1	
3423	*Evaluate whether to put on "non-watchdog workshops". If so, start planning them.*					T
343	Facilitate GF-related meetings, at a global or in-country level, that are organised by others.					
3431	*Facilitate such meetings/workshops*	T=1	T=1	T=1	T=1	

PROGRAMME AREA 4:
PUSH FOR INCREASED GLOBAL FUND IMPACT

Objective: To increase the impact of Global Fund grants, leading to more lives saved.

Note: This fourth and final programme area is called "push for increased Global Fund impact". But it's important to note that *everything* that Aidspan does feeds into this objective. Most of our work seeks to achieve this indirectly, via the first three programme areas – "Conduct research on the Global Fund"; "Publish information, analysis and advice on the Global Fund"; and "Facilitate discussion on Global Fund issues". In this fourth programme area, we work more directly on pushing for increased Global Fund impact.

Activity No.	Activity	Targets and Timelines				
		2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 (Likely)
41	**Broad Activity 41: Publish White Papers and GFO Commentary articles** Budget, $ '000: 1Q 2011: 15; 2Q 2011: 18; 3Q 2011: 18; 4Q 2011: 18; Total: 70 Link to track record	T1=One White Paper published T2=8 Commentary articles published, of which at least 2 are by non-Aidspan authors				
411	Publish White Papers. *(Explanation: An Aidspan White Paper is a document that deals with a big-picture issue that is central to the Global Fund; that is based in part on research conducted by Aidspan or compiled by Aidspan from work done by others; that includes critical analysis based on that research; that produces recommendations; and that is intended to lead to public and private debate, followed by change. White Papers may serve both as inputs (in draft form) to Round Tables, and as outputs (in revised form) from them. White Papers will generally be the result of fairly extensive "think tank" activities by a team of experts around the world coordinated by one or two high level researchers within Aidspan.)*					
4111	*Prepare a White Paper to serve as input to RT3. After the RT, update it as necessary, then publish it. (The usage of this White Papers in RT3 is covered under Activity 3112. The most likely White Paper for RT3 will be "The Global Fund: New Directions for the Second Decade?," for which research is done under Activity 1314.)*					T

Activity No.	Activity	Targets and Timelines				
		2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 (Likely)
4112	*Review which other White Papers should be prepared and published. (Possible White Paper topics include:* • *Measuring grant performance. How do the Global Fund and the public know whether individual Global Fund grants are performing well? Does the Fund have, and make full use of, all the information it needs? Does the Fund effectively measure impact? Is the Fund doing "monitoring and evaluation", or just "monitoring"? Should the Fund be terminating poorly performing grants?* • *Country Coordinating Mechanisms. Is the Global Fund's bold "CCM experiment" working? How can the performance of CCMs that are not functioning well be improved?* • *The Global Fund and Global Health. What is the role of the Global Fund in the global health architecture? Do vertical health initiatives sometimes cause harm to health systems? What is the best way for the Fund to strengthen health systems while remaining true to its core mandate? Should the Fund be extended to be a "Global Health Fund"?* • *Prevention. In light of the fact that for every one person who is started on treatment, two or three new people become HIV infected, do Global Fund grants work for prevention? Is there a "right" balance between prevention and treatment?* • *The Global Fund as a catalyst for better national governance. Have the architecture and processes of the Global Fund led to changes in the way countries manage health programmes? Or, more broadly, to changes in countries' governance systems?* • *The Global Fund as a model for other global institutions. Should the experience of the Global Fund be transmitted horizontally to other global-level institutions? Would these institutions benefit from emulating the Global Fund's governance systems?)*					T
412	Publish GFO Commentary articles					
4121	*Produce GFO commentary articles on big-picture issues, governance issues, Global Fund fundraising, proposal development, grant implementation, strategies to fight the three diseases, and more.*	T=2	T=2	T=2	T=2	

<table>
<tr><th rowspan="2">Activity No.</th><th rowspan="2">Activity</th><th colspan="5">Targets and Timelines</th></tr>
<tr><th>2011 Q1</th><th>2011 Q2</th><th>2011 Q3</th><th>2011 Q4</th><th>2012 (Likely)</th></tr>
<tr><td>42</td><td>Broad Activity 42: Privately interact with key actors
<table><tr><th></th><th>1Q 2011</th><th>2Q 2011</th><th>3Q 2011</th><th>4Q 2011</th><th>Total</th></tr><tr><td>Budget, $ '000</td><td>29</td><td>31</td><td>31</td><td>31</td><td>123</td></tr></table>Link to track record</td><td colspan="4">T1=At least six events involving major networking opportunities with multiple GF stakeholders are attended

T2=A "TA marketplace" is established by some entity

T3=Meaningful support is provided to two GF Board delegations</td><td></td></tr>
<tr><td>421</td><td>Privately interact with key actors</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>4211</td><td>Communicate and meet regularly with senior Global Fund executives, Global Fund Board members, CCM members, Global Fund grant implementers, etc. Find out what they think on certain key issues. Push them to act as appropriate. (The targets shown here refer to attending major multi-day gatherings such as GF Board meetings at which multiple such people can be networked with. However, there will also be smaller-scale meetings.)</td><td>T=1</td><td>T=1</td><td>T=1</td><td>T=1</td><td></td></tr>
<tr><td>4212</td><td>Communicate and meet regularly with multilateral and bilateral agencies, academic institutions, think-tanks, foundations, advocacy NGOs, media entities, and other institutions interested in the Global Fund. Encourage them to act in support of the Global Fund and its grant implementers. Offer them assistance as appropriate.</td><td>T</td><td>T</td><td>T</td><td>T</td><td></td></tr>
<tr><td>4213</td><td>Advocate for some organisation or group of organisations to create a “TA Marketplace.”
(Explanation: A "TA marketplace" is a web-based facility where seekers and providers of Global Fund-related technical assistance could identify and contact each other – rather like a web dating service.)</td><td>T</td><td>T</td><td>T</td><td>T</td><td></td></tr>
<tr><td>422</td><td>Provide support to individual GF Board delegations.</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>4221</td><td>Communicate with members of NGO delegations to the Global Fund Board, finding out what role, if any, they would like Aidspan to play in supporting them, and then, as appropriate, provide that support.</td><td></td><td>T</td><td>T</td><td>T</td><td></td></tr>
<tr><td>4222</td><td>Extend such support to non-NGO Board delegations.</td><td></td><td></td><td></td><td></td><td>T</td></tr>
<tr><td>4223</td><td>With regard to one or two topics reviewed by Aidspan in Global Fund Board papers (under Activity 1131) that are likely to be important at the next Global Fund Board meeting, share some of the results of this work with one or more Board delegations.</td><td></td><td></td><td></td><td></td><td>T</td></tr>
</table>

SUPPORT AREA 5:
PERFORM CROSS-PROGRAMME IT-RELATED ACTIVITIES

Activity No.	Activity	Targets and Timelines				
		2011 Q1	2011 Q2	2011 Q3	2011 Q4	2012 (Likely)
51	**Broad Activity 51: Design, develop and manage IT systems** 1Q 2011 / 2Q 2011 / 3Q 2011 / 4Q 2011 / Total Budget, $ '000: 26 / 26 / 29 / 31 / 112	T1=Major enhancements are provided to the Aidspan web engine T2=IT systems are developed and supported as needed				
511	Enhance the Aidspan "web engine"					
5111	*Enhance the Aidspan web engine to the point that (a) non-technical staff can use it to edit the Aidspan website and to edit and publish GFO; (b) Activity 232 can be carried out; (c) further functionality can later be "bolted on"; and (d) the engine can be used and enhanced without the need to use outside consultants.*	T				
5113	*Enhance the web engine so that it can support Activities 213, 233, 234, 321, 322 and 323.*	T	T			
5114	*Add Version 2 of the Data Portal.*					T
5115	*Further enhance the web engine.*		T	T	T	
512	Develop and support in-house IT systems as needed.					
5121	*Develop and support in-house IT systems as needed.*	T	T	T	T	

SUPPORT AREA 6:
CONDUCT PLANNING AND M&E, AND SUPPORT BOARD AND DONORS

Activity No.	Activity	Targets and Timelines			
		Q1 2011	Q2 2011	Q3 2011	Q4 2011
61	**Broad Activity 61: Plan Aidspan activities** 1Q 2011: 8 | 2Q 2011: 8 | 3Q 2011: 11 | 4Q 2011: 12 | Total: 39 (Budget, $ '000)	T=Annual plan and budget are produced on a timely basis			
612	Produce annual plan and budget				
6121	*Produce and obtain board approval for annual plan and budget*				T

Activity No.	Activity	Targets and Timelines			
		Q1 2011	Q2 2011	Q3 2011	Q4 2011
62	**Broad Activity 62: Perform M&E and 4-year evaluation** 1Q 2011: 16 | 2Q 2011: 16 | 3Q 2011: 16 | 4Q 2011: 16 | Total: 63 (Budget, $ '000)	T="Survey 2" and "Survey 3" are carried out			
622	Monitor Aidspan outputs and outcomes				
6221	*Carry out Survey 1, mainly in order to obtain baseline data on usage and impact of Aidspan services and products.* *(Survey 1 will focus on obtaining "backward-looking data," specifying:* • *People's views on certain Global Fund services.* • *The extent to which people and organisations use Aidspan services and products.* • *The extent to which these services and products have led to actual changes in the behaviour and effectiveness of the people and organisations being surveyed.)*	T			
6222	*Carry out Survey 2, mainly to determine what services and products people would like Aidspan to provide.* *(Survey 2 will focus on obtaining "forward-looking data," specifying:* • *What changes people and organisations would like to see to Aidspan's existing services and products.* • *Their views on certain new services and products that Aidspan is considering.)*	T			
6223	*Carry out Survey 3 annually to determine changes since Survey 1. Repeat annually.* *(Survey 3 will focus on updating findings made in Survey 1. This will probably be repeated annually. In 2013 a more extensive version of this survey will be carried out by independent evaluation consultants.)*				T
6224	*Track Aidspan performance against the targets set in the Annual Plan*	T	T	T	T

Activity No.	Activity	Targets and Timelines			
		Q1 2011	Q2 2011	Q3 2011	Q4 2011
63	**Broad Activity 63: Report on Aidspan activities** 1Q 2011: 7 | 2Q 2011: 7 | 3Q 2011: 7 | 4Q 2011: 7 | Total: 29 (Budget, $ '000)	T1=A clean and timely audit is carried out. T2=All reports are produced on time and to the satisfaction of the Board and (when appropriate) donors			
631	Produce monthly, quarterly, mid-year and annual reports				
6312	*Produce and obtain Board approval for annual report re 2010 and later years.*		T		
6313	*Produce and obtain Board approval for audited financials*		T		
6314	*Produce mid-year report.*			T	
6315	*Produce monthly and quarterly financials*	T	T	T	T
6316	*Produce quarterly policy compliance report*	T	T	T	T

Activity No.	Activity	Targets and Timelines			
		Q1 2011	Q2 2011	Q3 2011	Q4 2011
64	**Broad Activity 64: Support the Board and Donors** 1Q 2011: 20 | 2Q 2011: 20 | 3Q 2011: 20 | 4Q 2011: 20 | Total: 81 (Budget, $ '000)	T1=Board materials are produced, and Board decisions are implemented, on time and to Board satisfaction T2=Board and Donor meetings are carried out to the satisfaction of the participants T3=Donors give satisfactory feedback re annual donor meeting.			
641	Support the Board				
6411	*Produce board package for each Board meeting*	T			T
6412	*Organise two Board meetings annually*	T			T
6413	*Ensure that Board decisions and requirements are implemented on a timely basis*	T	T	T	T
642	Support Donors				
6421	*Organise annual Donor meeting*		T		

SUPPORT AREA 7:
ADMINISTER AIDSPAN AND RAISE FUNDS

Activity No.	Activity	Targets and Timelines			
		Q1 2011	Q2 2011	Q3 2011	Q4 2011
71	**Broad Activity 71: Administer Aidspan** 1Q 2011: 32 | 2Q 2011: 31 | 3Q 2011: 30 | 4Q 2011: 30 | Total: 124 (Budget, $ '000)	T1=General administration is carried out to Board satisfaction T2=Staff are recruited and managed as needed			
711	Perform general administration				
7111	*Keep accounts current*	T	T	T	T
7112	*Manage legal issues and governmental relations*	T	T	T	T
7113	*Ensure tax compliance*	T	T	T	T
7115	*Update in-house manuals annually and obtain Board approval*				T
7116	*Perform internal audit*	T	T	T	T
7118	*Perform other admin activities*	T	T	T	T
712	Manage human resources				
7121	*Conduct staff performance appraisals.*	T	T	T	T
7122	*Conduct a major recruitment exercise, advertising widely, to increase Aidspan from four full-time staff at the start of 2010 to at about twelve by early 2011.*	T			
7123	*Develop staff Workplans for the coming year*				T

Activity No.	Activity	Targets and Timelines			
		Q1 2011	Q2 2011	Q3 2011	Q4 2011
72	**Broad Activity 72: Raise Funds** 1Q 2011: 9 | 2Q 2011: 9 | 3Q 2011: 9 | 4Q 2011: 9 | Total: 37 (Budget, $ '000)	T=Funds are raised as needed for the current year and the subsequent year.			
7211	*Raise funds as needed to implement the annual plans*	T	T	T	T

8. Finances

A: Expenditure budget for 2011-2013

Table 8.1: Aidspan Board-approved expenditure budget for 2011-2013, $ '000

Activity	Breakdown of programme-related and admin-related costs	2011						2012	2013	2011-2013
		Q1	Q2	Q3	Q4	Total	Split			
1	**Conduct Research on the Global Fund**	**76**	**101**	**107**	**113**	**398**	**21%**	**524**	**563**	**1,485**
11	Research & critique GF Secretariat and Board	21	26	27	29	103	5%	130	139	372
12	Research & critique implementers of GF grants	28	35	35	37	135	7%	171	184	490
13	Research & evaluate the overall impact of the GF	17	27	31	34	110	6%	161	173	444
14	Monitor implementation of recn's by board & others	10	13	13	14	50	3%	63	67	179
2	**Publish Information, Analysis, Advice on the GF**	**100**	**109**	**100**	**96**	**406**	**21%**	**402**	**443**	**1,251**
21	Publish *Global Fund Observer*	60	63	61	60	244	13%	267	300	810
22	Publish Guides and Reports	34	39	31	27	131	7%	93	98	322
23	Provide further info. using the Aidspan web engine	7	7	8	9	32	2%	42	45	119
3	**Facilitate Discussion on GF Issues**	**55**	**57**	**64**	**68**	**244**	**13%**	**296**	**328**	**868**
31	Organize Round Tables	27	29	33	35	125	7%	150	165	440
32	Host web discussion forums & CCM websites	6	6	8	8	28	1%	36	40	104
33	Mentor local watchdogs	5	5	5	5	19	1%	21	23	64
34	Provide or facilitate workshops	17	17	19	19	72	4%	88	100	260
4	**Push for Increased GF Impact**	**44**	**50**	**50**	**49**	**193**	**10%**	**209**	**230**	**632**
41	Publish White Papers & GFO Commentary articles	15	18	18	18	70	4%	71	76	217
42	Privately interact with key actors	29	31	31	31	123	6%	138	154	415
5	**Cross-Programme and IT-Related Activities**	**26**	**26**	**29**	**31**	**112**	**6%**	**134**	**147**	**393**
51	Design, develop and manage IT systems	26	26	29	31	112	6%	134	147	393
6	**Planning and M&E, & Support Board and Donors**	**51**	**52**	**54**	**55**	**212**	**11%**	**261**	**318**	**791**
61	Plan Aidspan activities	8	8	11	12	39	2%	51	55	145
62	Perform M&E and 4-year evaluation	16	16	16	16	63	3%	90	134	286
63	Report on Aidspan activities	7	7	7	7	29	2%	31	34	94
64	Support the Board and Donors	20	20	20	20	81	4%	88	96	265
	Programme Contingency	**9**	**10**	**10**	**10**	**39**	**2%**	**46**	**51**	**135**
	Total programme-related costs	***362***	***405***	***414***	***422***	***1,603***	***84%***	***1,872***	***2,080***	***5,555***
7	**Administer Aidspan and Raise Funds**	**41**	**40**	**39**	**39**	**160**	**8%**	**176**	**218**	**554**
71	Administer Aidspan	32	31	30	30	124	6%	133	174	431
72	Raise funds	9	9	9	9	37	2%	43	44	124
	Operational	**35**	**35**	**35**	**35**	**141**	**7%**	**146**	**158**	**446**
	Rent and other fixed overhead	17	17	17	17	68	4%	74	80	221
	Office expenses	10	10	10	10	42	2%	45	48	135
	Invest in equipment/technology	4	4	4	4	15	1%	10	11	36
	Professional fees	4	4	4	4	17	1%	18	19	53
	Admin Contingency	**2**	**2**	**2**	**2**	**8**	**0%**	**8**	**9**	**25**
	Total admin-related costs	***79***	***78***	***77***	***77***	***309***	***16%***	***330***	***385***	***1,025***
	GRAND TOTAL	**440**	**483**	**491**	**499**	**1,912**	**100%**	**2,202**	**2,466**	**6,580**

Note: Expenditure will only be permitted at the levels shown as and when comparable funding commitments have been received.

B: Budget assumptions

The above budget is a summary of a 150-line budget, which in turn is based on explicit assumptions regarding:

(a) which staff are employed, at what salary grades and benefit entitlements, with effect from what dates;

(b) which consultants are retained, at what daily rates, for what numbers of days in each year;

(c) amounts of travel per employee;

(d) exchange rates and inflation rates; and

(e) assorted administrative costs, per employee or per annum.

Further details are available upon request.

C: Past finances

Table 8.2: Aidspan historical revenue and expenditure, 2003-2010, in $ '000

	2003	2004	2005	2006	2007	2008	2009	2010 (est)	Total
Revenue	276	330	167	371	849	559	561	951	**4,064**
Expenditure	148	209	292	351	533	584	610	906	**3,633**
Cumulative revenue minus expenditure	128	249	123	144	460	435	386	431	

Notes:

(a) The above differs from Aidspan's audited accounts (which are available upon request) in two ways. First, for multi-year grants, this table shows revenue in the year when the money was received rather than when the commitment was received. Second, in 2008-9, donors provided support by reimbursing about $34,000 in expenses that Aidspan had incurred; the auditors chose not to show these amounts under either revenue or expenditure; Aidspan prefers to show them under both.

(b) Any cash reserve available at year-end is used as a reserve fund for the subsequent year in case funding in that year is insufficient or is received late in the year.

Aidspan's average growth in expenditure over the years has been 33% per annum.

D: Past donors

Aidspan finances its work almost entirely through the receipt of grants. Aidspan does not accept Global Fund money; it does not help specific countries with paid consulting, paid provision of technical assistance, or paid or unpaid proposal-writing; and it does not charge for any of its products. [10]

Table 8.3: Grants received by Aidspan, 2003-2010, in $ '000

Donor	Amount	Donor	Amount
The Monument Trust	1,873	Hivos	187
Norway (Foreign Ministry and Norad)	694	Merck & Co.	100
Open Society Institute	299	UNAIDS	32
Dr. Albert Heijn	266	Anglo American	29
Irish Aid	203	Glaser Progress Foundation	25
Foundation for Treatment of Children with AIDS	200	Other	39
		Total grants:	**3,947**
		Plus: Non-grant revenue:	117
		Total revenue:	**4,064**

E: Current donors, current support, and financial needs

Table 8.4: Aidspan's current donors, in $ '000

Donor *(Only donors with written grant agreements in place are shown)*	**Funding thus far committed, by year to be received, $ '000,** and percent of total budget covered									
	2010		**2011**		**2012**		**2013**		**2010-2013 total**	
Norway (Ministry of Foreign Affairs and Norad) *	231	(25%)	299	(16%)	265	(12%)	265	(11%)	1,060	(14%)
The Monument Trust	600	(66%)	500	(26%)	400	(18%)	0	(0%)	1,500	(20%)
Hivos	69	(8%)	69	(4%)	120	(5%)	120	(5%)	378	(5%)
Total firm grants:	**900**	(99%)	**868**	(45%)	**785**	(36%)	**385**	(16%)	**2,938**	(39%)
Current shortfall	**6**	(1%)	**1,044**	(55%)	**1,417**	(64%)	**2,081**	(84%)	**4,548**	(61%)
Budget	**906**	(100%)	**1,912**	(100%)	**2,202**	(100%)	**2,466**	(100%)	**7,486**	(100%)

* For the Norway line, what is shown for 2011-2013 represents the minimum commitment. Actual grants may be more. Norway's Ministry of Foreign Affairs (MFA) gave Aidspan $186,000 in 2008 and $277,000 in 2009. In 2009, they committed in writing to giving Aidspan, for each year from 2010 to 2013, a minimum of $265,000 and a maximum of 30% of our budget. They then handed responsibility for this grant over to Norad. As a result of exchange rate confusions, Norad only gave us $231,000 in 2010, but we expect them to make up for that shortfall in 2011.

[10] Modest amounts of paid consulting work to advise specific countries were done prior to mid-2005.

F: Donors to whom this proposal is being sent

In the course of December 2010, Aidspan will send this proposal to the following: Norad (requesting an increase beyond the minimum Norway commitment shown above), The Monument Trust (for information), Hivos (for information), the UK Department for International Development (DFID), the Bill and Melinda Gates Foundation, and possibly one or two others.

Each donor will be invited to contribute towards meeting the shortfall for 2011-2013 shown above. Aidspan prefers not to have any donor contribute less than 5% or more than 33% of the 2010-3013 need.

9. M&E, Planning and Reporting

A: Monitoring and Evaluation

Aidspan is committed as an organisation to the following:

- monitoring what Aidspan is achieving;
- evaluating whether these achievements have impact;
- comparing actual results with targets; and
- being open about these findings.

Accordingly, Aidspan will conduct M&E regarding its work, using outcome and output indicators and targets that are specified in detail in Chapter 7 above, on the 2011 Annual Plan.

To enable the measurement of customer satisfaction, and to ensure effective learning and development, Aidspan will conduct regular surveys. These are described in Activities 6221, 6222 and 6223 in Chapter 7 above.

In 2012, Aidspan will recruit a company to serve as Evaluation Consultants. This company will:

- Consult directly with donors in 2012 regarding the format to be taken with an evaluation report.
- Critique the outcome indicators measured by Aidspan during 2010-2012.
- Take the lead in measuring outcome indicators during 2013.
- In 2013, research and write an independent evaluation report regarding Aidspan's work since 2010. (This evaluation report will then be drawn upon during the creation of Aidspan's strategic plan for the years 2014-2017.)

B: Annual report

Starting with the annual report for 2010, each annual report will have two main sections, as follows:

(a) Matrix-format report. This will be a table using column headers along the following lines, very similar in layout to the table used in the annual plan in Chapter 7, above:

Activity number	Activity (broad or specific)	Indicator	Target	Achievements	Budget	Actual expenditure	Comments
					(For broad activities only)		

(b) Narrative report, covering:

- Achievement
- Gaps
- Lessons learned
- Implications for the future

C: Annual timeline

The timing with which Aidspan's reports, plans and budgets for its 2011-2013 work will be produced each year will be as follows.

Table 9.1: Aidspan annual timeline

Document	Contents	Management produces document	Board members receive it	Board members approve it	Donors receive it	Discussed at donor meeting	Posted at website
Annual report of the just-completed past year	• Annual report (as discussed above) • Audited financial statement consistent with IFRS	January + February	By March 10	At in-person board meeting in late March or early April	By April 15	Early May	By Apr. 30
Mid-year report for Q1 + Q2	• Progress against plan • Budget vs Actual expenditure	July + first half August	By Aug. 15	Via phone- or email-based board meeting in early Sept.	By Sept. 15	n/a	n/a
Annual plan and budget for the coming year	• Annual plan and budget, as discussed above	October (probably following a staff retreat)	By Nov. 10	At in-person board meeting in late Nov. or early Dec.	By Dec. 15	n/a	n/a

10. Governance and Organisation Structure

A: Legal status

Aidspan was incorporated in the US on 6 November 2002, and is a 501(c)3 tax-exempt not-for-profit public charity. Copies of the certificate of incorporation and the bylaws are available upon request.

In 2007, the government of Kenya granted Aidspan permission to operate and employ staff within Kenya, and granted its Executive Director permission to reside and work in Kenya.

Although Aidspan is legally registered in the US, it maintains no office or staff there. Phone calls, faxes and surface mail sent to the US address are automatically forwarded to the Kenya address.

B: The move to Kenya

In 2007 Aidspan moved its headquarters from New York City, US, to Nairobi, Kenya after concluding that the watchdog of a South-facing institution should be in the South rather than in the North. Aidspan will continue to have a global remit, focusing on all parts of the world where Global Fund grants are implemented.

C: Aidspan board

The board of Aidspan is composed of six members, from the US, Rwanda, Kenya, Tanzania and the UK, as follows, listed alphabetically:

- Dr. James Deutsch – Aidspan Chair. *Executive Director, Africa Program, Wildlife Conservation Society, responsible for 1,300 staff in Africa; formerly CEO of the leading UK NGO involved in raising and disbursing funds for AIDS. Openly HIV-positive. US/UK dual citizen, based in New York.*
- Ida Hakizinka. *Permanent Secretary, Rwanda CCM; senior official in Rwanda Ministry of Health; formerly, Coordinator of the Management Unit handling all Global Fund projects in Rwanda; formerly, Economist, Rwanda Ministry of Finance and Economic Planning.*
- Michael Hirschberg. *Partner of a large New York law firm; Co-founder, Foundation for Treatment of Children with AIDS. US citizen, based in New York.*
- Lucy Ng'ang'a. *Executive Director, Eastern African National Networks of AIDS Service Organisations, EANNASO. Formerly Communications Focal Point of the "Developing Countries NGO" board delegation to the Global Fund. Kenyan citizen, based in Tanzania.*
- Rakesh Rajani. *Founder, HakiElimu, an independent Civil Society Organisation in Tanzania focused on education and democracy; Head, Twaweza, a new East Africa-wide initiative to enable millions of people to access information and make a difference; Fellow, Harvard University; and member of several national and international boards. Tanzanian citizen, based in Dar es Salaam.*
- Bernard Rivers. *Executive Director, Aidspan. UK citizen, resident of Kenya.*

The board holds one meeting per year in Nairobi and one in New York. Each of these board meetings lasts a day and a half.

Board members occasionally respond to requests from the Executive Director to critique GFO and other Aidspan publications but, except in that context, they have never attempted to influence GFO's content. They never see issues of GFO before it is sent out.

Board members are not paid for their work, though they are reimbursed for their travel costs when they have to travel to other countries to attend Aidspan board meetings . They are not expected to make financial contributions to Aidspan. Board members have played key roles in helping Aidspan obtain some of its largest grants thus far.

D: The relationship with the Global Fund

The Global Fund's staff and board have no influence on, and bear no responsibility for, the content of Aidspan's publications. This is stated clearly in all Aidspan publications. However, Aidspan and the Global Fund maintain a positive working relationship. Requests by Aidspan for meetings, phone calls or email exchanges with the Global Fund Secretariat, at levels up to and including the Fund's Executive Director, are always responded to promptly and cordially.

E: Staffing and management team

The founder and Executive Director of Aidspan and the Editor of GFO is Bernard Rivers, described below.

Until July 2007, Rivers was Aidspan's only full-time staffer. He was supported by part-time contractors in other countries who totalled about one full-time-equivalent person. During the second half of 2007, after moving to Kenya, he was joined by two full-time Kenyan staff, dealing mostly with administrative issues.

By the end of 2009, Aidspan had staff and consultants totalling five full-time-equivalent people. By the end of 2010, this had increased to nine, with two more people appointed and due to start work in early 2011. As of the time of writing this proposal, most of the 2010 recruits were in their first three months with Aidspan; their full impact will not be felt until 2011.

An organogram is shown on the following page. All staff are Kenya citizens and residents except for Bernard Rivers (UK citizen, Kenya resident), Dr. David McCoy (Malaysia citizen, to divide his time between the UK and Kenya), and David Garmaise (Canada citizen, Thailand resident).

The Management Team consists of the following:

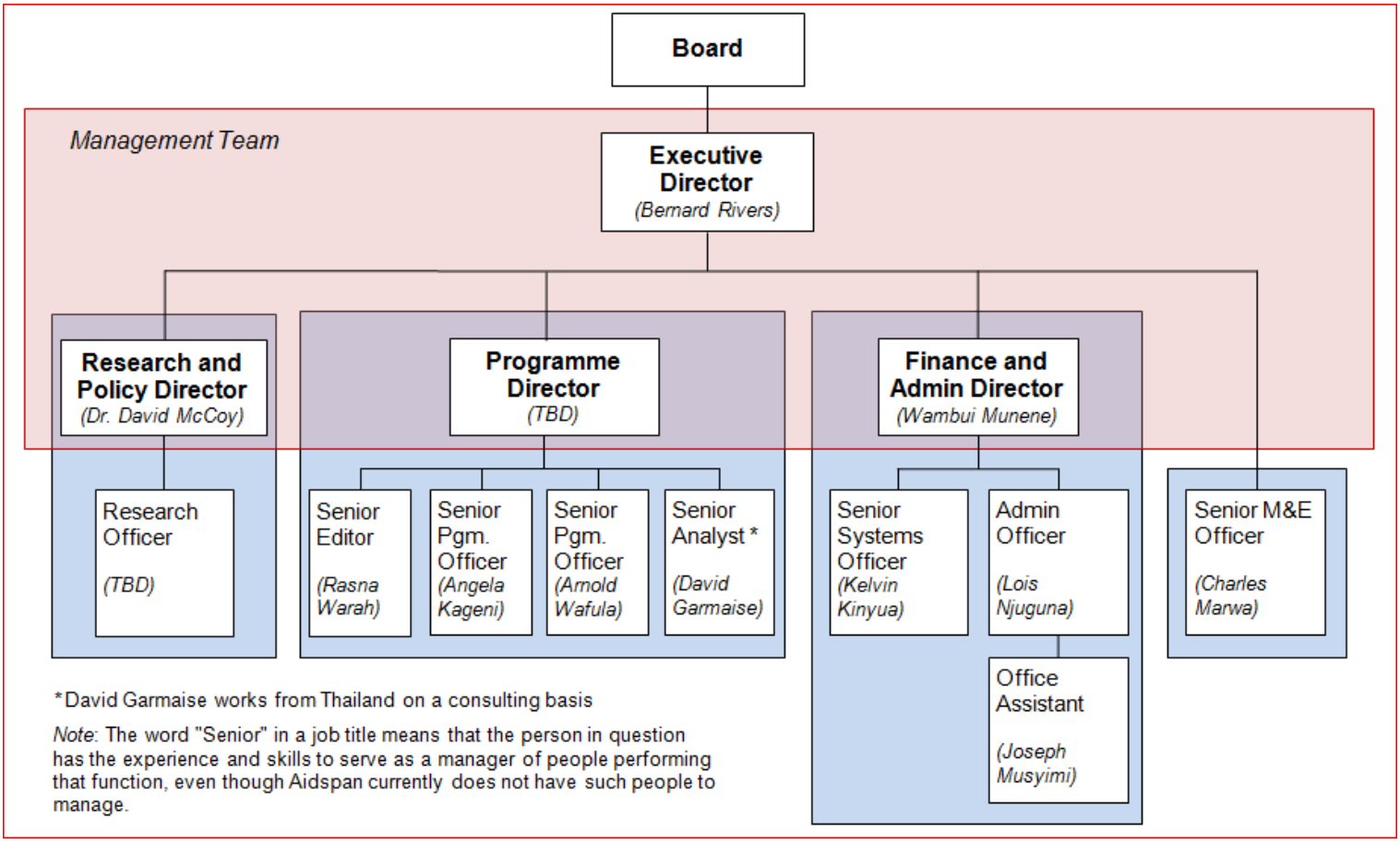
- **Bernard Rivers**, **Executive Director**. Is a UK-born economist whose earlier experience includes founding and growing to 20 staff what became the world's leading company developing grants-management software for foundations. Has also been an award-winning journalist. His work for Aidspan was profiled in *Science* magazine in August 2008. (CV and profile provided in Appendix 6).
- **Wambui Munene**, **Finance and Admin Director**. Certified public accountant with a Bachelor of Commerce degree. Previously, worked at increasingly senior levels within the private sector, including within Safaricom (the largest company in East Africa), where she was Manager of Revenue Assurance, responsible for overseeing the accounting and financial control of all revenue streams and for implementing strong controls to prevent and detect fraud. Has received a number of awards.

- **Dr. David McCoy**. Will be joining Aidspan as **Research and Policy Director** in February 2011. Born and raised in Malaysia and is a Malaysian citizen. Has doctorates in medicine and public health, the latter from the London School of Hygiene and Tropical Medicine. Before joining Aidspan, served as Director of Public Health for part of London; as Director for Research and Technical Support for Health Systems Trust in South Africa; as Senior Clinical Associate at the Centre for International Health and Development at University College London; as Managing Editor of *Global Health Watch*, an alternative world health report; as a consultant to the World Bank and UNAIDS; and as a member of the Steering Committee of the People's Health Movement, South Africa. Was lead author of a 2009 study published in *The Lancet* evaluating The Bill & Melinda Gates Foundation's grant-making programme for global health. Will divide his time between London and Nairobi.
- Someone to be appointed in the first half of 2011 as **Programme Director.**

By 2012, Aidspan will have sufficiently strong and sustainable activities, structures, procedures, values and finances that it will be able, without great difficulty, to survive the departure of any particular employee.

Aidspan has secured a lease for office space in Nairobi until March 2013, renewable until 2015, that is large enough to accommodate all staff.

Aidspan Organogram



F: Financial, management and audit procedures

Aidspan's financial management is handled by Aidspan's Finance and Admin Director, who has extensive experience in the private sector. Aidspan has a QuickBooks accounting system that tracks and consolidates expenditures both from Aidspan's Dollar account with Citibank (New York) and its Dollar and Kenya Shillings accounts with Barclays (Nairobi). Aidspan's financial systems and practices are compliant with International Financial Reporting Standards (IFRS). They reflect high ethical and technical standards.

Aidspan's finance and administration manuals were approved by Aidspan's board in 2009 and are available on request.

Aidspan's accounts have been audited each year by Condon O'Meara McGinty & Donnelly LLP, the leading accounting firm in New York City specialising in auditing not-for-profit organisations. Through 2008, Aidspan's audited accounts were compliant with Generally Accepted Accounting Principles (GAAP), and for 2009 were IFRS-compliant. Aidspan's audits have, since Aidspan's first year in 2003, been clean/unqualified.

With effect from the 2010 financial year, the auditing role will be taken over by PKF Kenya, a leading East African firm.

Finance and audit matters are overseen by the board as a whole. All board members have significant experience in the area of financial oversight. For instance, James Deutsch, board chair, leads the Wildlife Conservation Society's programs in sub-Saharan Africa, with 120 projects in 20 countries, 1,300 staff, and a budget of close to $30 million.

Appendices

Appendix 1: GFO highlights 2008-2010

Below, we provide a selection of summaries of *Global Fund Observer* articles from 2008-2010, in chronological order. All articles can be accessed at www.aidspan.org/gfo.

ISSUE 86 – 14 MARCH 2008

- *COMMENTARY: The Advantages of Dual-Track Financing.* Wycliffe Muga says "Round 8 will be a big test of CCMs: Do they have the courage, and the foresight, to apply for larger grants that will be spent on activities to be carried out both within the government sector (including on health systems strengthening activities) and within the non-government sectors?"
- *ANALYSIS: Global Fund Grants with Multiple Principal Recipients.* An analysis shows that nine percent of Global Fund grants have two or more PRs, and 22 percent have an NGO, FBO or private sector PR.

ISSUE 88 – 22 APRIL 2008

- *WHITE PAPER: Recognizing and Tackling Barriers to Global Fund Growth.* If the Global Fund is to achieve the continued rapid growth that it is planning for, it will have to recognize, and tackle, some significant barriers to growth that are becoming increasingly apparent. These are examined in an Aidspan white paper that is summarized in this article.

ISSUE 89 – 30 APRIL 2008

- *NEWS: Global Fund Provisionally Agrees on Early Launch of Round 9.* In an unexpected development, the GF Board yesterday agreed that Round 9 will be launched nearly six months earlier than had been anticipated. The Board also agreed that CCMs whose Round 8 proposals narrowly fail to be approved will be permitted to resubmit those proposals as part of Round 9.
- *COMMENTARY: Important Steps Towards a New Grant Architecture.* "Large parts of the GF Board meeting that ended yesterday were mind-numbingly boring, sometimes inevitably so and sometimes not. However, things certainly came to life when Round 9 was discussed. The Board's decision regarding Round 9 creates some important new options that every CCM that is currently working on a Round 8 proposal needs to think hard about."

ISSUE 90 – 26 JUNE 2008

- *NEWS: Uganda Government Revives Prosecutions Over Theft of Global Fund Money.* The government of Uganda has agreed, after a two-year delay, to start seeking prosecutions of numerous people, including former government ministers, who were involved in stealing Global Fund money. The decision to unblock the stalled prosecutions came as a result of pressure from donor governments.
- *COMMENTARY: Key Affected Populations, Marginalized Again.* Natalia Ciausova says, "For the first time, 'key affected populations' figure prominently in the Global Fund's requirements and recommendations regarding Round 8. Yet despite this fact, they have been largely ignored in the Round 8 process."

ISSUE 92 – 31 JULY 2008

- *NEWS: Aidspan Releases Assessment of the Gender Responsiveness of Global Fund-Financed Programmes in Sub-Saharan Africa.* An Aidspan report entitled, "Do Global Fund Grants Work for Women? An Assessment of the Gender Responsiveness of Global Fund-Financed Programmes in Sub-Saharan Africa" has just been published.
- *COMMENTARY: Report on Round 7 Screening Raises Some Important Issues.* David Garmaise writes, "The report [on the screening process] says that in the current era of trying to rapidly scale up the response to the three diseases, the 'non-CCM window of opportunity'

may be too narrow. This is a significant observation, yet this aspect of the report seems to have garnered little attention."

ISSUE 94 – 17 SEPTEMBER 2008

- *ANALYSIS: Countries Most in Need of Scaling Up ARV Provision.* An analysis conducted by GFO shows that half of all countries that are eligible to receive Global Fund grants currently provide ARV treatment to less than 25% of those that need it, and/or have at least 25,000 people who need ARV treatment but are not receiving it.
- *COMMENTARY: Saving Lives: Who Can Claim the Credit?* "The Global Fund says 'GF-supported programs have provided millions of people with lifesaving services. As a result, at least 2.5 million lives have been saved.' Well, yes and no..."

ISSUE 96 – 24 OCTOBER 2008

- *COMMENTARY: Global Fund Guidance Paper on CCM Oversight Misses the Mark*. David Garmaise writes, "The reporting relationships, and the chain of command, involving the CCM, the PR and the Global Fund are very unusual and not particularly intuitive, and are even more unusual when one adds the LFA into the mix. The Fund's *Guidance Paper on CCM Oversight* discusses this in limited detail and in language that is bland, sometimes repetitive and sometimes confusing."

ISSUE 99 – 11 NOVEMBER 2008

- *COMMENTARY: In Search of the Best Second-Best.* "The Global Fund is a remarkable creature, because although it has a budget regarding operating costs, it has no budget specifying how much it will give in grants each year. This has inevitably led to a roller-coaster ride for the Fund; and never was that more apparent than at the board meeting that ended on Saturday."

ISSUE 103 – 17 APRIL 2009

- *NEWS: Ugandan Government Official Jailed for Ten Years for Stealing Global Fund Money.* A Ugandan government official who set up a company in 2005 to serve as a Global Fund SR has been sentenced to ten years in prison for stealing $56,000 of Global Fund money and for producing forged documentation as to how the money was used. Further convictions are expected.

ISSUE 104 – 7 MAY 2009

- *COMMENTARY: A Board in Search of a Chair.* "No Global Fund board meeting would be complete without there being at least one issue involving high drama. This time, the drama arose over the inability of the board to elect a new Chair."

ISSUE 107 – 30 SEPTEMBER 2009

- *NEWS: Global Fund suspends grants to the Philippines and Mauritania.* The Global Fund has temporarily suspended five grants to the Philippines, citing unauthorized expenditure by the PR, and one grant to Mauritania, citing fraud. These are the Fund's first grant suspensions since it suspended grants to Chad three years ago and Uganda four years ago.
- *COMMENTARY: Full Disclosure Works.* "Anyone who imagines that the Global Fund could disburse billions of dollars without some of it being mis-used is naive. The question is not whether some of the money will be diverted, but rather how much, and whether the diversion is detected, and what is done once it is detected."

ISSUE 109 – 6 NOVEMBER 2009

- *NEWS: Global Fund Report Reveals Lenient Interpretation by Secretariat of CCM Requirements.* The Global Fund Secretariat determined in Round 8 that all proposals received from CCMs were eligible for consideration by the TRP, even though some of the CCMs had not complied with at least one of the six minimum requirements that have been established by the Global Fund Board.
- *COMMENTARY: CCM Requirements: How Much Flexibility Is Appropriate?* "Some of the decisions of the Global Fund's Screening Review Panel are scandalous – or at least, they would be if it wasn't so obvious that its members are trying to do what is 'best' in a complex world. Does the Secretariat believe that the Fund's minimum requirements regarding CCMs are too stringent? If so, why doesn't the Secretariat ask the Board to soften the requirements?"

ISSUE 110 – 12 NOVEMBER 2009

- *NEWS: Global Fund Board Approves Round 9 Grants Despite Financial Shortfall.* Despite having relatively little funding available, the Global Fund Board has approved 85 Round 9 grants that will cost up to $1.99 billion over the first two years. This makes Round 9 the Fund's second largest round, after Round 8. In addition, the Board has announced the likely date for the launch of Round 10.

ISSUE 112 – 1 DECEMBER 2009.

- *NEWS: TRP Observations Concerning Round 9.* The TRP says that proposals submitted to the Global Fund do not adequately describe what the proposal will achieve and how progress will be measured. Also, proposals focus too much on process and output indicators and not enough on outcome and impact indicators.

ISSUE 113 – 18 DECEMBER 2009.

- *NEWS: Global Fund Nervously Agrees to Use Same PR in Uganda, Despite Problems.* A review by the Global Fund's Inspector General of the Fund's grants to Uganda, four years after the Fund temporarily suspended five grants due to financial mismanagement, has concluded that the Fund should continue to use the same PR, despite the Inspector General's unease over the ability of the PR to effectively use and protect Global Fund investments in Uganda.
- *NEWS: Global Fund Addresses Risks of Treatment Disruptions.* The Global Fund is taking action to minimise the risk of treatment disruptions arising from interruptions in Global Fund financing and from weaknesses in country-level procurement and supply management systems.

ISSUE 115 – 11 FEBRUARY 2010.

- *NEWS: OIG Report Lists Numerous Problems in Grant Implementation.* In every country audited by the Global Fund's Office of the Inspector General since 2006, there were numerous instances of PRs not complying with clauses in their grant agreements. A recent report by the OIG points out that the Fund does not have mechanisms in place to monitor and enforce compliance with these clauses.

ISSUE 116 – 11 MARCH 2010.

- *NEWS: Global Fund Provides CCMs with New Tool for Grant Oversight.* The "dashboard" is an information tool designed to support CCMs as they carry out their grant oversight functions. It provides a highly visual, strategic summary of key financial, programmatic, and management information drawn from existing data sources.

ISSUE 117 – 18 MARCH 2010.

- *ANALYSIS: Which Countries Should Give How Much to the Global Fund?* Various scenarios for donor contributions are presented.

ISSUE 120 – 16 APRIL 2010

- *NEWS: Concerns Raised About Possible Changes to Eligibility and Prioritisation Criteria.* Activists in Latin America and the Caribbean have expressed concern that the Global Fund

may make changes to its eligibility and prioritisation criteria that may disadvantage lower- and upper-middle-income countries, including many in the LAC region.

ISSUE 122 – 4 MAY 2010

- *COMMENTARY: The Search for a New Director of Country Programs.* "Less than a month ago, Global Fund staff were informed that the Director of Country Programs was leaving. The Fund now needs to find a world-class manager – probably from within the private sector – who specialises in managing billions of dollars worth of contracts with independent contractors/suppliers."

ISSUE 127 – 24 JUNE 2010

- *COMMENTARY: Is the Global Fund Living Up to Its Principles?* "The Global Fund's handling of the Zambia case provides further confirmation of a suspicion that has long been forming in my mind, which is that the Fund is very reluctant to report any news that might worry a donor or that might embarrass the government of a country that receives Global Fund grants. But the issue is bigger than that. The Fund is not only reluctant to report on its few 'tough actions'; it has been reluctant, particularly during the past three years, to take those tough actions in the first place."

ISSUE 130 – 24 SEPTEMBER 2010

- *NEWS: Board Rejects Request for Phase 2 Funding from Sri Lanka*. For the first time in more than three years, the Global Fund has declined to approve a Phase 2 funding application. The Board rejected a request for Phase 2 of a Round 6 TB grant in Sri Lanka.. Some Board members opposed the decision.

ISSUE 131 – 8 OCTOBER 2010

- *NEWS: Donor Governments Pledge Record – but Insufficient – Amounts to the Fund.* Global Fund donors are expected to give the Fund about $11.7 billion over the three years 2011-2013, according to statements they made at a pledging session earlier this week in New York. This is 20% more than the $9.7 billion that was pledged three years ago for the 2008-2010 period; but it is significantly less than the Global Fund says that it needs.

ISSUE 132 – 2 NOVEMBER 2010

- *NEWS: OIG Finds Serious Deficiencies in Performance of all Four PRs in Zambia.* The PRs have shown evidence of significant financial management and control weaknesses, episodes of misappropriation and fraud, and losses of grant funds, according to a report issued by the OIG. The OIG concluded that the two governmental PRs were not fit to continue as PRs. It is apparent from the report that some of the PRs disagreed with a number of the audit's findings.

ISSUE 133 – 15 NOVEMBER 2010

- *COMMENTARY: The Global Fund Should Move Now to Expand the Non-CCM Window.* David Garmaise writes, “It is evident that in many countries the needs of key populations are not being addressed by the national response, at least with respect to HIV. It's time for the Global Fund to make some changes to the eligibility criteria for Non-CCM proposals so that civil society organisations can help fill this gap.”

- *ANALYSIS AND COMMENTARY: The Counterfeit Drug Issue Deserves More Attention.* The use of counterfeit medicines is widespread, affecting numerous countries on at least three continents, and negatively impacting the implementation of Global Fund grants.

ISSUE 134 – 23 NOVEMBER 2010

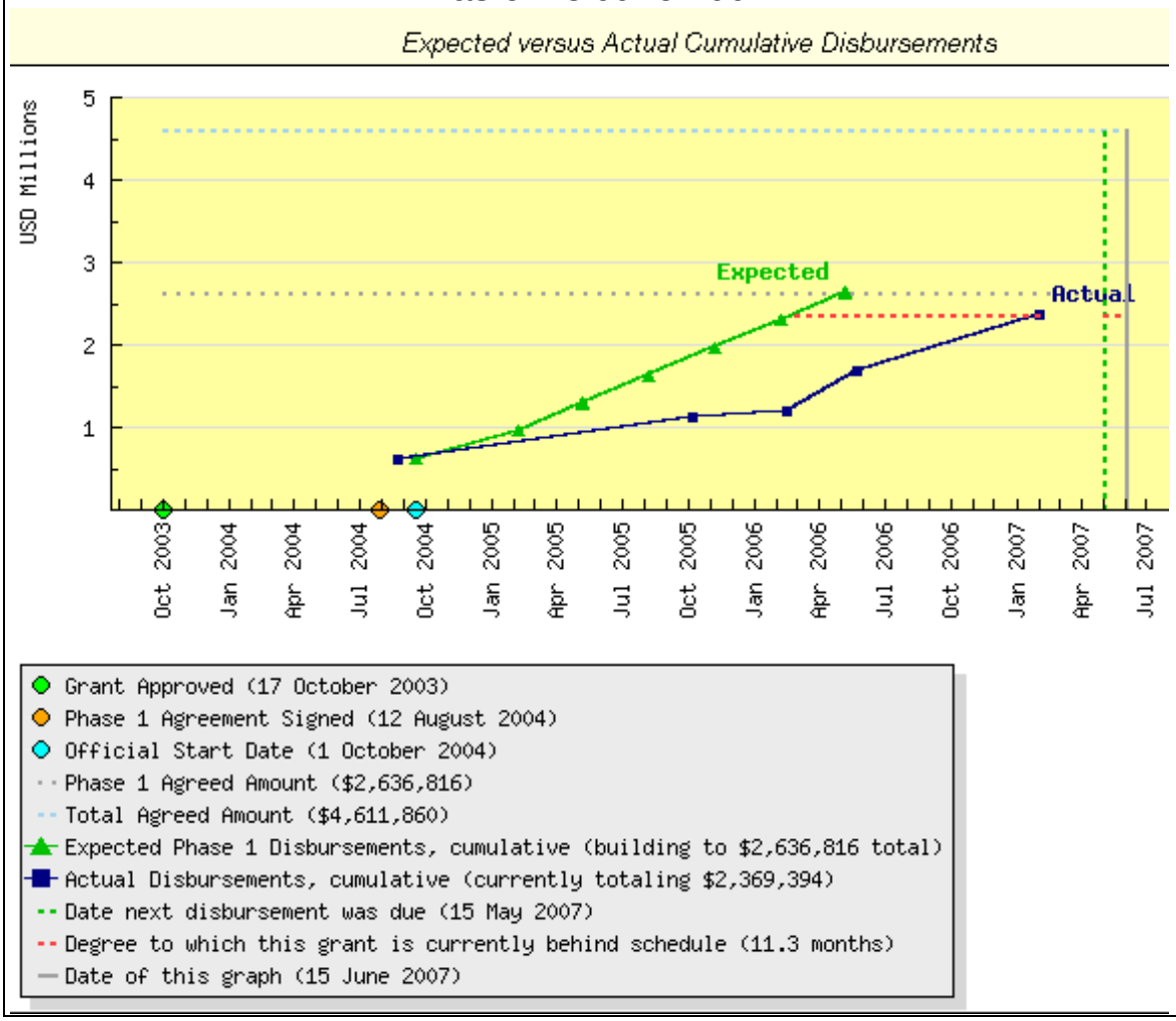
- *NEWS: Concerned About OIG Revelations of Misappropriated Funds, Sweden Delays Announcing Pledge to the Global Fund.* Sweden did not announce a pledge at the Global Fund's recent replenishment meeting in New York, according to the medical journal, *The Lancet*, because it is concerned about how the Global Fund is responding to findings by its Office of the Inspector General (OIG) concerning misappropriated grant money in several African countries.

Appendix 2: Sample implementer-country web page at Aidspan site

Aidspan's *Grant Details, Analysis and Evaluation* web pages (see www.aidspan.org/grants) summarise information about each Global Fund grant, and show how well that grant is performing against its own targets and in relation to other grants. The system shows via easily-understandable tables and graphs how much each Global Fund grant is ahead of or behind schedule.

Below, we show excerpts from just one of many hundreds of Aidspan web pages that describe the progress of disbursements for individual Global Fund grants.[11] Tracking the timing of financial disbursements is important, because disbursements are only made after the Global Fund receives proof that previous disbursements have led to the promised results. Thus, late disbursements mean that the grant recipient has fallen behind in its delivery of promised results.

Dominican Republic Global Fund Round 3 TB Grant (DMR-304-G02-T) as of 15 June 2007



(Continued next page)

[11] The pages are much easier to understand in colour than in black-and-white.

COUNTRY DETAILS	
Country	Dominican Republic
Aidspan page for Dominican Republic	Overview of grants to Dominican Republic
Global Fund links for Dominican Republic	Grant documents All CCM contacts Main CCM contacts Principal Recipient LFA GF Portfolio Manager

GRANT DETAILS	
Grant Number	DMR-304-G02-T
Title	National Response to Tuberculosis in the Dominican Republic
Round	Round 3 (TRP comments)
Applicant	CCM
Disease Component	TB
Principal Recipient	Asociación Dominicana Pro-Bienestar de la Familia (PROFAMILIA)
Recipient Type	Civil Society - NGO
Official Start Date	1 October 2004
PHASE 1 - Years 1-2	
Agreed Amount	$2,636,816
Approval Date	17 October 2003
Agreement Date	12 August 2004
Status	Approved. Agreement signed. 5 disbursements so far (90% of total).
PHASE 2 - Years 3-5	
Agreed Amount	$1,975,044
Approval Date	12 June 2006
Agreement Date	9 January 2007
Status	Approved. Agreement signed. No disbursements yet.
TOTAL	
$4,611,860 (Phase 1 agreed + Phase 2 agreed)	

PHASE 1 EXPECTED DISBURSEMENTS		
Disbursement	**Date**	**Amount**
1	1 Oct 2004	$620,674.00
2	20 Feb 2005	$336,023.67
3	20 May 2005	$336,023.66
4	20 Aug 2005	$336,023.67
5	20 Nov 2005	$336,023.67
6	20 Feb 2006	$336,023.66
7	20 May 2006	$336,023.67
Phase 1 agreed		**$2,636,816.00**

PHASE 1 ACTUAL DISBURSEMENTS		
Disbursement	**Date**	**Amount**
1	7 Sep 2004	$620,674.00
2	21 Oct 2005	$508,169.00
3	28 Feb 2006	$77,521.00
4	8 Jun 2006	$476,760.00
5	15 Feb 2007	$686,269.74
Disbursed		**$2,369,393.74 (90% of total)**
Undisbursed		$267,422.26 (10% of total)

PHASE 2 EXPECTED DISBURSEMENTS		
Disbursement	**Date**	**Amount**
Schedule not yet known		
Phase 2 agreed		**$1,975,044.00**

PHASE 2 ACTUAL DISBURSEMENTS		
Disbursement	**Date**	**Amount**
None		
Disbursed		**$0.00 (0% of total)**
Undisbursed		$1,975,044.00 (100% of total)

GRANT PERFORMANCE	
Time from Phase 1 Approval to Agreement	9.9 months (53.5% took less time; 46.5% took more time)
Time from Agreement to first disbursement	0.9 months. (24% of grants took less time, 76% took more time)
Most recent disbursement	The most recent disbursement was 11.2 months behind schedule
Next disbursement	The next disbursement is 0 months overdue
Phase 1 performance	**D: This grant is currently 11.3 months behind schedule. (82.2% are doing better; 17.8% are doing worse)**

Appendix 3: SWOT analysis and risk management

A: SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) Regarding Aidspan

Strengths: • Strong track record since first year of Global Fund • Trusted by the Fund, yet able to criticize it • Strong technical team with world class knowledge of the Global Fund • Strong communication skills • Strong institutional memory. • Strong links with Global Fund stakeholders worldwide	**Opportunities:** • Global Fund is growing steadily, meaning that more grants will need to be monitored • There are multiple new opportunities for providing new services.
Weaknesses: • Is only now developing consistent mechanism for evaluation of services provided • No staff currently qualified to take over as ED • Currently provides limited services to non-English-speaking people	**Threats:** • Is based in a country whose future stability is not certain.

B: Risk Management

Potential risk	Likelihood	Mitigation measures
1. That Aidspan will be too dependent on one donor for funding.	Low to moderate	• Work hard, with support from existing donors, to get a broad array of donors, each responsible for between 5% and 30% of Aidspan's budget.
2. That the Global Fund will bar Aidspan from access to its office and staff.	Low	• Continue to base Aidspan's publications on publicly-available data rather than on information obtained privately from Global Fund staff. • Continue to maintain good working relationships with Global Fund staff.

Potential risk	Likelihood	Mitigation measures
3. That the Kenya government will cease to provide a work permit to Aidspan's Executive Director, or to permit Aidspan to operate in Kenya.	Low	• Refrain from criticising the Kenyan government in the Kenyan media.
4. That Aidspan will for some time be too dependent on the current Executive Director, or, indeed, on other current staff and consultants. 5. That it will be hard to find new staff who can produce work of the quality that Aidspan has produced in the past.	Moderate	• Nairobi is the hub of many international and regional organisations, and provides access to a pool of bright and well qualified graduates. Pursue the opportunities this provides more aggressively than in the past. Offer training as necessary. • Ensure that funding will be adequate to permit employing professionally-qualified East Africans currently working in developed countries (who could be tempted, by good salaries, secure conditions and an impressive organisation, to return to East Africa.) • Divide the current Executive Director's responsibilities among several individuals, and institutionalise activities.
6. That instability will return to Kenya, serious enough to force Aidspan to leave the country temporarily.	Low to moderate	• Develop disaster plan for temporary relocation of staff to Arusha, Tanzania, four hours' drive from Nairobi.
7. That Aidspan will face legal problems arising from its watchdog/whistle-blower role.	Low (This has never happened, nor even been hinted at.)	• Aidspan's board includes a partner in a major New York law firm, who provides pro bono legal advice as needed.

Appendix 4: Endorsements of Aidspan

Stephen Lewis, who until recently was Special Envoy for HIV/AIDS in Africa of the UN Secretary-General, recently (though unsuccessfully) nominated Aidspan's *Global Fund Observer* for an award. In his nomination letter, he said:

> *"Global Fund Observer (GFO)* is lucid, intelligent and definitive. It makes a huge contribution to everyone's understanding of the processes and realities of the Global Fund. It has become mandatory reading for all of us working in the field of communicable diseases, whether as practitioners or advocates. It is fair to say that the GFO provides an astonishingly informed and continuing commentary on the work of the Global Fund. What began as an inspired, if modest initiative on the part of [its founder], has now become an indispensable vehicle of information and analysis for the international community."

Aidspan has been granted permission to publicly quote the following endorsements:

- *"Aidspan's publications and other activities have been invaluable to a range of Global Fund stakeholders, from board members (both donor and recipient) to CCM members to outside observers."* – Dr. Carol Jacobs, Barbados, then Global Fund Board Chair, and Prof. Michel Kazatchkine, France, then Vice-Chair, 2005
- *"Aidspan's watchdog activities have had a very substantial impact, and have been conducted with great discretion."* – Dr. Peter Piot, then Executive Director, UNAIDS, 2006
- *"GFO is indispensable and independent. It explains complex Global Fund issues in a concise, responsible and lively manner."* – Dr. Brian Brink, Senior Vice President: Health, Anglo American, and then alternate private sector Global Fund board member, 2005
- *"The Aidspan Guides and the GFO newsletter are incredibly useful resources. They have enabled many AIDS advocates in Africa to work on Global Fund issues in an informed and sophisticated manner."* – the late Omololu Falobi, Journalists Against AIDS Nigeria, 2005
- *"The CCM in China has benefited significantly from the documentary information and the in-person counselling provided by Aidspan."* – Dr. Ren Ming Hui, Chair, China CCM, and Global Fund board member, 2005
- *"Funding the Fund is a high priority for AIDS activists, and for years we have depended on Aidspan to provide us with data and analysis that we can draw upon."* – Dr. Paul Zeitz, Executive Director, Global AIDS Alliance, 2005
- *"Aidspan's Executive Director is very open-minded, and stubborn at the same time. He performs his watchdog role quite eloquently."* – Peter van Rooijen, former Global Fund board member, quoted in Science magazine, 2008

Appendix 5: Aidspan's role in triggering an investigation of the Global Fund Secretariat

The following two articles, from GFO Issue 54, published 18 December 2005, describe an official investigation of the Global Fund Secretariat that took place in 2005, and Aidspan's role in triggering that investigation. (All GFO issues are accessible at www.aidspan.org/gfo)

1. NEWS: Investigation of the Global Fund

> A recently-concluded three-month official investigation of the Global Fund Secretariat found no evidence of fraud or misuse of funds. However, the investigation did conclude that the Secretariat has violated certain rules mandated by the Fund's Board regarding contracting and payments.

[…]

4. BACKGROUND: Aidspan's Role in the Investigation of the Global Fund Secretariat

> The recently-completed investigation of the Global Fund was called for by the Chair of the Board after she received a confidential letter from Aidspan, publisher of GFO, five months ago.

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1. NEWS: Investigation of the Global Fund
+ +

A recently-concluded three-month official investigation of the Global Fund Secretariat found no evidence of fraud or misuse of funds. However, the investigation did conclude that the Secretariat has violated certain rules mandated by the Fund's Board regarding contracting and payments. None of the findings related to uses of Global Fund grants; the investigation was entirely into internal practices within the Geneva-based Secretariat, and uses of Secretariat money.

The investigation was jointly called for by the Global Fund Chair, Vice Chair and Executive Director in July after they received a confidential letter from Aidspan, publisher of GFO, alleging mismanagement within the Secretariat. (See "*Aidspan's Role in the Investigation of the Global Fund Secretariat*," below.)

The investigation was carried out by the WHO Office of Internal Oversight Services (IOS). IOS was used because certain aspects of Global Fund administration are carried out under the oversight of WHO.

The investigation was completed in late November. The report of the investigation was first evaluated by the Board's Ethics Committee, and then by the full Board at its meeting on December 15-16.

The Ethics Committee agreed with the investigation report that "there is no evidence of fraud and misuse of funds." However, the committee said that in the report of the investigation it found "areas of considerable concern that require attention, including evidence of real or perceived conflict of interest." The Ethics Committee also noted that "consistent adherence to contracting and procurement procedures was not upheld. In the specific cases cited, established procedures were shortcut for the sake of speed and convenience, causing vulnerability of the Global Fund operation. Contracts may have been made in ways that do not rule out conflict of interest." Also, there were "concerns regarding fair and open recruitment of secretariat staff." In addition, the committee found that "the participation of a family member in Global Fund activities was left to diverse interpretations both internally and externally," that there have been "management weaknesses compounded over time," and that the report showed a "composite picture of longstanding issues related to sound management practices."

In the meeting of the full Board that ended on Friday, the Board essentially agreed with the Ethics Committee's findings. The Board concluded that within the Secretariat, "there were instances of violation of established Global Fund and WHO rules and procedures." However, "there was no evidence of fraud and misuse of funds." It added that "there was no evidence of violations of the

Policy on Ethics and Conflict of Interest for Global Fund Institutions, though there were actions that created concerns about lack of transparency." Also, the Board noted that it had separately "received concerns about Secretariat culture and morale, which it takes seriously."

The Board set up a small Oversight Committee to monitor the actions that the Secretariat has promised to carry out to correct the problems. The Board also asked the Secretariat to determine who within the Secretariat "is responsible for any improprieties," and noted that "in this process, protection of whistleblowers is also essential."

The Board did not authorize release of the report of the investigation, even in summary form. The report was treated as extremely confidential; each Board member had to sign a confidentiality agreement before reading it, and was not allowed to retain a copy.

[Note: The quotes above represent the entirety of what the Board and its Ethics Committee have revealed about what was investigated. The quotes are taken from the Board's Decision Points and a Board statement, both available at www.theglobalfund.org/en/files/boardmeeting12/GF-B12-Decisions.pdf, and from the report of the Ethics Committee.]

[…]

+ + + + + + + + + + + + + + + + + + + +
4. BACKGROUND: Aidspan's Role in the Investigation of the Global Fund Secretariat
by Bernard Rivers, Executive Director, Aidspan, and Editor, GFO.
+ + + + + + + + + + + + + + + + + + + +

Six months ago, I started working on an article for GFO about the high level of turnover among mid-rank and senior GF staff. I interviewed many past and present staff in considerable depth. In the course of these interviews, I learned of some worrying problems within the GF Secretariat, including activities which appeared to involve violations of board-mandated policies.

These findings left me in a quandary. Should I publish what I had been told? To do so could have been very harmful to the Fund. Should I, instead, throw away all my notes and forget the whole thing? To do so would have been irresponsible. Aidspan, the small NGO that I run and that publishes GFO, was set up to serve as a watchdog of the Fund. What use is a watchdog if it only wags its tail, but is silent when it sees possible problems?

In the end, I decided that the appropriate action was to write up my findings in the form of a confidential letter, and to send that letter to the Chair of the Global Fund, Carol Jacobs.

Before doing so, I wrote on July 7 to Richard Feachem, the Global Fund's Executive Director, attaching a draft of the letter that I planned to send to the Chair and to a few other Board members on July 11, and inviting him to comment.

The following day, I received two calls from senior GF officials, telling me that Dr. Feachem had decided that if the Chair wanted to call for an independent investigation into the matters in my letter, he would support that. One caller requested that when I sent my July 11 letter to the Chair, I should send copies to the Vice Chair and Dr. Feachem but not to any other Board members. I agreed.

I edited the letter to take account of these and other inputs provided during the two calls, and then on July 11 I sent the letter to the three agreed people. My letter dealt only with concrete items of information that I had obtained from staff members. I made no suggestion, and I never have, that there has been any fraud or misuse of funds within the Fund.

In my letter, I promised to publish nothing in GFO about my findings until after the Board had received and digested the report of the investigation, assuming there was one. I also promised that during that time period, I would not show the letter to anyone else, not even chairs of Board committees. I have fully honoured those promises. Furthermore, I have never informed anyone verbally or by email about what I said in my letter to the Chair.

On July 27, Dr. Feachem wrote to all Global Fund staff saying "On the morning of Monday July 11, I strongly advised the Chair and Vice Chair of the Board to refer the allegations to the WHO Office of Internal Oversight Services (IOS) for an independent review." He also informed staff that on the same day, the Chair had informed the Board about my July 11 letter, and that she had added that she and the Vice Chair "have also had concerns expressed on these matters by several Board members."

The Chair, Vice Chair and Executive Director then jointly called for an independent investigation to be carried out by IOS. The investigation lasted several months, and was completed in late November. (I have not seen a copy of the investigation report. The investigation appears to have examined most but not all of the matters raised in my letter.) The Board then read and discussed the report at the board meeting that has just been concluded. (See "*Investigation of the Global Fund*," above, for the limited information that is publicly available on what the report found and what the Secretariat and Board have decided to do about it.)

During the five months since sending my letter to the Chair, I have not been informed of any item in my letter that was incorrect. (However, to be fair, I have also not been told that my letter was correct. Indeed, the Fund's spokesman told the *Wall Street Journal* in August "I would hazard to say a lot of this is nonsense.")

Since I started looking into the issues in June, GFO readers have only been told what was said in a *Wall Street Journal* article about the investigation, and, with permission, what was said by the chief investigator in a statement he made to the Global Fund Board on 29 September (see GFO #50 and #51 at www.aidspan.org/gfo). Revealing any more would have violated the commitments I gave to the Chair.

Now that the Board has received and discussed the report, the promise to remain silent that I made five months ago has expired. However, I am very aware that the Board, representing governments, NGOs and others from all parts of the world, worked long, hard and collegially seeking and finding an outcome that was acceptable to all. Accordingly, I feel it would be inappropriate for GFO to reveal more about the issues that were investigated than the Board itself has chosen to disclose.

Appendix 6: CV and profile for Aidspan's Executive Director

Bernard Rivers

Career:

From April 2002:	**Founder and Executive Director** of *Aidspan*, a non-governmental organisation whose mission is to reinforce the effectiveness of the *Global Fund to Fight AIDS, Tuberculosis and Malaria*. Editor of Aidspan's *Global Fund Observer* newsletter, which has over 8,000 subscribers in 170 countries.
2001 to 2002:	**Independent consultant** on the economics of AIDS, and on various aspects of fund-raising, grant-making, strategic planning and making effective use of the Internet. Specialized in working with international organisations that deal with AIDS and other poverty-related issues. Clients included a UN agency and several nonprofit organisations in the USA and Africa.
2000 to 2001:	**Director, Nonprofits, US Northeast and UK**, of *AppNet, Inc.* and then of *Commerce One, Inc.* (after it acquired AppNet in Sept. 2000). Role in both companies was to lead the team that developed websites and provided related consulting services for large nonprofit organisations in the US Northeast and UK.
1997 to 2000:	**CEO**, *RivCom, Inc.,* a 12-person UK-US company providing large clients with services and technology regarding use of XML, a new Web standard.
1996:	**Vice President for Data Services**, *Blackbaud, Inc.* (Charleston, SC), the leading supplier of software to nonprofit organisations. In charge of new ventures for providing clients with access to data and services via the Web.
1990 to 1995:	**CEO, founder and owner**, *Riverside Software, Inc*. (New York, NY), the leading developer of software for grant-making foundations and corporations. Built the company to 20 staff and 650 foundation clients in US and UK, then sold it to Blackbaud, Inc.
1984 to 1990:	**Director of Software Development***, Grants Management Group, Inc*. (New York, NY). Wrote the world's first PC-based grants-management software package.
1980 to 1983:	**Research Director**, *Shipping Research Bureau* (Amsterdam, Netherlands, and New York, NY), a nonprofit organisation set up to research and publish reports on how oil was getting to South Africa during the apartheid years. Worked simultaneously as a **consultant** on related issues to *United Nations* and *Organization of African Unity*.
1978 to 1979:	**Research Director**, *Council on Economic Priorities* (New York, NY). Supervised the work of 10 staff researching the social impact of US corporations.
1973 to 1978:	**Freelance journalist, lecturer and consultant**, mostly on energy politics in Africa.
1969 to 1973:	**Research economist**, *British Airways* (London, UK). Led a major research project to design and implement a computerized mathematical model to assist the airline in its long-term planning. Also, during a leave of absence in 1971, **Project Manager** of a project to take relief supplies from India to newly-independent Bangladesh.

Education: Cambridge University, UK: MA, Economics, 1972; BA Honours, Mathematics, 1969.

Nationality: UK citizen, US and Kenya resident.

Awards: *Journalist of the Year* (jointly with two colleagues), British Press Awards, 1978

Profile of Bernard Rivers from Science Magazine, July 2008

The Global Fund's Best Friend?

25 JULY 2008 VOL 321, SCIENCE, www.sciencemag.org, page 524

NAIROBI, KENYA—By Bernard Rivers's own description, he's a "loving watchdog" of the Global Fund to Fight AIDS, Tuberculosis, and Malaria, "a dog that spends much more of its time wagging its tail than barking," he adds.

Rivers and his two-person team here run Aidspan, which began publishing an electronic newsletter, the *Global Fund Observer*, shortly after the fund opened for business in 2002. The *Observer*, published every month or so and now a must-read for nearly 8000 subscribers in 170 countries, offers original analyses of Global Fund data. These include a grants-evaluation system that tracks whether disbursements are on time, news reports on Global Fund board meetings, and critical editorials about how the fund can improve. He has endorsements on his Web site from the current director of the fund, the chair of its board, and the head of UNAIDS. Rivers is "very open-minded and stubborn at the same time," says Peter van Rooijen, a former board member of the Global Fund, who now heads the International Civil Society Support in Amsterdam. "He performs his watchdog role quite eloquently." But when Rivers triggered an investigation of the Global Fund itself, its spokesperson, Jon Lidén, publicly complained. The investigation unfairly stained the credibility of the leadership, Lidén now says, noting that the probe found no serious wrongdoing.

Rivers became intrigued by the Global Fund's design soon after it formed. "Over the past 50 years, Western governments have all too often told developing countries, 'We will provide you with aid if you will support us in the Cold War, or buy our products, or follow our moral agenda, or let our nationals run your project,' " says Rivers, an economist by training. "This is an outdated and inappropriate approach, which the Global Fund model seeks to circumvent." Rivers sold his company, which provided grants-management software to foundations, and invested his own money in starting Aidspan.

With a total of four staff members (others work from England and Thailand) and an annual budget of $750,000, Aidspan finances its work with help from foundations, industry, and individuals. Rivers maintains a strict independence from the fund and takes no money from it. Although he is a critic, he says he shares the group's vision of "country-led" and "results-based" funding; he also calls it "remarkable" that in 6 years the fund has gone from $0 to giving out $3 billion annually. "Of *course*, not everything has worked perfectly from day one," he says, pointing to the recent corruption scandal, among other problems (see main text).

This past winter, Rivers interviewed more than 50 Global Fund recipients in seven African countries to examine the barriers that have prevented countries from aggressively scaling up anti-HIV drug treatment and prevention efforts. In a report published in April, he concluded that the proposal process is too "long and complex." Countries that have several grants for different diseases must contend with an "administrative burden" that makes them feel as though they have been "punished for success." The report also advocates that the fund dramatically increase assistance for strengthening health systems more broadly.

Ultimately, Rivers believes that developing countries should run Aidspan, which is one reason he moved its headquarters from New York City to Nairobi in 2007 and began hiring Kenyan staff members. "The sooner Aidspan can get to that point, the better," he says, estimating that the process will take two more years. "Founders of organisations should always get out in less than 10 years," says Rivers. "Otherwise, the organisation will find it very hard to grow beyond simply being an extension of that person." But for now, as the saying goes about a happy dog, it's like he has two tails.

–JON COHEN

Published by AAAS

Appendix 7: Aidspan contact details

Aidspan

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