Appendix to Aidspan's "Report Regarding 2010 Activities"

Aidspan Performance Against 2010 targets

Below, we list all activities from our 2010 annual plan, together with budgeted and actual expenditure for each programme area. In the final column we show what was actually achieved during 2010 for each planned activity. When activities planned for 2010 were not implemented, or not completely implemented, this was usually the result of insufficient funding and/or consequent delays in staff recruitment.

PROGRAMME AREA A:
PROVIDE INFORMATION, ANALYSIS AND ADVICE ON THE GLOBAL FUND

Desired outcome: More knowledge: Global Fund stakeholders have a better understanding of the Fund's policies and procedures, and they know more about what impact individual grants are achieving.

Budget for 2010: $419,000   Actual for 2010: $203,000 (= 48% of budget)

A1: GATHER AND ANALYSE GLOBAL FUND-RELATED INFORMATION.

Broad Activity	Sub-Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010
A11: Research and critique the policies, actions, transparency, accountability and effectiveness of the Global Fund Secretariat and Board.	A111: Research and critique the forms, procedures and guidance documents that the Global Fund develops for CCMs, grant applicants and grant implementers	*Analyse the Global Fund's non-public draft Round 10 proposal form and guidelines, and provide a private critique to the Fund.*	Done
		Analyse the Global Fund's guidance documents for the first learning wave of national strategy applications, and provide a private critique to the Fund.	Done
		As per the previous point, but for the second learning wave.	Done
		Analyse the Global Fund's draft revised CCM guidelines, and provide a private critique to the Fund.	Done
		Analyse the Global Fund's draft materials on the new grant architecture, and provide a private critique to the Fund.	Done

Broad Activity	Sub-Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010
	A112: Research and critique the data that the Global Fund makes publicly available	*Analyse the challenges in accessing and interpreting data on the Global Fund website related to proposals and grant implementation, and provide a private critique to the Fund.*	Analysis conducted, but critique not yet sent to GF.
	A113: Research and critique the information that the Global Fund Secretariat and Board committees provide to Board delegations prior to Board meetings	*Analyse documents prepared for Global Fund Board meetings, and share the analysis with one or more Board delegations.*	Analyses done for both 2010 GF board meetings. The findings were shared within Aidspan, but in most cases not externally.
A12: Research and critique the policies, actions, transparency, accountability and effectiveness of CCMs and the implementers of Global Fund grants.	A121: 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.	*Compile complete data on the rating given by the GF to each grant for each 3-month or 6-month implementation period, and on which grants have been suspended or terminated. (Only partial data is published on these things.)*	Done
		Develop methodology for separating out the best-performing from the worst-performing grants, and for seeking patterns among the best/worst performers.	Started but not completed.
	A122: Research the actual outcomes and effectiveness of Global Fund grants.	*Start to develop a methodology for this.*	Not done. Project postponed.
	A123: Conduct analyses of which services and products (e.g., PMTCT, bednets, etc.), and which particular approaches to providing such services and products, appear to be the most widely used by Global Fund grant implementers, and which appear to be the most cost-effective.	*Start to develop a methodology for this.*	Not done. Project postponed.
		Start research for a series of publications describing AIDS, TB and malaria programmes that "really made a difference" and analysing what made these programmes successful.	Not done. Project postponed

Broad Activity	Sub-Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010

A2: DISSEMINATE INFORMATION, ANALYSIS AND ADVICE IN MULTIPLE LANGUAGES

Broad Activity	Sub-Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010
A21: Publish Global Fund Observer (GFO)	A211: Publish more GFO issues per year.	*Research and publish at least 20 issues of GFO, containing a total of at least 100 articles, including at least 5 Analysis articles and at least 5 Commentary articles.*	Targets all exceeded. See table below.[1]
		Publish two interviews with senior Global Fund officers.	Did one (with GF Inspector General), not two.
	A212: Make GFO available in French, Spanish and Russian.	*Find translators for GFO, negotiate contracts with them, and develop procedures for handling the associated workflow.*	Work started but not completed.
	A213: Recruit new people to work on GFO.	*Recruit a Kenya-based GFO Deputy Editor.*	Done – but the person then left in December 2010 for another job before the end of her probation. Position not re-filled by year end.
		Recruit part-time GFO correspondents in various countries.	Not done. Start delayed.

[1]

By end 2010: Targets all exceeded, and number of subscribers increased, as follows:

	GFO issues published	Total no. of articles	Split between articles		
			News	Analysis	Commentary
2005-2009 annual average	15	64	54	10	
2010 Target	20	100	90	5	5
2010 Actual	23	139	121	10	8

	Circulation
Start 2010: Number of subscribers	7,376
End 2010: Number of subscribers	8,051 (a 9% increase)

Note: We only add to the subscription list people who explicitly ask to be added. And we automatically remove from the subscription list anyone who un-subscribes, and anyone whose email address ceases to work.

Broad Activity	Sub-Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010
	A214: Expand GFO's scope to include in-depth accounts of some of the successes achieved, and challenges faced, by countries implementing GF grants.	*Publish 3 articles on this*	Not done. Start delayed.
	A215: Promote GFO among potential subscribers.	*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.*	Not done. Project postponed.
	A216: Provide a "MyGFO" web page at which each GFO subscriber can specify things such as which language versions he/she wishes to receive.	*Design the MyGFO web page (since renamed "MyAidspan")*	Most but not all design work completed.
A22: Publish Guides and Reports	A221: Produce a report analysing the many problems that exist with accessing and interpreting Global Fund data showing the performance of individual grants, and the many shortcomings in the quality of such data.	*Draft this report, based on research carried out in A112.*	Not done. Start delayed.
	A222: Publish other informational reports arising from the research conducted under A1 above.	*Arising from research carried out in A121, produce a new version of the 2008 report "An Analysis of Global Fund Grant Ratings."*	Not done. Start delayed.
	A223: Publish other Guides and Reports.	*Research and publish "The Aidspan Guide to Round 10 Applications to the Global Fund."*	Done
		Research and publish a Question and Answer Document on the Global Fund's new grant architecture.	Done
		Research and publish a report on the key strengths of Rounds 8 and 9 applications to the Global Fund.	Done
		Research and publish a guide on managing sub-recipients.	Not done. Project postponed.

Broad Activity	Sub-Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010
		Research and publish, 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.	Project delayed because of problems at the partner end.
A23: Provide implementer-country web pages	A231: Enhance the features provided in Aidspan's Grant Details, Analysis and Evaluation web pages.	*Develop source code for, and publish, the first stage of this enhancement.*	Coding for this version completed. But it was decided not to publish this version pending further enhancements to be carried out in 2011.
A24: Send "significant event" email alerts [2]		*Start designing the significant event email alerts.*	Done
A25: Provide donor-country web pages [3]		*Start designing the donor-country web pages.*	Not done. Project postponed.

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[2] With alerts, 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.

[3] These should show the history of donations to the Global Fund 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.

Broad Activity	Sub-Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010

> ## PROGRAMME AREA B:
> ## FACILITATE DISCUSSION ON GLOBAL FUND ISSUES
>
> Desired outcome: Increased discussion: There is increased discussion by all Global Fund stakeholders regarding how to improve the Fund's policies and procedures and how to increase the impact of Global Fund grants.
>
> Budget for 2010: $96,000   Actual for 2010: $25,000 (= 26% of budget)

B1: ORGANIZE/FACILITATE ROUND TABLES AND WORKSHOPS.

Broad Activity	Sub-Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010
B11: Organize and conduct Round Tables on big-picture issues		*Choose topic for a 2011 Round Table*	Not done. Project postponed.
B12: Provide or facilitate workshops at the global or country level	B121: Organize in-country workshops on Global Fund in-country structures, requirements and processes.	*Plan the first two workshops, to take place by mid-2011.*	Planned and held one workshop, and started planning for second workshop.
	B122: Facilitate GF-related meetings, at a global or in-country level, that are organised by others.	*Facilitate four such meetings*	Target exceeded. Meetings facilitated in Geneva, Netherlands, Kenya, Tanzania and South Africa.

B2: HOST WEB-BASED DISCUSSION FORUMS AND CCM WEBSITES.

Broad Activity	Sub-Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010
B21: Develop and set-up country & GFO	B211: Set up country-specific web discussion forums linked to CCM pages and Aidspan country pages.	*Start designing the country-specific web discussion forums.*	Done

Broad Activity	Sub-Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010
web discussion forums	B212: Set up a web discussion forum linked to GFO, in which people can comment on specific GFO articles.	*Start designing the GFO web discussion forum.*	Done
B22: Develop and set up template for CCM websites [4]		*Start designing the CCM website template.*	Not done. Start delayed to 1Q2011.

B3: MENTOR LOCAL WATCHDOGS

B31: Identify local watchdog institutions and individuals [5]		*Identify six institutions or individuals that are willing to serve informally as local watchdogs, based on selection criteria.*	Target exceeded – 17 identified.
		Assess preliminary needs of six watchdogs.	Done
		Develop a plan on how to involve other Aidspan staff in mentoring watchdogs.	Not done. Start delayed.
B32: Provide various forms of support to local watchdogs		*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).*	Done
		Start drafting a guide on how to be an effective local watchdog.	Not done. Start delayed.
		Offer support to the six local watchdogs.	Done
		Design a section on the Aidspan website that will provide resources for watchdogs such as other organizations' publications and links to other useful websites.	Done

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[4] This 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 previous item.

[5] These 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.

Broad Activity	Sub-Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010

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PROGRAMME AREA C:
PUSH FOR INCREASED GLOBAL FUND IMPACT

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<u>Desired outcome</u>: Greater impact: The impact of Global Fund grants increases. More lives are saved.

Budget for 2010: $247,000   Actual for 2010: $195,000 (= 79% of budget)

C1: DECIDE ON WHICH ISSUES TO PUSH FOR INCREASED GLOBAL FUND IMPACT.

Broad Activity	Sub-Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010
C11: Analyse the outputs of all activities under Programme Areas A and B, and based on this, decide regarding which issues it would be most useful for Aidspan to push for increased GF impact.		*Start the analysis of the outputs.*	Done

C2: PUBLISH WHITE PAPERS AND GFO COMMENTARY ARTICLES

Broad Activity	Sub-Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010
C21: Publish White Papers.[6]		*Choose topic(s) for 2011 White Paper(s)*	Not done. Project postponed.

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[6] 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 very high level researchers within Aidspan.

Broad Activity	Sub-Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010
C22: Publish GFO Commentary articles	C221: 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.	*Publish at least five such articles*	Done

C3: PRIVATELY INTERACT WITH KEY ACTORS.

Broad Activity	Sub-Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010
C31: Find out what key actors think on certain key issues		*Communicate and meet regularly with senior Global Fund executives, Global Fund Board members, CCM members, Global Fund grant implementers, etc.*	Done
C32: Push key actors to take certain actions	C321: Privately communicate with the Global Fund about how the Fund might improve the clarity of its communications.	*Communicate and meet regularly with senior Global Fund executives and Global Fund Board members.*	Done occasionally, not "regularly."
	C322: Privately communicate with parties other than the Global Fund about how they might act in support of the Global Fund and its grant implementers, and offer assistance as appropriate	*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.*	Done occasionally, not "regularly."
	C323: Advocate for some organisation or group of organisations to create a "TA Marketplace."[7]	*Research who might perform this task and how it might be done, and then seek to persuade them to play this role.*	Have advocated for some entity to play this role; have not proposed who that entity should be.
C33: Provide support to individual GF Board delegations.		*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.*	Discussion started with one such delegation.

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[7] This 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).

Broad Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010

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SUPPORT AREA D:
CROSS-PROGRAMME

Budget for 2010: $130,000   Actual for 2010: $93,000 (= 71% of budget)

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D1: DEVELOP AND MANAGE IT SYSTEMS

Broad Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010
D11: Enhance Aidspan's "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 A23 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.	*Complete the Aidspan web engine enhancements.*	Much work done, but not completed.
D12: Develop a GF Data Portal, to be used for in-house retrieval and analysis of GF grant data	*Complete Version 1 of the Data Portal.*	Done
D13: Enhance the web engine to support Activities A216, A24, A25, B21 and B22.	*Commence the enhancements, once the design has been completed per Activities A216, A24, A25, B21 and B22.*	Done
D14: Develop and support in-house IT systems as needed.	*This is an ongoing activity.*	Done

Broad Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010

> ### SUPPORT AREA E:
> ### CONDUCT PLANNING AND M&E, AND SUPPORT THE BOARD
>
> *Budget for 2010: $121,000   Actual for 2010: $62,000 (= 51% of budget)*

E1: PLAN AIDSPAN ACTIVITIES

Broad Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010
E11: Complete and obtain board approval for the Aidspan Strategic Plan 2010-2013	*Complete this Activity*	Done
E12: Produce annual plan and budget	*Complete this Activity re 2011*	Done

E2: PERFORM M&E

Broad Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010
E21: Develop M&E Framework	*Complete this Activity*	Done. (Finalised in January 2011.)
E22: Monitor Aidspan activities	*Complete this Activity*	Done
E23: Carry out surveys	*Carry out first Survey, mainly in order to obtain baseline data.*	Not done. Start delayed.

E3: REPORT ON AIDSPAN ACTIVITIES

Broad Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010
E31: Produce annual report	*Produce annual report re 2009. (This has to use an informal format, because indicators and targets were not in place during 2009.)*	Done
E32: Produce mid-year report	*Produce mid-year report re first half 2010.*	Not done.
E33: Produce audited financials	*Perform this Activity re 2009*	Done
E34: Produce monthly financials	*Perform this Activity, starting mid-2010*	Done
E35: Produce quarterly financials	*Perform this Activity, starting mid-2010*	Done

Broad Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010
E36: Produce monthly cash statement and annual forecast	*Perform this Activity, starting mid-2010*	Done
E37: Produce policy compliance report	*Perform this Activity, starting mid-2010*	Not done. Start delayed.

E4: SUPPORT THE BOARD

E41: Produce board package for each Board meeting	*Perform this Activity.*	Done
E42: Organise and conduct two Board meetings annually	*Perform this Activity.*	Done

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SUPPORT AREA F:
ADMINISTER AIDSPAN AND RAISE FUNDS

Budget for 2010: $297,000   Actual for 2010: $240,000 (= 81% of budget)

F1: PERFORM STANDARD ADMIN ACTIVITIES

F11: Keep accounts current	*Perform this Activity.*	Done
F12: Manage legal issues and governmental relations	*Perform this Activity.*	Done
F13: Ensure tax compliance	*Perform this Activity.*	Done
F14: Perform other admin activities	*Perform this Activity.*	Done

F2: REVIEW AIDSPAN EFFECTIVENESS

F22: Perform internal audit	*Plan how this will be done starting 2011.*	Not done. Start delayed.

Broad Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010
F23: Complete and obtain board approval for in-house manuals	*Perform this Activity.*	Done
F24: Update in-house manuals each October and obtain board approval	*Perform this Activity.*	Done

F3: MANAGE HUMAN RESOURCES

Broad Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010
F31: Conduct staff performance appraisals	*Perform this Activity.*	Done
F32: Recruit staff	*Conduct a major recruitment exercise, advertising widely, to increase Aidspan from four full-time staff at the start of the year to at least eight by the end of the year.*	Done
F33: Develop staff workplans	*Perform this Activity.*	Done

F4: PERFORM FUNDRAISING

Broad Activity	Detailed Activities and Targets in 2010 Annual Plan	Progress as of end 2010
F41: Perform fundraising	*Raise funding for 2010 to the level specified in the Strategic Plan.*	Attempted, with only partial success.