# TECHNICAL APPENDIX TO AIDSPAN REPORT REGARDING ACTIVITIES OF 2012

## ACTUAL 2012 ACTIVITIES AGAINST 2012 PLAN

Below, we list all activities that we planned to do in the course of the entire year 2012, together with budgeted and actual expenditure for each programme area. In the final column we show what was actually achieved that year. We also list activities that we undertook but were not in the Annual Plan.

# 1. RESEARCH UNIT

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

*Budget for 2012: $437,000*          *Actual for 2012: $ 312,000*

| Broad Activity 1.1: GF in Geneva: Research and critique the policies, actions, transparency, accountability and effectiveness of the Global Fund Secretariat and Board | |
|---|---|
| *2012 Target: Complete 4 substantive analyses* | |
| **Activities planned for entire year** | **Status as of end-2012** |
| 1.1.1 | *Evaluate the design and the working of the GF's performance reporting and management systems.* | Started: Almost complete, draft report is ready. Will be completed 2013. |
| 1.1.2 | *Evaluate LFA working methods and experiences, based in part on a survey.* | Literature review done and report completed. The survey will not be done. |
| 1.1.3 | *Assess the design and the working of the GF's Price and Quality Reporting (PQR) mechanism, and conduct a preliminary analysis of the data it contains. (Possibly, also examine the Voluntary Pooled Procurement (VPP) system.)* | Started: To be completed in Q1 2013. PQR data analysis and review of VPP completed. |
| 1.1.4 | *Analyse the GF's fund-raising track record, current situation, and future prospects. As part of this, assess how the GF has handled gaps between demand and supply in the past, and what its options are for predicting and handling them in the future.* | Done: A report on pledges and contributions was completed and published on the Aidspan website. An article entitled "Aidspan Releases Analysis of Pledges and Contributions to the Global Fund" was published in GFO issue 206. |
| 1.1.5 | *Develop channels of communication with current and former TRP members with the intention of conducting an evaluation of the TRP in 2013* | Not done: Removed from 2012 workplan |
| 1.1.6 | *Analyse one or more OIG/corruption issues. (Specific topic to be determined.)* | Not done: Removed from 2012 workplan |
| 1.1.7 | *Create and make available to others a clearinghouse of all relevant publications and data about the GF, and review certain academic papers about the Fund.* | Started: This is a continuous activity. PDF library created with over 90 articles. Endnote library created with references to the PDFs and other GF-related publications. |
| New | *Evaluate whether the GF has chosen appropriate KPIs for assessing its own performance, and analyse GF performance based on the KPIs that is has used thus far.* | Started. This activity is dependent on how the Global Fund pushes forward with the NFM |
| New | *An assessment of the calculation of impact measures by the Global Fund – the Lives Saved Report* | Done: Assessment was done and a report was completed and published online. A peer reviewed paper to be published in 2013. |
| New | *Analysis of the New Funding Model in the period after the September Board meeting in Geneva* | Done: Six summary articles were written to explain the technicalities and process of the development of the NFM and published in GFO issues 196, 197, 198, 201 and 202. |
| New | *Analyse the Global Fund decisions on the AMFm* | Done: Analysis was done and 2 articles were published entitled *'The AMFm Endangers Public Health, Oxfam says'* in GFO issue 200 and *'Global Fund Board Approves Modification of AMFm'* in GFO issue 202 |

## Broad Activity 1.2:  GF in the field: Research and critique the policies, actions, transparency, accountability and effectiveness of CCMs and the implementers of Global Fund grants

*2012 Target: Complete 1 substantive analysis*

| | Activities planned for entire year | Status as of end-2012 |
|---|---|---|
| 1.2.1 | *Conduct a comparative evaluation of grant performance in India and Nepal. Assess possible explanations for differences in performance.* | Not done. |
| 1.2.2 | *Analyse, based on GF data and a survey, working methods and experiences across all PRs.* | Started: Survey undertaken, analysis and report writing done. Report and GFO articles to be published in Q1 2013. |
| From 2011 | *Collaborate on a study of malaria multi-country proposals being conducted at the University of California* | Done: A study titles 'Parasites And Vectors Carry No Passport: How To Fund Cross-Border And Regional Efforts To Achieve Malaria Elimination' by C S Gueye, A Teng, K Kinyua, F Wafula, R Gosling and D McCoy was published in Malaria Journal, October, 2012. An article entitled 'Low Success Rates for Multi-Country Grants May Slow Malaria Control'.  It was published in GFO issue 205. |

## Broad Activity 1.3:  GF impact: Research and evaluate the overall impact and effectiveness of the Global Fund and its grant implementers; compare the Fund with other funding institutions; and evaluate the Fund's working relationship with other institutions

*2012 Target: Complete 3 substantive analyses*

| | Activities planned for entire year | Status as of end-2012 |
|---|---|---|
| 1.3.1 | *Conduct an analysis and critique of National Strategy Applications and Health Systems Strengthening* | Done: A report titled *'The Global Fund: What Next for Aid Effectiveness and Health Systems Strengthening*?' by David McCoy et al was published on the Aidspan website. A commentary titled, '*Is a New Narrative Shaping the Global Fund?'* by D McCoy was published in GFO 185. Potential research links and collaborations have been developed with World Bank, GAVI, WHO and GF in an attempt to make this paper relevant and useful to a wider audience. |
| 1.3.2 | *Examine the strengths and weaknesses of the GF's community systems strengthening strategy* | Done: A report titled, '*The Global Fund and Community Systems Strengthening: The Wrong Organisation for the Right Job? Or the Right Organisation Doing the Job Wrongly?'* by Josef Decosas and David McCoy was completed and published at the Aidspan website. A commentary titled, '*The Global Fund's Approach to Community Systems Strengthening Is Flawed'* by the same writers was published in GFO issue 177. |

| 1.3.3 | | This has now become a major project entitled 'GOVERNANCE OF MULTILATERAL GRANT-MAKING INSTITUTIONS (GMGI): LESSONS FROM THE GLOBAL FUND'S FIRST DECADE that Bernard Rivers is undertaking in his new positions of Aidspan Senior Fellow and visiting fellow at Cambridge University. Preliminary research, data collection and a few interviews were done in Q4 on this project. Work will continue to the end of 2014. This project is now being carried out on a joint basis by Aidspan and UK think tank the Royal Institute of International Affairs (Chatham House). |
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| | *Conduct a comparative evaluation of the models of governance used by the GF, GAVI and the World Bank in terms of membership, representation, participation, working methods, transparency, and accountability* | |
| 1.3.4 | *Produce a 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.* | This paper will, with a new title, be the final output from the GMGI project discussed in 1.3.3. Work started in Q4. |
| 1.3.5 | *Conduct a Global Fund Roundtable on a topic to be determined* | The Round Table will be almost the final activity, in late 2014, in the GMGI project, discussed in 1.3.3 above. The Round Table will be jointly organised by Aidspan and the Royal Institute of International Affairs (Chatham House). |
| From 2011 | *Assess the GF's methods for measuring impact* | Done: A report titled, *'Quantifying the Global Fund's Contribution to Saving Lives: Methodological and Policy Issues'* by David McCoy and Nele Jensen was completed and published at the Aidspan website here. |
| From 2011 | *Analyse which countries are most financially dependent on the GF.* | Done: Report titled, '*Allocating Scarce Resources Strategically - An Evaluation and Discussion of the Global Fund's Pattern of Disbursements*' by David McCoy and Kelvin Kinyua was completed, peer reviewed and published in the Plos One website here |

# 2. EDITORIAL UNIT

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

*Budget for 2012: $453,000*          *Actual for 2012: $333,000*

| Broad Activity 2.1:  Publish *Global Fund Observer* (GFO) | |
|---|---|
| *2012 Target 1: Publish 25 issues of GFO containing at least 125 articles* | |
| *2012 Target 2: Implement "new look" for GFO* | |
| **Activities planned for entire year** | **Status as of end-2012** |
| 2.1.1 *Plan, research and write GFO articles (research, analysis, commentary) on an ongoing basis* | Done: 34 issues published against an annual target of 25, and a total of 185 articles against the target of 125. We also had a total of 25 commentaries, 6 of which were written by non-Aidspan writers. |
| 2.1.2 *Identify local correspondents to write articles and/or feed information, as required* | Started. 3 'gateway' people were hired, and 2 GFO articles from them were published out of 4 submitted. |
| 2.1.3 *Explore possible collaboration with Health-e, a South Africa-based organisation* | Started: Health-e has been contacted |
| 2.1.4 *Prepare and implement a plan for generating more in-country stories* | Started. It has been difficult to get specialised local writers. |
| 2.1.5 *Implement a "new look" for GFO* | Done: Draft design is ready, not yet agreed and finalised |
| 2.1.6 *Develop a plan for the translation of GFO articles, and certain other web content, into French, Spanish and Russian. Implement this if additional funding can be obtained.* | Started. Translation plan has been finalised and a translation firm has been identified. |
| New *Publish Aidspan commentaries in the mainstream media* | This activity has been launched. An Aidspan commentary about failures with GF grant implementation in Kenya, as revealed in a published OIG report, was published in 3 Kenyan daily newspapers and quoted by other press and broadcast media. There was reaction from government officials and HIV activists. |
| **Broad Activity 2.2:  Launch new web services** | |
| *2012 Target: Implement at least 2 new website services* | |
| **Activities planned for entire year** | **Status as of end-2012** |
| 2.2.1 *Launch the 'GFO Live' service (posting, editing and updating articles), then manage this on an ongoing basis.*[1] | Done. This was launched and has been successful. |
| 2.2.2 *Launch the 'related news' feature and Aidspan forums, then manage these on an ongoing basis.*[2] | Done. |

[1]   **"GFO Live"** means making news, analysis and commentary articles available on the Aidspan website as soon as they are written, not just when they are sent out in GFO.

[2]   **"*Related news*"** refers to a service whereby Aidspan draws readers' attention to relevant non-Aidspan-generated articles about the Global Fund and provides links to these articles.

| 2.2.3 | *Finalise the plan for how the Aidspan forums will look and how they will be managed, then launch them and manage them on an ongoing basis.[3]* | This activity has been started with two forums as pilot. They are being evaluated for strengths and weaknesses. To be continued… |
|---|---|---|
| 2.2.4 | *Explore the value of including a blogs feature on the Aidspan website, and then, if appropriate, launch and manage this feature.[4]* | The decision has been made to include blogs. The technology is in place. Potential bloggers have been identified. To start in mid-2013 |

| **Broad Activity 2.3:  Publish Guides and Reports** | |
|---|---|
| *2012 Target: Publish at least 3 guides* | |

| | **Activities planned for entire year** | **Status as of end-2012** |
|---|---|---|
| 2.3.1 | *Produce a guide on managing sub-recipients* | Started. To be completed in a workshop in March 2013 |
| 2.3.2 | *Rewrite Aidspan's guide to building an effective CCM* | Started. It is in collaboration with the Technical Support hub at Alliance India. To be completed in a workshop in March 2013 |
| 2.3.3 | *Rewrite Aidspan's guide on understanding Global Fund processes for grant implementation* | Unlikely to be started during 2012. |
| 2.3.4 | *Update the beginner's guide to the Global Fund* | Started. A draft of the 3rd edition of the Beginners' Guide was produced, to be completed and published in early 2013 |
| 2.3.5 | *Update Aidspan's guide to CCM oversight of grant implementation* | Not done: Removed from 2012 workplan |
| 2.3.6 | *Prepare the annual update to Aidspan's report on GF grant ratings* | Started: draft report is done. To be completed in Q4. |
| 2.3.7 | *On an ongoing basis, review and critique the forms, procedures and guidance documents that the Global Fund develops for CCMs, grant applicants and grant implementers.* | The opportunity to do this has arisen very little during 2012. |

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[3]  **"*Forums*"** refers to a service whereby visitors to the Aidspan site can post comments in response to existing GFO content at the site, and in a later release will probably be able to initiate discussions on new topics.

[4]  **"*Blogs*"** could be written by people from both within and without Aidspan.

# 3. OUTREACH UNIT

Objective: To increase in-country discussion about and monitoring of Global Fund-related activities.

*Budget for 2012: $397,000*     *Actual for  2012: $ 265,000*

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**Broad Activity 3.1:  Local watchdogs: Expand the Local Watchdogs Project to 10 new countries within East and Southern Africa**

*2012 Target: Select and train at least 20 new local watchdogs in 10 new countries*

| | Activities planned for entire year | Status as of end-2012 |
|---|---|---|
| 3.1.1 | *Identify and select 20 new local watchdogs in 10 new countries. Carry out field visits to assess their needs, and then provide technical support[5].* | Done: 9 new countries visited in 2012 (Botswana, Ethiopia, Malawi, Ghana, Nigeria, Zanzibar, Swaziland, Zimbabwe and Namibia), during which 18 watchdogs identified. |
| 3.1.2 | *Enhance the existing watchdogs' project website and incorporate it into Aidspan's new website.* | Ongoing: The existing watchdog project website has been enhanced. |
| 3.1.3 | *Organise and conduct 3 in-country 'watchdog workshops', in countries where such training has not been conducted before.* | Done: 3 workshops done in Uganda, Burundi and Zimbabwe, a total of 108 people have been trained. |
| 3.1.4 | *Expand the existing watchdogs' e-forum discussions, and consider incorporating these into the Aidspan website.* | On-going: Forum grew to 68 members, 43 topics discussed. The Uganda forum grew to 13 members and had 37 topics. Not incorporated into Aidspan website yet. The strategy was reviewed, a consultant hired to grow numbers and conversations on present site for now. |

**Broad Activity 3.2:  CCMs: Implement activities that help improve the performance of CCMs**

*2012 Target: Achieve at least 5 CCMs using Aidspan's CCM website technology*

| | Activities planned for entire year | Status as of end-2012 |
|---|---|---|
| 3.2.1 | *Promote the use of Aidspan's CCM website technology (which was developed in 2011) to 10 CCMs, and get at least half of them to launch websites using the technology[6]* | CCM websites have been developed for 12 countries; Zanzibar, Lesotho, Swaziland, South Sudan, Botswana, Ghana, Zambia, Malawi, Ethiopia, Uganda, Zimbabwe and Burundi. At the time of this report, 2 countries, Zambia and Ghana CCMs are actively developing their content. |

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[5]  Activity 3.1.1: Technical support will sometimes be provided to organisations that are not part of the project; such support will be tracked as part of this project. TS may be done via email or in person via phone or Skype.

[6]  The CCM website template design and website technology were completed in 2011 to help CCMs improve communication and information dissemination. Technical support to CCMs to use this template will be done via email, but may require in-person meetings with relevant CCM officials. Aidspan will actively promote this technology within two target regions; East and Southern Africa. However, Aidspan will be able to handle a limited number of requests from CCMs outside the region. If successful, the e-forums on the CCM websites will make redundant the need for Aidspan to develop country-specific discussion forums on the Aidspan website.

| 3.2.2 | *Conduct a survey about the types of conflict of interest experienced in CCMs in five countries beyond the two that were surveyed in 2011, and publish a report.* | Done. Survey covering 6 countries ((Nigeria, Zimbabwe, India, Uganda, Ethiopia and Burundi) was done and individual country reports have been prepared. A final report has been completed, and is being internally reviewed. |
|---|---|---|
| 3.2.3 | *Pursuant to a partnership that has been agreed with The Southern African AIDS Trust (SAT), explore with SAT ways in which the performance of CCMs in Southern Africa [7] can be evaluated and actions taken to address performance weaknesses* | Started: A CCM assessment tool was developed and survey undertaken in Zimbabwe.3 other countries to be surveyed in 2013. |
| 3.2.4 | *Explore further options for Aidspan to help improve the performance of CCMs, and prepare an options paper* | This activity is being pushed to 2013 as the Secretariat realigns its strategy on CCMs. |

**Broad Activity 3.3: In-country accountability: Work with partner organisations on ways to improve in-country accountability of Global Fund grants**

| Activities planned for entire year | | Status as of end-2012 |
|---|---|---|
| 3.3.1 | *Pursuant to a partnership that has been agreed with the Partnership for Transparency Fund (PTF), carry out with PTF pilot projects in Kenya aimed at strengthening country level accountability of GF grants* | Done: Project concept note developed and baseline survey and needs assessment undertaken to further refine project. Project start date postponed to 2013 |
| 3.3.2 | *Explore the possibility of working with one or more partner organisations to carry out a case study on country level accountability frameworks in 4 countries within East and Southern Africa* | Started: Discussions are ongoing with 3 organisations that would be used for the case study. The case studies would be used as key information for designing a project which has already interested potential donors in 3 of the target countries (Kenya, South Sudan and Uganda) |

**Broad Activity 3.4: Networking: Participate in and support selected workshops and forums to increase Aidspan's visibility and impact**

*2012 Target 1: Facilitate at least 2 Aidspan workshops and 4 non-Aidspan workshops / meetings*

*2012 Target 2: Attend at least 6 major GF-related networking events*

| Activities planned for entire year | Status as of end-2012 |
|---|---|

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[7] The selected countries are South Africa, Zimbabwe, Zambia, Mozambique and Malawi

| 3.4.1 | *Privately interact with key actors within the Global Fund system* | Done regularly by the Executive Director, particularly at GF board meetings. |
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| 3.4.2 | *Assist with planning, facilitating and speaking at regional meetings and workshops organised by the Global Fund and other entities* [8] | In April 2012 the ED presented testimony to a UK House of Commons committee on problems that the GF had encountered in 2011 and on what needs to change going forward.  During PHA3, in Cape Town, South Africa, Aidspan co-facilitated 3 workshops. Also supported Tinashe Chimbidzikai (Southern AIDS Trust – SA regional coordinator CSAT ) and Jonniah and Olive (EANNASO – EA regional coordinators CSAT) on presentation for International AIDS Conference – CSAT session at GFAN. Lastly, in November, in Bishoftu, Ethiopia, did a presentation during the NEP+ bi-annual review meeting for NEP+ sub recipients. |
| 3.4.3 | *Participate in the 2012 International AIDS Conference* [9] | Done. |

## Broad Activity 3.5:  Aidspan website: Finalise and launch Aidspan's new website

*2012 Target: Launch a well-designed and fully-tested new website*

| | **Activities planned for entire year** | **Status as of end-2012** |
|---|---|---|
| 3.5.1 | *Work closely with Aidspan's chosen consultants on finalising design of the new website.* | Done: The consultant delivered the design including new Aidspan corporate look. |
| 3.5.2 | *Develop a plan with other staff on how the new website will be managed* | Done: The Editorial Dept will lead in content management and the IT Dept will provide technical support. |
| 3.5.3 | *Use various methods to collect feedback on Release 1 of the new website. Use the feedback to develop Release 2.* | Done. An internal focus group consisting of the ED and the editorial department reviewed the structure and operation of the new website. |
| 3.5.4 | *Launch the new website* | Done. The new website was launched in August. |

## Broad Activity 3.6:  Social media: Expand Aidspan's online presence using social media (Facebook and Twitter)

*2012 Target: Implement an active Aidspan Facebook account and a Twitter feed*

| | **Activities planned for entire year** | **Status as of end-2012** |
|---|---|---|
| 3.6.1 | *Assess how comparable organizations use Facebook and Twitter. Then enhance Aidspan's current experimental Facebook page; then promote it actively; then activate Aidspan's Twitter feed.* | Done: Also published an advertisement to promote the page. Twitter, grown from less than 10 to 72 tweets by year end, and 186 followers. Facebook, likes have grown to about 8700 |

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[8]  To prevent project staff being overloaded, only meetings or workshops that serve to boost our 2012 activities and objectives will be considered.

[9]  This is important for Aidspan because many Global Fund issues are discussed at these conferences.

# 4. M&E UNIT

*Budget for 2012: $106,000*          *Actual for 2012: $ 69,000*

| **Broad Activity 4.1: Internal effectiveness: Monitor Aidspan's internal effectiveness and efficiency and provide the staff, management, board and donors with information on progress** | |
|---|---|
| *2012 Target 1: Produce progress reports regularly* | |
| *2012 Target 2: Complete a quality 2012 annual report and 2013 annual plan on time* | |
| **Activities planned for entire year** | **Status as of end-2012** |
| 4.1.1 *Monitor Aidspan activities and produce internal quarterly reports and external mid-year and annual reports* | Done: 2011 Annual report was completed and published. Mid-2012 report was also completed and shared. |
| 4.1.2 *Develop the 2013 Annual Plan and annual budget and internal unit workplans* | Done. |
| **Broad Activity 4.2: External impact: Monitor and evaluate Aidspan's external impact and collect feedback to improve Aidspan's projects** | |
| *2012 Target: Conduct at least 2 surveys to measure Aidspan's impact* | |
| **Activities planned for entire year** | **Status as of end-2012** |
| 4.2.1 *Conduct annual survey on user responses to selected Aidspan services* | Not Done. Pushed to Q2 2013 to allow the new website to gather momentum before collecting user feedback. |
| 4.2.2 *Conduct an evaluation of the Local Watchdogs Project. Provide recommendations for strengthening and scaling up the project.* | Done: An extensive MTR for LWP was undertaken in Q4 of 2012, final report with recommendations will be presented in 2013 |
| 4.2.3 *Plan for the 2013 Aidspan evaluation* | Scheduled for 1st half of 2013. |

# 5. CROSS-PROGRAMME

*Budget for 2012: $55,000*          *Actual for 2012: $ 53,000*

## Broad Activity 5.1:  Support new Aidspan website: Support the Outreach Unit in the development, deployment and maintenance of a new website

*2012 Target: Support the release of a new Aidspan website*

| Activities planned for entire year | | Status as of end-2012 |
|---|---|---|
| 5.1.1 | *Support the Outreach Unit on finalising the design and launch plans for the new website, and on implementing these* | Done. |
| 5.1.2 | *Create a database of authorised users of the new website based on current GFO subscribers* | Done. |
| 5.1.3 | *Monitor, administer and improve the website and its related technology and services* | On-going: Existing features have been enhanced, for instance the GFO advanced search, GFO live articles archiving and country and grant graphs. New features have been implemented; discussion pages, a grant performance analysis tool and a staging server for prototype testing. |

## Broad Activity 5.2:  Aidspan Portal Workbench (APW): Enrich the GF-related data available in the APW

*2012 Target 1: Enhance the data available in the APW*

*2012 Target 2: Develop a user-friendly report-builder*

| Activities planned for entire year | | Status as of end-2012 |
|---|---|---|
| 5.2.1 | *Study the GF data model and enhance the design of the APW to take advantage of data available from the GF and from other sources* | On-going. APW now has an enhanced engine which is capable of reporting on various criteria of the GF data using a predefined structure of filtering, sorting, displaying and exporting data. |
| 5.2.2 | *Populate the APW with GF-related data from (a) the GF's public website, (b) the GF's non-public data servers (in collaboration with GF staff), and (c) non-GF sources. Develop technology such that this populating of APW is done automatically.* | Done. APW now provides data that is retrieved from the GF public website and data provided directly to Aidspan by the GF. The Fund has shown willingness to provide more in-depth data subsets e.g. indicator / target data for the grants in a more automated manner. |
| 5.2.3 | *Build a dynamic report builder that can be used by Aidspan staff (and eventually others) to generate custom reports from the APW.* | Done: An extensive report builder has been incorporated into APW where a user can filter, sort, display all GF artifacts such as grants, disbursements and export reports in various formats. |

## Broad Activity 5.3: Support CCM websites: Support the Outreach Unit in the deployment of CCM websites

| Activities planned for entire year | Status as of end-2012 |
|---|---|

| 5.3.1 | Provide technical hand-holding to Aidspan Outreach Unit staff working with CCMs that are using Aidspan's CCM website technology. If necessary, provide support directly to the CCMs. | On-going: 15 CCM subsites were developed and deployed. 2 of these are currently being actively updated by the respective CCMs. Also bought customized domain names for all the CCM websites. |
|---|---|---|
| 5.3.2 | Administer and enhance the CCM website technology as necessary | On-going: Continuously developing different themes for the CCM website template to give CCMs a variety to choose from. |

# 6. FINANCE AND ADMIN UNIT

*Budget for 2012: $357,000*     *Actual for 2012: $ 389,000*

| Broad Activity 6.1:  Administer Aidspan | |
|---|---|
| *2012 Target 1: Conduct an internal audit* | |
| **Activities planned for entire year** | **Status as of end-2012** |
| 6.1.1 | *Produce monthly, quarterly, half-yearly and annual financials* | Done. Monthly financials are posted in APW. |
| 6.1.2 | *Produce and obtain board approval for audited financials* | Done |
| 6.1.3 | *Conduct an internal audit* | This is a continuous activity |
| 6.1.4 | *Perform general administration (keep accounts, manage legal issues, ensure tax compliance)* | This is a continuous. |
| 6.1.5 | *Obtain board approval for the annual update to the admin and finance manuals and staff handbook* | Done |
| **Broad Activity 6.2:  Manage human resources** | |
| **Activities planned for entire year** | **Status as of end-2012** |
| 6.2.1 | *Conduct staff appraisals* | Started: To be completed in Q1 2013 |
| 6.2.2 | *Undertake a staff retreat* | Not done |
| 6.2.3 | *Undertake a salary survey* | Not done. |
| 6.2.4 | *Recruit new staff* | Done. In 2012 Aidspan successfully filled the positions of Senior Editor, Senior Researcher and Executive Director and a Programme Officer for Outreach Unit. |
| **Broad Activity 6.3:  Manage board and donor relations (current and potential)** | |
| **Activities planned for entire year** | **Status as of end-2012** |
| 6.3.1 | *Organise two board meetings annually* | Done: March 2012 board meeting was held in Nairobi. November New York board meeting also held successfully with two new invited Board members. |
| 6.3.2 | *Raise funds as needed to implement annual plans* | 2012 budget fully funded, with a year-end surplus. Fundraising for 2013 and later was ongoing. |

| 6.3.3 | *Ensure compliance with donor grant agreements* | This is a continuous activity. No outstanding issues were raised in the period under review. |
| 6.3.4 | *Prepare and submit the necessary reports to donors* | Done. Annual report and audited financials for 2011 submitted to donors as required. |

**Broad Activity 6.4: Maintain in-house ICT infrastructure**

| | **Activities planned for entire year** | **Status as of end-2012** |
|---|---|---|
| 6.4.1 | *Maintain in-house ICT infrastructure (network, servers, software etc.) as necessary* | This is a continuous activity. |