

## Technical Appendix to Aidspace 2011 Annual Report

### Actual 2011 Activities Against 2011 Plan

Below, we list all activities that we planned to do in 2011, together with budgeted and actual expenditure for each programme area. In the final column we show what was actually achieved.

Important note: When Aidspace's 2011 annual plan was developed, activities were planned on the assumption that Aidspace's revenue and expenditure during 2011 would be \$1.91 million. In fact, 2011 revenue was only \$1.09 million, mainly because one large grant that was anticipated in mid-year was not finally signed until the end of the year. As a consequence, 2011 programmatic expenditure was only \$0.83 million, which was 52% of the budgeted \$1.60 million. As a further consequence, recruitment of three new programmatic staff was deferred to 2012, and total expenditure on programmatic staff was only 48% of what had been budgeted. And as a consequence of those things, a number of activities that had been planned for 2011 did not take place, or were not completed, during 2011.

**PROGRAMME AREA 1:**  
**CONDUCT RESEARCH ON THE GLOBAL FUND**

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

*Budget for 2011: \$398,000    Actual for 2011: \$186,000 (47% of budget)*

Broad Activity	Sub-Activity	Detailed Activities in 2011 Annual Plan	Status as of end-2011
<b>11: Research and critique the policies, actions, transparency, accountability and effectiveness of the Global Fund Secretariat and Board</b>	111: Review and critique the forms, procedures and guidance documents that the Global Fund develops for CCMs, grant applicants and grant implementers	<i>Review draft GF materials on an ad hoc basis as the need arises.</i>	Done. Draft pre-release Round 11 proposal form and guidelines reviewed, and critique provided to GF Secretariat; various suggestions accepted by them.
	112: Review and critique the information that the Global Fund makes publicly available	<i>Analyse problems in accessing information/documents that should be available on the Global Fund website. Provide a private critique to the Fund.</i>	Done.
		<i>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.</i>	Done.

Broad Activity	Sub-Activity	Detailed Activities in 2011 Annual Plan	Status as of end-2011
		<i>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.</i>	Deferred to 2012. (Budget/staff constraints.)
	113: Review Global Fund Board papers.	<i>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.</i>	Done. Some critiques also shared with Northern NGO Board delegation.
		<i>Not included in 2011 Annual Plan: Conduct research for "Aidspan Critique of the Report of the High-Level Independent Review Panel."</i>	Done.
	114: Review the work of the Global Fund's Office of the Inspector General (OIG)	<i>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.</i>	Done, extensively. Results published in GFO. Had substantial impact, including obtaining a response, for publication in GFO, from the GF Board Chair.
<b>12: Research and critique the policies, actions, transparency, accountability and effectiveness of CCMs and the implementers of Global Fund grants</b>	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.	<i>Compile complete data on the rating given by the GF to each grant for each implementation period; and on which grants have been suspended or terminated, and why.</i>	Done.
		<i>Determine which grants are on schedule and which are falling further and further behind schedule, and seek patterns among the best / worst performers.</i>	Done.
	122: Research the actual outcomes, impact and effectiveness of individual Global Fund grants.	<i>Develop a methodology for this.</i>	Done.
		<i>Conduct the research.</i>	Research completed; it related to GF grants to Rwanda, India, Nigeria, and Guatemala. Report being drafted.

Broad Activity	Sub-Activity	Detailed Activities in 2011 Annual Plan	Status as of end-2011
	123: Research what distinguishes well-performing grants from poorly-performing grants, based on the findings in Activities 121 and 122.	<i>Start to develop a methodology for this.</i>	Not done. (Budget/staff constraints.)
	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.	<i>Finalise the methodology.</i>	Not done. (Budget/staff constraints.)
	125: Research the nature and extent of conflicts of interest on CCMs and how CCMs are dealing with these.	<i>Develop a methodology for this.</i> <i>Conduct the research.</i>	Started. Deferred to 2012. (Budget/staff constraints.)
<b>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</b>	(As 13.)	<i>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.</i>	Not done. (Budget/staff constraints.)
		<i>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.</i>	Not done. (Budget/staff constraints.)
		<i>Not included in 2011 Annual Plan: Conduct research for "Aidspan Review of a Study on Factors Influencing Performance of Global Fund-Supported TB Grants."</i>	Done.
		<i>Not included in 2011 Annual Plan: Conduct research for "Aidspan Review of a Study on the Effect of Investment in Malaria Control on Child Mortality."</i>	Done.
		<i>Not included in 2011 Annual Plan: Conduct research for "Aidspan Review of a Study on the Costs and Health Impact of Continued Global Fund Support for Antiretroviral Therapy."</i>	Done.

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.

*Budget for 2011: \$406,000 Actual for 2011: \$198,000 (49% of budget)*

Broad Activity	Sub-Activity	Detailed Activities in 2011 Annual Plan	Status as of end-2011
<b>21: Publish Global Fund Observer (GFO)</b>	211: Strengthen GFO	<i>Design a whole new look-and-feel for GFO. (This activity is distinct from the activity to design a new look-and-feel for the website (Activity 231).)</i>	Started.
		<i>Implement the new GFO look-and-feel.</i>	Deferred to 2012. (Budget/staff constraints.)
		<i>Publish more GFO issues per year.</i>	Done. Subscribers increased 12% by year end, to nearly 10,000. 56% increase in number of issues, from 23 in 2010 to 36 in 2011, and 31% increase in number of articles.
		<i>Expand GFO's scope to include "in-country accounts" of some of the successes achieved, and challenges faced, by countries implementing GF grants.</i>	Deferred to 2012. (Budget/staff constraints.)
	<i>Publish interviews with senior Global Fund officers.</i>		
	<i>Make GFO available in French, Spanish and Russian. Find translators, negotiate contracts with them, and develop procedures for handling the associated workflow.</i>		
		<i>Recruit and orient part-time GFO correspondents in various countries</i>	
	212: Promote GFO among potential subscribers	<i>Find out who reads GFO, what they get out of it, and what changes would appeal to them and to other potential GFO readers. (This is being handled via the surveys in Activity 622.)</i>	Done.
	213: Provide a MyAidspan web page, at which each GFO subscriber can specify things such as which language versions he/she wishes to receive.	<i>Design the MyAidspan web page.</i>	Done.
<i>Implement the MyAidspan web page. (This depends upon technology being developed in Activity 511.)</i>		Tested but not released.	

Broad Activity	Sub-Activity	Detailed Activities in 2011 Annual Plan	Status as of end-2011
<b>22: Publish Guides and Reports</b>	221: Publish informational reports arising from the research conducted under Programme Area1 above.	<i>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 112.)</i>	Done, as a private communication to the GF.
		<i>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 112.)</i>	Done, as a private communication to the GF.
		<i>Arising from Aidspan research, produce a new version of the 2008 report "An Analysis of Global Fund Grant Ratings." (Based on research in Activity 121.)</i>	Done.
		<i>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.)</i>	Deferred to 2012. (Budget/staff constraints.)
		<i>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.)</i>	Done. This had a substantial impact.
	222: Publish new Guides on existing topics	<i>Produce "The Aidspan Guide to Round 11 Applications to the Global Fund."</i>	Done; two volumes were published.
		<i>Produce the second edition of "A Beginner's Guide to the Global Fund."</i>	Done.
	223: Publish Guides on new topics	<i>Produce a Guide on managing sub-recipients.</i>	Deferred to 2012. (Budget/staff constraints.)
	224: Publish other Reports	<i>Produce a report on the key strengths of Rounds 8, 9 and 10 applications to the Global Fund.</i>	Done.
		<i>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.</i>	Not done.
		<i>Not included in 2011 Annual Plan: Publish "Aidspan Report: What Readers Think about Global Fund Observer."</i>	Done.
		<i>Not included in 2011 Annual Plan: Publish "Aidspan Review of a Study on Factors Influencing Performance of Global Fund-Supported TB Grants."</i>	Done.

Broad Activity	Sub-Activity	Detailed Activities in 2011 Annual Plan	Status as of end-2011
		<i>Not included in 2011 Annual Plan: Publish "Aidspan Review of a Study on the Effect of Investment in Malaria Control on Child Mortality."</i>	Done.
		<i>Not included in 2011 Annual Plan: Publish "Aidspan Critique of the Report of the High-Level Independent Review Panel."</i>	Done.
		<i>Not included in 2011 Annual Plan: Publish "Aidspan Review of a Study on the Costs and Health Impact of Continued Global Fund Support for Antiretroviral Therapy."</i>	Done.
<b>23: Provide further information using the Aidspan web engine</b>	231: Enhance the whole design of the Aidspan website	<i>Design new look-and-feel for the Aidspan website. (This activity is distinct from the activity to design a new look-and-feel for GFO (Activity 211).)</i>	Done.
		<i>Implement the new design of the Aidspan website</i>	Tested but not yet released.
	232: Enhance the features provided in Aidspan's Grant Details, Analysis and Evaluation web pages.	<i>Design this enhancement.</i>	Done.
		<i>Implement this enhancement.</i>	Done, but not yet deployed.
	233: Provide a "significant event email alerts" feature.	<i>Design this feature.</i>	Started.
		<i>Implement this feature. (This depends upon technology being developed in Activity 511.)</i>	Deferred to 2012. (Budget/staff constraints.)

**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.

**Budget for 2011:** \$244,000    **Actual for 2011:** \$110,000 (45% of budget)

Broad Activity	Sub-Activity	Detailed Activities in 2011 Annual Plan	Status as of end-2011
<b>31: Organise and conduct Round Tables on big-picture issues.</b>	(As 31.)	<i>Choose a topic for RT3. (The most likely topic for RT3 is "The Global Fund: New Directions for the Second Decade?".)</i>	Started
		<i>Organise and host RT3. (The White Papers to serve as an input to RT3 is covered under Activity 4111 below.)</i>	Deferred to 2012. (Budget/staff constraints.)
		<i>Review possible topics for later Round Tables</i>	Deferred to 2012. (Budget/staff constraints.)
<b>32: Host web-based discussion forums and CCM websites</b>	321: 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.	<i>Design the country-specific web discussion forums.</i>	Done.
		<i>Develop the country-specific web discussion forum technology.</i>	Done.
		<i>Promote the GFO web discussion forum technology and encourage subscribers to use it. Moderate discussions.</i>	Not yet started.
	322: Set up a web discussion forum linked to GFO, in which people can comment on specific GFO articles.	<i>Design the GFO web discussion forum.</i>	Done.
		<i>Develop the GFO web discussion forum technology. (This depends upon technology being developed in Activity 511.)</i>	Done.
	323: Develop and set up template for CCM websites.	<i>Design the CCM website template.</i>	Done.
		<i>Develop the CCM website template technology. (This depends upon technology being developed in Activity 511.)</i>	Done.
		<i>Promote the CCM website template technology among CCMs and their members.</i>	Done. Five CCMs have expressed interest in using the technology.
		<i>Monitor how the CCMs use the CCM website template technology. Provide email-based technical support.</i>	Awaiting adoption by CCMs.

Broad Activity	Sub-Activity	Detailed Activities in 2011 Annual Plan	Status as of end-2011
<b>33: Mentor local watchdogs</b>	331: Identify local watchdog institutions and individuals.	<i>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.</i>	Done. 80 organizations in 10 countries were visited and assessed, 43 organisations are interested in joining the project.
	332: Provide various forms of support to local watchdogs	<i>Assess the needs of the chosen local watchdogs.</i>	Done.
		<i>Determine how other Aidspace staff will be involved in mentoring watchdogs.</i>	Ongoing.
		<i>Develop a local watchdog information pack.</i>	Done.
		<i>Develop and distribute a guide on how to be an effective local watchdog.</i>	Not yet completed.
		<i>Provide support to the local watchdogs, as needed.</i>	Done, ongoing.
	<i>Add a section to the Aidspace website that provides resources for watchdogs.</i>	Done, ongoing	
<b>34: Provide or facilitate workshops at the global or country level</b>	341: Design a framework for planning workshops.	<i>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) Aidspace-hosted workshops for watchdogs; (b) Aidspace-hosted workshops for non-watchdogs; (c) Workshops organised by entities other than Aidspace, but with possible inputs from Aidspace. (Note: Aidspace will only put on workshops itself when this is clearly within Aidspace's mandate, and when no other organisation is suited or willing to put on the workshop.)</i>	Done.
		<i>In cases where a need is seen for workshops to be organised by entities other than Aidspace, seek to persuade those entities to put on those workshops.</i>	Done.
	342: Organise in-country Aidspace "watchdog workshops" and "non-watchdog workshops".	<i>Plan "watchdog workshops." Some workshops will be virtual.</i>	Done.
		<i>Conduct "watchdog workshops"</i>	Done.
	343: Facilitate GF-related meetings, at a global or in-country level, that are organised by others.	<i>Facilitate such meetings/workshops</i>	Done.

**PROGRAMME AREA 4:**  
**PUSH FOR INCREASED GLOBAL FUND IMPACT**

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

*Budget for 2011: \$193,000    Actual for 2011: \$89,000 (46% of budget)*

Broad Activity	Sub-Activity	Detailed Activities in 2011 Annual Plan	Status as of end-2011
<b>41: Publish White Papers and GFO Commentary articles</b>	411: Publish White Papers.	<i>Prepare a White Paper to serve as input to RT3. After the RT, update it as necessary, then publish it.</i>	Not done. (Budget/staff constraints.)
		<i>Review which other White Papers should be prepared and published.</i>	Not done. (Budget/staff constraints.)
	412: Publish GFO Commentary articles	<i>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.</i>	Done.
<b>42: Privately interact with key actors</b>	421: Privately interact with key actors	<i>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.)</i>	Done.
		<i>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.</i>	Done to a limited extent.
		<i>Advocate for some organisation or group of organisations to create a "TA Marketplace."</i>	Not done.
	422: Provide support to individual GF Board delegations.	<i>Communicate with members of NGO delegations to the Global Fund Board, finding out what role, if any, they would like Aidsplan to play in supporting them, and then, as appropriate, provide that support.</i>	Done to a limited extent.

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

*Budget for 2011: \$112,000    Actual for 2011: \$70,000 (63% of budget)*

Broad Activity	Sub-Activity	Detailed Activities in 2011 Annual Plan	Status as of end-2011
<b>51: Design, develop and manage IT systems</b>	511: Enhance the Aidspace "web engine"	<i>Enhance the Aidspace web engine to the point that (a) non-technical staff can use it to edit the Aidspace 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.</i>	Done, but not released.
		<i>Add to the web engine Version 1 of a Data Portal, to be used for in-house retrieval and analysis of GF grant data and for automatically "pushing" up-to-date processed GF data to the Aidspace website.</i>	Done.
	512: Develop and support in-house IT systems as needed.	<i>Develop and support in-house IT systems as needed.</i>	Done.

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

*Budget for 2011: \$212,000    Actual for 2011: \$175,000 (83% of budget)*

Broad Activity	Sub-Activity	Detailed Activities in 2011 Annual Plan	Status as of end-2011
<b>61: Plan Aidspan activities</b>	612: Produce annual plan and budget	<i>Produce and obtain board approval for annual plan and budget.</i>	Done.
<b>62: Perform M&amp;E and 4-year evaluation</b>	622: Monitor Aidspan outputs and outcomes	<i>Carry out Survey 1, mainly in order to obtain baseline data on usage and impact of Aidspan services and products.</i>	Done.
		<i>Carry out Survey 2, mainly to determine what services and products people would like Aidspan to provide.</i>	Done.
		<i>Carry out Survey 3 annually to determine changes since Survey 1. Repeat annually.</i>	Deferred to 2012.
		<i>Track Aidspan performance against the targets set in the Annual Plan</i>	Done.
<b>63: Report on Aidspan activities</b>	631: Produce monthly, quarterly, mid-year and annual reports	<i>Produce annual report re 2010.</i>	Done.
		<i>Produce and obtain Board approval for annual report re 2010 and later years.</i>	Done.
		<i>Produce and obtain Board approval for audited financials</i>	Done.
		<i>Produce mid-year report.</i>	Done.
		<i>Produce monthly and quarterly financials</i>	Done.
		<i>Produce quarterly policy compliance report</i>	Not done.
<b>64: Support the Board and Donors</b>	641: Support the Board	<i>Produce board package for each Board meeting</i>	Done.
		<i>Organise two Board meetings annually</i>	Done.
		<i>Ensure that Board decisions and requirements are implemented on a timely basis</i>	Done.
	642: Support Donors	<i>Organise annual Donor meeting.</i>	Deferred to 2012.

**SUPPORT AREA 7:**  
**ADMINISTER AIDSPAN AND RAISE FUNDS**

*Budget for 2011: \$160,000    Actual for 2011: \$120,000 (75% of budget)*

Broad Activity	Sub-Activity	Detailed Activities in 2011 Annual Plan	Status as of end-2011
<b>71: Administer Aidspace</b>	711: Perform general administration	<i>Keep accounts current</i>	Done.
		<i>Manage legal issues and governmental relations</i>	Done.
		<i>Ensure tax compliance</i>	Done.
		<i>Update in-house manuals annually and obtain Board approval.</i>	Done.
		<i>Perform internal audit</i>	Done.
		<i>Perform other admin activities</i>	Done.
	712: Manage human resources	<i>Conduct staff performance appraisals</i>	Done.
		<i>Conduct a major recruitment exercise, advertising widely, to increase Aidspace from four full-time staff at the start of 2010 to at about twelve by early 2011.</i>	Started late 2011.
<i>Develop staff workplans for the coming year.</i>		Done.	
<b>72: Raise Funds</b>	(As 72.)	<i>Raise funds as needed to implement the annual plans</i>	Done, with good results, ongoing