

GDLN Asia Pacific: Original expectations and assumptions

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Background:

The GDLN Asia Pacific Association was formed during the regional meeting held in Bangkok, Thailand in 2006.

The next slides aim to explain some of the original plans for GDLN Asia Pacific as included in the Charter of the Association of Asia Pacific GDLN Centers and in the GDLN Asia Pacific Business Plan, and to compare them to the way the Association operates today.

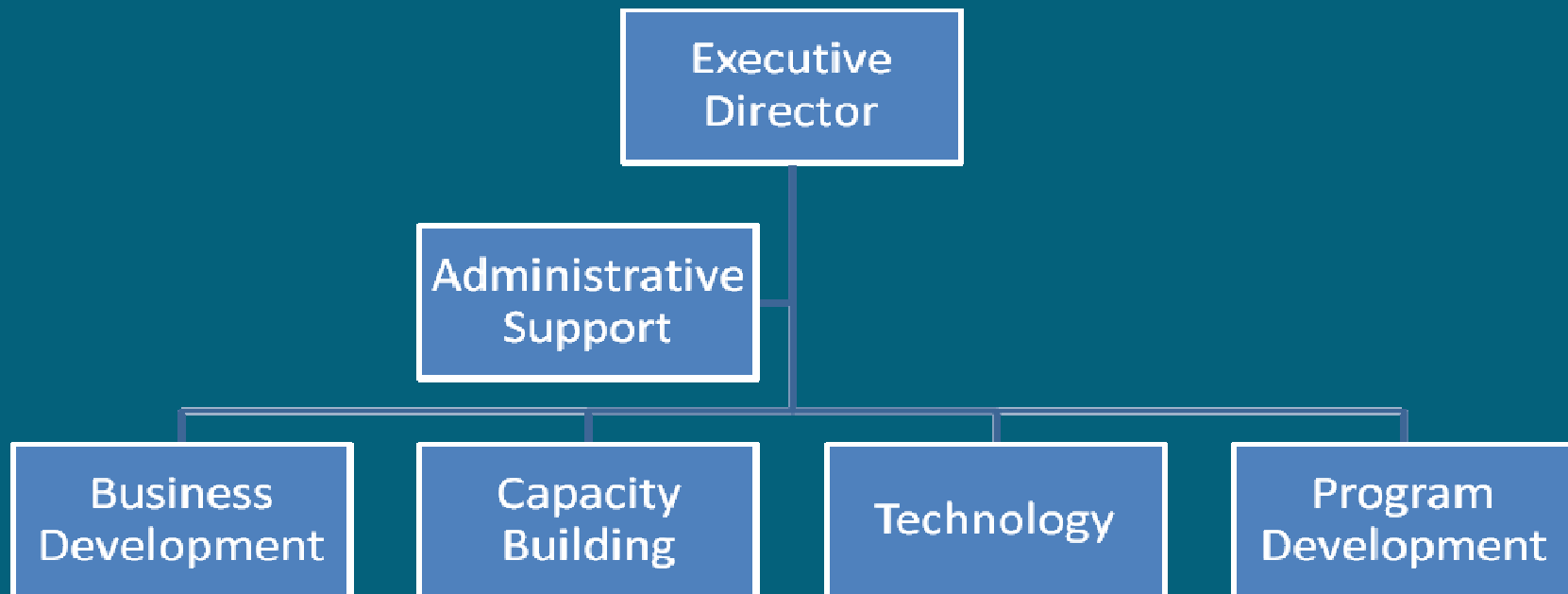
At its onset, the GDLN Asia Pacific Association was expected to provide a set of services designed to help its members:

- Promotion of the brand
- Strategic Planning
- Marketing : regional client initiatives, providing a consistent interface to clients, prospects and partners, developing marketing strategies for specific programs and assisting members to execute them
- Training for DLCs and selected partners
- Design of products and services

The intent was to provide these services via full-time staff while outsourcing other positions including to GDLN Asia Pacific members and their host institutions.

The aim was also to fill positions as soon as possible, but subject to available funding, which was expected to be derived from sponsorships and/or revenue arising from a 10% fee levied on Regional programs.

Original organizational chart:



Original expenditure projections:

	Year	2008	2009	2010	2011
Staff salaries		\$100,000	\$125,000	\$186,250	\$295,563
Admin & Support		\$15,000	\$20,000	\$22,000	\$30,000
Travel		\$15,000	\$20,000	\$25,000	\$30,000
Set up costs		\$10,000			
Total		\$140,000	\$165,000	\$233,250	\$355,563

The organizational chart and expenditure projections were based on certain assumptions:

Assumption: Locating the Headquarters of the association at the premises of a member would minimize the set up costs and certain on-going running costs.

Update: Chulalongkorn University has contributed space and utilities for the GDLN Asia Pacific Headquarters since November 2007. The Chulalongkorn University has agreed to continue hosting the GDLN Asia Pacific Headquarters until the end of December 2011 if GDLN Asia Pacific so desires.

Assumption: Certain administrative and support costs would be minimized by outsourcing them to other GDLN Asia Pacific members.

Update: Administrative and Secretariat functions have been carried out by a consultant initially engaged by the World Bank and later subcontracted by the Australian National University on behalf of the World Bank.

Assumption: Staff salaries would be the largest item of expenditure. Given the resource constraints and the strategic priorities, the first recruitment would be the Business Development Manager position.

Update: The Business Development Manager position was recruited in November 2007 via a one-year Short Term Consultant contract with the World Bank and utilizing seed funding that the Bank had allocated for the establishment of GDLN Asia Pacific.

After a review of the Association's business needs and associated tasks, the GDLN Asia Pacific Governing Committee decided not to renew this contract or fill this position until further notice. The position has remained vacant since November 2008.

Assumption: It was expected that the remaining positions would be filled progressively over three years as business (and revenue) increased. The expenditure plan was based on recruiting a Program Delivery and Quality Manager at the end of the first year, the Technology Manager in the following year and the Training Manager and Executive Director thereafter.

Update: The revenue projections were not met and therefore the positions were not filled

Today: Summary of who does what

Original Function	Current Tasks	Fulfilled By
Executive Director	<ul style="list-style-type: none">• Represent and promote GDLN Asia Pacific• Manage implementation of work program• Develop strategy	Governing Committee in consultation with GDLN AP members as needed
Business Development	<ul style="list-style-type: none">• Design programs in consultation with clients• Respond to regional client needs and negotiate, using current financial analyses	Affiliates and partners
Training	<ul style="list-style-type: none">• Design and deliver training content	Experienced affiliates and WBI

Today: Summary of who does what

Original Function	Current Tasks	Fulfilled By
Technology	<ul style="list-style-type: none">• Ensure that the main technology platforms are maintained and enhanced (connectivity and GDLN Asia Pacific website)	TDLC, ISG and WBI
Program Quality	<ul style="list-style-type: none">• Ensure that the proper ID and DL skills are applied during program design and delivery• Monitor and guide the delivery of key programs• Perform systematic evaluation of events and recommend steps to improve quality	DLCs and affiliates

Discussion:

What are your thoughts of the original plans for the GDLN Asia Pacific Association compared to how it operates today?