

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**
Research	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

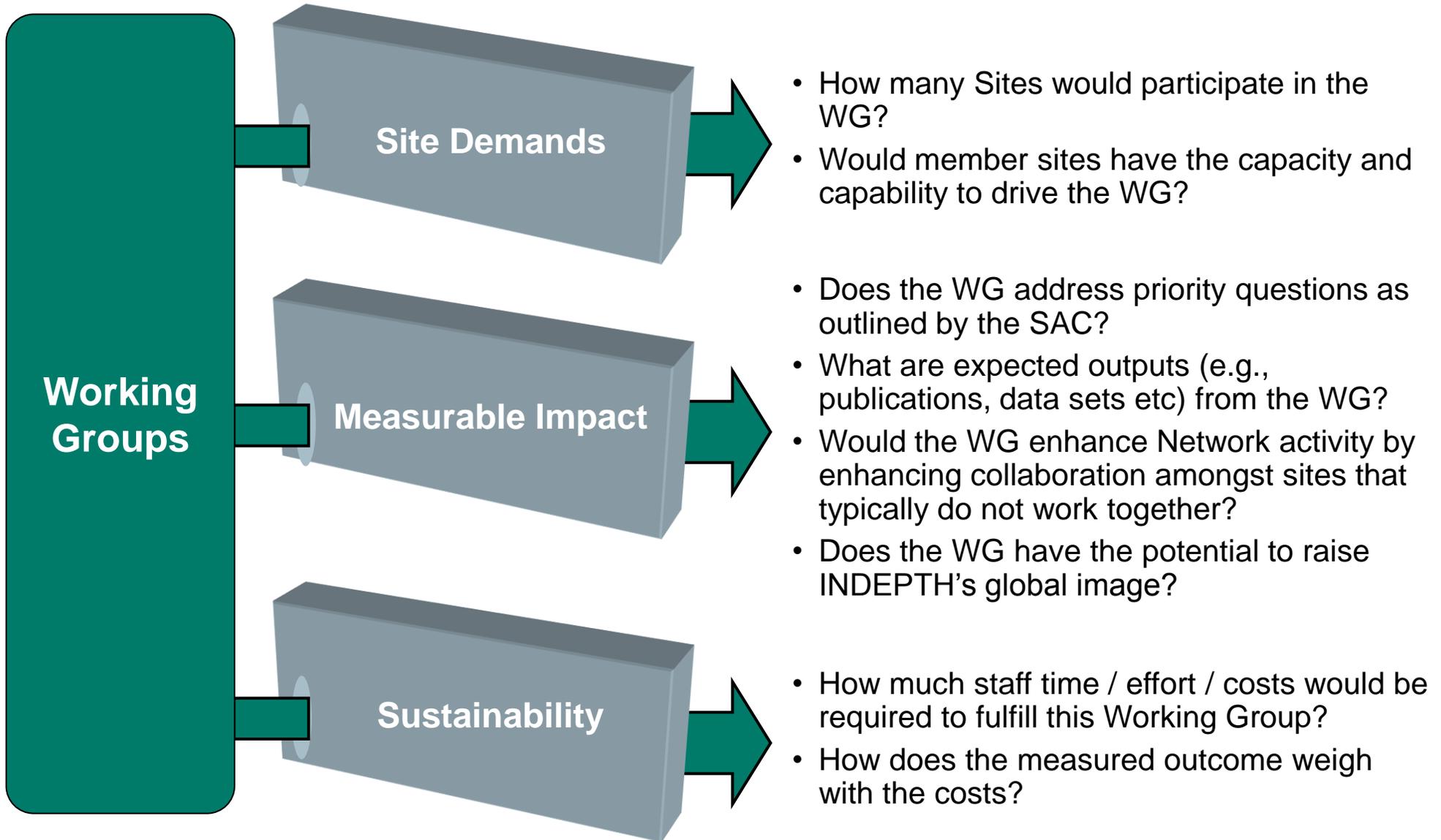
- Propose pressing scientific questions to be addressed by Network
- Guide prioritization of WG based on set criteria
- Review internal grant requests and make recommendations to Board
- Continually advise, mentor, monitor & evaluate WGs
- Facilitate scientific capacity strengthening workshops
- Actively 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

- List of members
- Timeline
- Funding requirements
- Accepted funding proposal (s) covering PI & Secretariat costs
- Reliable, timely, accurate and sharable data sets
- Published articles in internationally recognized journals
- Policy briefs
- News articles
- Public sector champion
- Changed policy

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

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

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

- 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
Policy Linkage	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
Governance	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 ¹⁶

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