

# **The INDEPTH Network: Preparing for the Future**

## **BUSINESS PLAN**

**Board meeting  
Accra**

February 5, 2008

# **INDEPTH has significant potential that can be unlocked through consolidation of current gains and targeted growth of activities and functions**

## **INDEPTH has grown quite successful across key metrics**

- Number, reach of Network has grown as well as the amount and diversity of funding
- DSS sites have diverse specialties, talent and capabilities
- Distinct global profile is attractive to sites, partners and funders

**Increasingly global recognition of the value of global data sets that are timely, accurate and reliable, a space that INDEPTH that occupy a unique and strategic position**

**With a new Executive Director, Board and SAC, as well as a recently established flagship project (MCTA), INDEPTH is at a point of institutional transition that creates an opportunity to consolidate gains and set new direction for longer term impact and sustainability.**

## **To achieve this, it is recommended that INDEPTH set the following priorities:**

- Prioritize cross-site activity and output by committing to key strategic approaches
- Be outcome oriented by setting output targets, developing work plans & continuously evaluating progress across the entire network.
- Refine and clarify roles, responsibilities and decision-making processes for all organs of the governance structure, strengthening where appropriate.
- Formalize outreach to public institutions, for funding as well as influencing policy

## 4 key questions that need to be answered

- 1. What should INDEPTH's business be given current challenges?**
- 2. How does INDEPTH need to be organized going ahead?**
- 3. How can INDEPTH finance its operations in a sustainable fashion?**
- 4. How can INDEPTH manage through this transition?**

# What should INDEPTH's core business be in light of current challenges?

## Current Picture

## Proposed Recommendations

Refine INDEPTH's value proposition

- INDEPTH has strong potential to influence the global public health agenda, yet it is not fully realized
- Clustering of coverage achieved for West and East Africa; gaps exist elsewhere

- Set minimum standards for membership, including data pooling and commitment to Network
- Be a link between scientific outputs and policy changes at local and global levels
- Enhance geographical coverage in Asia and potentially Latin America

Review global trends for new opportunities to pursue

- DSS sites are engaged in studies across the spectrum of types:
  - 1) Defining health issues,
  - 2) Developing interventions
  - 3) Monitoring intervention effectiveness when deployed
- Move to more holistic interventions e.g., health systems

- Focus on leading public health concerns in covered areas e.g., HIV/AIDS, Malaria, TB, rapid progressing fevers, NCDs
- Extend capability across three types for full complement
- *Monetize existing data & processes (e.g., life-tables potential for actuarial tables, data gathering and processing capability)*

Survey external stakeholders

- External stakeholders look to INDEPTH to:
  - Generate cross-site data and publications
  - Provide unified platform that spans multiple locations

- Strengthen cross-site collaboration to optimize the network's capabilities in terms of expertise as well as being research platforms
- Focus activities towards measurable output
- Make policy change a key goal

## 4 key questions that need to be answered

1. **What should INDEPTH's business be given current challenges?**

2. **How does INDEPTH need to be organized going ahead?**

- Review organization structures and their roles
  - Board
  - SAC
  - WG
- Develop membership criteria
- Execute cross-site strengthening activities

3. **How can INDEPTH finance its operations in a sustainable fashion?**

4. **How can INDEPTH manage through this transition?**

# Roles and responsibilities between the key operational bodies need to be clearly defined

## Current situation

- Distinct roles of governing and working structures of the Network organs (Board, SAC, WG, Secretariat, AGM) not clearly understood by all
- Need for diverse perspectives, skill-sets and access to global networks
- Specific organs (e.g., Secretariat) require strengthening to deliver the needs of the larger organization

## Opportunities

- Refine and focus existing INDEPTH organs to produce measurable predefined outcomes e.g.,
  - Working Groups and SAC drive research with limited support from Secretariat and/or Board
  - Working Groups have clear work plans and outputs to prior to receiving funding for operations
- Tier INDEPTH membership structure to encourage data and expertise sharing
- Link research to policy changes, unlocking public financing as well as grow INDEPTH's global brand
- Apply best practices of board management e.g., training, fill skill gaps, provide diverse perspectives, serve as entry points to influential groups and industries
- Fill key skills gaps currently within the Secretariat
- Develop an online Knowledge Management portal to strengthen the Network

# Scientific research and publication is the realm of 1) SAC, 2) Working Groups and 3) Sites...

## Weighted Responsibility

		Site	WG	SAC*	Board	Secretariat**
<b>Research</b>	Define and recommend priority thematic areas to study	S	S	P	T	T
	Identify cross-site questions to study	S	P	S	T	T
	Write proposal for funding	S	P	S	T	T
	Gather, enter and clean data	P	S	T	N/A	T
	Pool and analyse data	S	P	T	N/A	T
	Publish results	S	P	S	T	T

- P** Primary actor
- S** Secondary actor
- T** Tertiary actor
- N/A** Not applicable

- Scientists who are primary members of sites, WGs and SAC should drive the science and the research
- Role for Board and Secretariat should be limited in direct research
  - Reduces potential conflict of interest for board members who are also site leaders

\* SAC proposes to the Board which ratifies  
 \*\* Secretariat can opportunistically lead some of the work especially in reaction to requests from interested entities e.g., funders

# 1) The SAC recommends the overall scientific agenda for the Network...

PROPOSAL

## Purpose

Offer the Network (via the Board and the Secretariat) expert **scientific** view on the vision, strategy and operational activities of the organization.

## Objectives

- Provide scientific direction to the Network
- Identify the optimal foci in health, population and social issues which best support the strategic intent of INDEPTH
- Provide expert input to sites and WGs research and publications
- Serve as **champions** for the Network in the global health and population communities

## Activities

- Propose pressing scientific questions to be addressed by Network
- Guide prioritization of WG based on set criteria
- Review internal grant requests and make recommendations to Board
- Continually advise, mentor, monitor & evaluate WGs
- Facilitate scientific capacity strengthening workshops
- Actively seek opportunities to raise Network's profile in scientific health and population communities

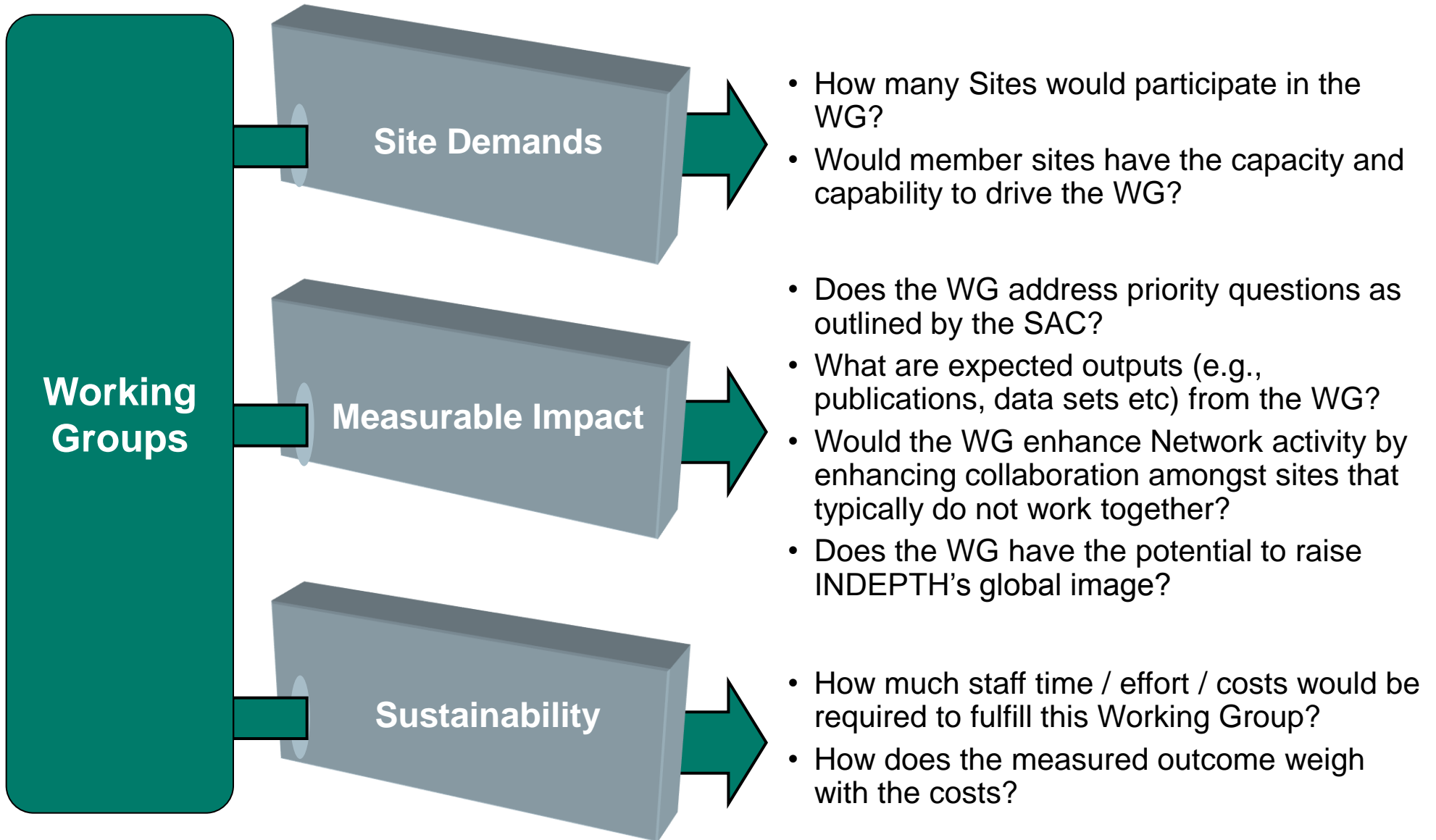
## Qualifications

- Internationally recognized expertise in population and health sciences
- Experience in translating scientific methodology to the developing world context e.g., ensure adherence to ethical standards
- Exposure and access to research funding networks
- Board perspective from across NGOs, academic institutions, pharmaceutical and clinical research organizations, etc.



## ....by applying three general criteria to prioritize WG opportunities

PROPOSAL



## 2) Working Groups then translate SAC recommendations to activities for member DSS sites

### Current picture

- Numerous working groups across thematic areas and at different scales of impact
- Working groups not on the hook for particular outputs

### Proposed changes

- Working Groups activity become aligned with identified thematic areas
- Specific results expected from working group in a defined timeline e.g.,
  - Each working group generate one funded proposal per year
  - Relevant data from WG members pooled and analyzed every quarter
  - One article submitted for publication in a major journal

# Each Working Group submits a workplan that shows how targets will be achieved throughout the process

PROPOSAL

## High Level Working Group Process



## Target Outputs

- |   |   |   |   |   |
|---|---|---|---|---|
| <ul style="list-style-type: none"><li>• List of members</li><li>• Timeline</li><li>• Funding requirements</li></ul> | <ul style="list-style-type: none"><li>• Accepted funding proposal (s) covering PI &amp; Secretariat costs</li></ul> | <ul style="list-style-type: none"><li>• Reliable, timely, accurate and sharable data sets</li></ul> | <ul style="list-style-type: none"><li>• Published articles in internationally recognized journals</li></ul> | <ul style="list-style-type: none"><li>• Policy briefs</li><li>• News articles</li><li>• Public sector champion</li><li>• Changed policy</li></ul> |
|---|---|---|---|---|

**The work plan be vetted by SAC before funding is committed by board and disbursed by the Secretariat**

### 3) Two tiers of DSS site membership should be executed, given primacy to data and expertise sharing to strengthen the Network

PROPOSAL

#### Requirements

##### Full INDEPTH Members

- Sharing and pooling of core data (specific elements TBD)
- Leverage own expertise, capacity and capability to strengthen INDEPTH members
- Commitment to supporting Network's growth
- Acknowledge INDEPTH contribution to own work

#### Benefits

- Priority in scientific and capacity building activities (including management capacity building)
- Can anchor a Working Group
- Subsidized (full or partial) AGM attendance
- Have voting rights at AGM

##### Associate INDEPTH Members

- Pay annual subscription fee
  - Commitment to supporting Network's growth including capacity, expertise and data sharing where possible
  - If a DSS site, active movement towards becoming a full member
  - Acknowledge INDEPTH contribution to own work
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- Participate in scientific and capacity building activities if space allows
  - Participate in a Working Group but there has to be at least one full member in each WG to anchor it
  - Attend AGM but at own cost/only partly subsidized

**All should contribute in translating research findings into policy changes at the various levels, with the Secretariat playing a facilitating role**

**Weighted Responsibility**

		Site	WG	SAC	Board	Secretariat
<b>Policy Linkage</b>	Link research output with policy change at a local level	P	P	S	T	S
	Link research output with regional/cross-country policy changes	S	P	S	S	S
	Link research output with global policy changes	T	S	S	P	P

P	Primary actor
S	Secondary actor
T	Tertiary actor
N/A	Not applicable

- Policy work can unlock new public financing, key in maintaining 501 (c)3 status
- Significant opportunity to grow INDEPTH’s profile globally
- Policy changes promoted by sites in local context should not just be limited to the research they do, but also include research done by broader Network

# Governance is the primary responsibility of the Board with the Secretariat as its executing arm

## Weighted Responsibility

		Site	WG	SAC	Board	Secretariat
<b>Governance</b>	Provide direction to Secretariat activity	T	T	S	P	N/A
	Access new network funding and partners	T	T	S	P	P
	Provide political visibility and connections	T	T	S	P	S
	Ensure Network compliance w/regulations (e.g., tax exemption status)	T	T	S	P	P
	Ensure network compliance with funder requirements (e.g., prompt reporting)	T	S	S	P	P

- P Primary actor
- S Secondary actor
- T Tertiary actor
- N/A Not applicable

- Ultimate decision making lies with Sites but its not their day-to-day function
- Board membership should be expanded to bring in new members, skills and networks e.g., law, tax, industry, foundations, public sector players, political credibility, strategy

# The Secretariat has additional tasks it must drive to execution

## Weighted Responsibility

Coordinat ion/ Enhancing Profile		Site	WG	SAC	Board	Secretariat
	Facilitate data pooling across entire network	T	S	S	S	P
	INDEPTH brand-building	T	S	S	P	P
	Capacity building for better science and management	T	S	S	P	P
	Facilitate better/easier communication between sites	T	S	S	P	P



P	Primary actor
S	Secondary actor
T	Tertiary actor
N/A	Not applicable

- Secretariat staffing needs to be updated to reflect these tasks
- Developing an online Knowledge Management Portal would strengthen cross-net work activity and sharing, particularly of existing expertise as well as information sharing

# Create 5 Divisions at the Secretariat to deliver on new challenges

PROPOSAL

Executive Director

Scientific Coordination

Financial Management

Information Technology

Communications and External Relations

HR & Administrative Coordination

- Provide scientific grounding to INDEPTH's work
- Hub site/WG strengthening capacity
- Coordinate exploration of new scientific areas that INDEPTH can be involved in (e.g., coordinate a Fellows Program)

- Grant management for network funded projects e.g., MCTA and internal Secretariat financing
- Large scale procurement for projects where needed

- Support sites and secretariat in critical IT related issues e.g., Data management
- Create tools that strengthen internal INDEPTH communication (e.g., create and manage knowledge portal)

- Responsible for building and maintaining INDEPTH's brand globally e.g.,
  - Translate major scientific findings to policy recommendations
  - Support sites/WGs in doing so at their local level
- Manage relationships with funders and partners (ensuring prompt reporting cycles)

- Internal management of Secretariat operations e.g.,
  - Finances
  - Secretariat office admin
- Logistics support for projects (e.g., travel, workshops)



# In summary

## Role

- Provide overall **strategic guidance and accountability** to INDEPTH
- Open doors to key constituents:
  - Financial resources
  - Political influence
  - Skills beyond science (tax, law etc)
- Enhance global visibility of INDEPTH

- Provide overall **scientific guidance and mentoring** to WGs and sites
- Open doors to key constituents especially those that drive content

- Focused **hubs of specific research**
  - Establish agenda and work plan for WG members
  - Coordinate and ensure delivery of results from members
  - Drive capacity enhancing activity for members where necessary

- Overall **coordination of INDEPTH activities and financial management**
- Executing arm of board
- Enhancing global profile

## Organizational changes needed

- Expand board to include other constituents e.g.,
  - Tax/law specialist (US?)
  - Strategic management advisor
  - Industry players
  - Public sector funders

- SAC training on roles, responsibilities
- Tools to set standards and evaluate scientific work

- Rationalize WGs
- Require work plans and specific deliverables from each WG to receive funding/support

- New communications/external relations manager to drive science-to-policy linkage
- Strong financial management capacity <sup>16</sup>

Board

SAC

Working Groups

Secretariat

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# How can INDEPTH finance its operations in a sustainable fashion?

## INDEPTH's financials and spend patterns

### Current Picture

- INDEPTH has significant funding gap for future operations, which MCTA will cover in the short term
- Lack of core, unearmarked funding holds back ability to pursue new areas
- Personnel is the largest core cost & is likely to increase
- Capacity Strengthening dependent on funding availability which is sporadic
- Fragmentation of donors means greater administrative burden

## Benchmark against comparable organizations

- INDEPTH is receiving significantly less public and corporate funding than analogous organisations
- Conferences of analogous organisations are funded with partnership and member contributions

## Address external/regulatory constraints

- INDEPTH will fail the 2007 One Third Support Test for public funding but Facts & Circumstances Test should allow INDEPTH to maintain 501(c)(3) status

### Proposed Recommendations

- Develop large cross-site studies (e.g., MCTA) which also cover core costs
- Develop long term Capacity Strengthening proposal that anchors core activities
- *Value and market outputs and processes of Network as products to that other institutions would be interested in (e.g., life-tables, data entry and analysis capacity) that can form part of core unrestricted funding*
- Solicit international public sector support as part of long term plan to work with local/national public sector partners and funders
- Finance AGM through contributions from members and other partners (e.g., industry)
- Establish development target goals and strategies for public sector support for the immediate term
- Actively recruit funding from other sources to ensure maintenance of status