

Work Plan 2016

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Executive Summary

This work plan was revised by the Secretariat during a retreat in December 2015 to reflect Board input made in Addis Ababa in November 2015.

From Draft to the Final Work Plan

The INDEPTH Secretariat has put a rigorous process in place for the development and approval of its Annual Work Plans.

1. INDEPTH has a Strategic Plan 2013-2016. The Strategic Plan presents in broader terms the strategic directions of the Organisation until 2016.
2. Annual Work Plans are then developed based on the Strategic Plan to provide specific details on how the Secretariat wishes to implement the Strategic Plan.
3. All Work Plans for the coming year are developed before the end of the year.
4. The Work Plan for the current year forms a key document in the preparation of the Work Plan for the coming year.
5. Quarterly reports from the managers to the Executive Director report on achievements of the quarter, challenges and plans for the succeeding quarter. These include amounts of money the managers have recommended in the quarter for the Secretariat to disburse. These quarterly reports advise the annual work plans prepared by Managers
6. Managers of each Section of the Secretariat present and discuss their draft work plans with the Executive Director.
7. The Sections (Capacity Strengthening and Training and Scientific Research and Co-ordination) which depend on input from working groups and other partners ensure that this input is provided.
8. The Sectional work plans are then consolidated by the Capacity Strengthening and Training Manager to form the Draft INDEPTH Work Plan for the coming year.
9. The Draft Work Plans are then presented by the Executive Director to the Board for review and provisional approval. This happens mostly in October-November, depending on the date of the Board meeting which is usually held before an Annual General Meeting.
10. Comments from the Board are incorporated into final draft work plans during the end-of-year retreats by the Secretariat (mostly held in December of that year).
11. The final work plan is circulated again to the Board and if possible endorsement is received electronically in the early part of the coming year.
12. However, key activities, especially those that continue from the previous year, as well as core – salaries and running costs, are already approved for the first quarter.

Scientific Research and Co-ordination

The Scientific Research and Co-ordination (SRC) Section of the INDEPTH Secretariat is tasked with managing, facilitating and co-ordinating scientific research activities within the Network. We employ Working Groups, Interest Groups and Strategic Groups to lead the exploration of topical research areas. In 2015, there were 12 active Working Groups, 6 Interest Groups, and 4 Strategic Groups. Through these

groups, and also through efforts specifically from the Secretariat, we are able to pursue calls for large grant proposals to undertake empirical research. The Secretariat led eight of the 17 proposals that were submitted in 2015; it contributed substantive knowledge and administrative support to two of the submissions; and facilitated the submission of the remaining proposals. By the close of 2015, the SRC Section had been awarded three large projects funded by the Wellcome Trust (€799,828; US\$880,202), the Children's Investment Fund Foundation (£802,079; US\$1,132,371), and the Swedish International Development Agency (US\$460,000). The Working Groups are also used to implement multi-centre research projects. There were nine¹ ongoing network projects in 2015.

In 2016, the SRC Section will perform a number of activities. Firstly, the Section will facilitate and coordinate ongoing and new research projects. Specifically, the Every Newborn and Action Plan Metric and Antibiotic projects have started this year. Our aim is to ensure that activities planned for the formative stages of the projects – inception workshops, site selection, ethics applications, and design of data instrument – are successfully undertaken. Secondly, the SRC team hopes to increase their efforts to develop large multi-centre research proposals as well as support Working Groups to develop proposals investigating topical and policy driven research questions. Lastly, we will strive to complete pending multi-centre research papers that were started in 2015.

The SRC Section is led Dr. Mamusu Kamanda with supervision from Prof. Osman Sankoh. Ms. Samuelina Arthur is a Research Fellow and Mr. Peter Asiedu is Administrative Assistant for the Section.

Capacity Strengthening and Training

The Capacity Strengthening and Training Section identifies and creates opportunities as well as coordinates and facilitates key activities aimed at enhancing the capacities of member Centres to contribute to cross-centre research. This is done mainly through the INDEPTH Scientific Development and Leadership Programme (support for master and doctoral training, fellowships) and other short term effort like training workshops (onsite and offsite).

Our main focus this year will include: Support to funded students to complete training; 'creating' and/or identifying more training opportunities (Masters' and doctoral) for members to benefit from, conducting plausibility checks on routine demographic indicators and micro datasets in preparation for next update of INDEPTHStats and data repository come 1 July 2016; support interested members with the migration to electronic data capture using the OpenHDS platform. Also we will put in more efforts to ensure that more centres come on board (INDEPTHStats, Data Repository and OpenHDS). We will also support and/or encourage the remaining member centres to prepare their respective HDSS profiles for publication in IJE as well as develop & implement an INDEPTH resident research scholar programme. We are also working closely with the Fertility and SRH working group to organize a data analysis workshop on trends in adolescent fertility. Other activities include engaging the Strategic group to review ongoing efforts, formulate and implement recommendations, more importantly, pending board approval, and efforts toward establishing an INDEPTH Training Centre.

¹ iHOPE, INESS, Social Autopsy, AWIGEN, Navrongo Newborn study, OPTIMUNISE, Cause of Death Determination, INDEPTH Healthy Transitions to Adulthood Study (IHTAS), Stanford collaboration

The section is headed by Dr. Martin Bangha, assisted by Ms. Beatrice Afari-Yeboah with partial support from Mr. Francis Ameni.

Policy Engagement and Communications

The new Policy Engagement and Communications Strategy was adopted by the AGM in November 2015 and the Secretariat working with members of the Research to Policy Strategic Group are taking the lead in the first year of its implementation with this Work Plan.

We are fully committed to engaging policymakers so that the high quality data that is generated can be used to guide policy and planning processes. We plan to organise two in-country meetings in Ethiopia and Mozambique that will bring together researchers and policymakers. The ED and some senior staff will also participate in expert meetings on strengthening CRVS in Africa and other major regional and international forums where the participation of INDEPTH will contribute to global science and the visibility of the Network.

To enhance dialogue and share learning and information, the Secretariat will engage stakeholders more actively on social media and the newly designed website, also by sending regular newsletters and developing PEC packages like fact sheets, editorials, briefs, systematic reviews, Impact Case Studies and the 2015 Annual Report. We will invest more effort in media relations to ensure coverage of our activities.

The section has two full-time staff, Mr. David Mbulumi (PEC Manager) and Ms. Evelyn Potakey (Administrative Officer - PEC/Consultancies), and one part-time member, Ms. Becky Kwei, who also works for *The Daily Graphic* newspaper.

General Projects and IT Administration

The General Projects & IT Administration section provides administrative/logistical support to INDEPTH Project Managers and the Executive Director. It supports the Network website as well as maintaining the IT infrastructure at the Secretariat. It is also responsible for the expansion of the Network membership and organizes the ISC/AGM.

Activities for 2016: Using HDSS to strengthen CRVS, iShare2, OpenHDS, CHESS, INDEPTH Resource Kit, AGM 2016, Membership Criteria, Network membership expansion.

The Section is managed by Mr. Titus Tei and assisted by Mr. Francis Ameni.

Grants Management and Ticketing

The Grants Administration section was created in 2008 to oversee the efficient and effective administration of funds to and from INDEPTH Network Secretariat. The Section is managed by Felicia Manu Asamoah and assisted by Berlinda Azanu. In 2016, the section aims to ensure proper documentation of all awards received and sub grants awarded to member Centres to ensure strict compliance to funder

requirements. The section will be guided by the institutional travel policy to provide the most cost effective and convenient travel arrangement for workshop/meeting participants.

Finance

The INDEPTH Network Finance department is responsible for Financial Management and Financial reporting of the Network Resources.

Activities Planned for 2016 include: Audit of 2015 Financial Statement by KPMG; Filing of Form 990 with USA IRS on or before 15th May 2016 to maintain our charity status; Organized Finance Managers workshop for selected sub grantees to enhance effective and prompt Financial reporting; Refresher courses for Financial team on Sun accounting software to improve to use of the accounting system tools; Continuous Professional Development for the Finance team; Preparation of quarterly Financial reports to Management and Board; Preparation of timely Financial reports to Donors; Support preparation of Budgets for Fund raising; and Budgetary and Budget controls.

The staffs in the Finance Department are: Mr. Apaliyah Sixtus (Finance Manager); Mr. Adam Osman (Senior Accountant); Mr. Raymond Akparibo (Senior Accountant); and Ms. Gloria Kessie (Accountant).

Administration

The section focuses on the provision of an enabling working environment for productive work and this is done through the provision and maintenance of offices, the management of office utilities, the acquisition and maintenance of office legal documents as well as legal document for expatriate staff and the implementation of the environmental policy adopted by the organization.

Activities for 2016: Renew staff health insurance; Renew staff contracts; Continue to implement environmental friendly office policies; Upkeep Offices 30/40.

The Section is managed by Mrs Margaret Bugase with her assistant Mr. Isaac Agorinya.

1. Scientific, Research and Co-ordination

The Scientific Research and Co-ordination (SRC) Section of the INDEPTH Secretariat is tasked with managing, facilitating and co-ordinating scientific research activities within the Network. We employ Working Groups, Interest Groups and Strategic Groups to lead the exploration of topical research areas. In 2015, there were 12 active Working Groups, 6 Interest Groups, and 4 Strategic Groups (see Table 1). Through these groups, and also through efforts specifically from the Secretariat, we are able to pursue calls for large grant proposals to undertake empirical research. The Secretariat led eight of the 17 proposals that were submitted in 2015; it contributed substantive knowledge and administrative support to two of the submissions; and facilitated the submission of the remaining proposals. By the close of 2015, the SRC Section had been awarded three large projects funded by the Wellcome Trust (€799,828; US\$880,202), the Children’s Investment Fund Foundation (£802,079; US\$1,132,371), and the Swedish International Development Agency (US\$460,000). The Working Groups are also used to implement multi-centre research projects. There were nine² ongoing network projects in 2015.

Table 1: Names of Working Groups, Interest Groups, and Strategic Groups

Working Groups	Interest Groups	Strategic Groups
1. Health Systems	1. Indoor Air Pollution	1. Capacity Strengthening and Training
2. Antibiotic Resistance	2. Sickle Cell	2. Data Analysis and Cause of Death
3. Maternal Newborn and Child Health	3. Nutrition	3. Research to Policy Group
4. Sexual and Reproductive Health	4. Mental Health	4. INDEPTH Data Management Programme
5. Vaccination and Child Health	5. HIV/AIDs	
6. Migration, Urbanisation and Health	6. Malaria/non-malaria fevers illness	
7. Cause of Death Determination		
8. Adult Health and Aging		
9. Education		
10. Social Science Research		
11. Environment and Health		
12. Mortality Analysis		

² iHOPE, INESS, Social Autopsy, AWIGEN, Navrongo Newborn study, OPTIMUNISE, Cause of Death Determination, INDEPTH Healthy Transitions to Adulthood Study (IHTAS), Stanford collaboration

1.1. iHOPE project (part of Health Systems Working Group)

The health system Working Group was successful in attracting a grant from the Rockefeller Foundation in 2011/12³ to undertake some work on Universal Health Coverage (UHC) at two of INDEPTH sites (Navrongo and Filabavi). The purpose was to develop a tool that could be used to monitor progress towards the ideals of UHC. The Working Group has recently attracted a Gates Foundation grant⁴ to develop and improve methods on household Out-of-Pocket health expenditure estimation. The project is being implemented in Navrongo, Ouagadougou and Filabavi. Dr. James Akazili is the Working Group leader and also manages the current iHOPE project. The interest of the group is to attract more funding on issues of Universal Health coverage and particularly in the area of Primary health care, equity and efficiency issues in health system.

Table 2: Summary of activities in 2015, proposed activities for 2016 and expected outcomes for iHOPE project

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome
<p>A. Meetings</p> <p>The iHOPE protocol was presented to the Scientific Advisory Group (SAG) and Board members in January 2015. Another meeting was held in June to present the iHOPE protocol to the (SAG) of the project. Another meeting was held in September to consider the comments and issues raised by the SAG.</p>	<p>The series of meeting held during 2015 led to the following outputs:</p> <ul style="list-style-type: none"> a) Developing project instruments b) Ethics reviews at two of study sites – Navrongo and Ouagadougou – underway. Vietnam has obtained ethical clearance for the project 	<p>Based on the named outputs, the research team hopes to pursue the following:</p> <ul style="list-style-type: none"> a) Complete the development of data collection instruments b) Obtain evidential approval from SAG members of the project particularly on the instruments c) Hold two training meetings (one in Asia and the other in Africa-Ouagadougou) d) Commence first round of data collection (out of two planned for the project) e) Analysis of the two sets of data (from the community and provider level) for validation purposes f) Data collection on scalar derivation 	<p>First phase of validation process</p>

³ The Rockefeller Foundation grant was US\$600,000 and it was for a period of 2 years (2012 and 2013)

⁴ All activities on the iHOPE project are funded by the Gates Foundation for US\$2,250,080 over three years.

1.2. Education Working Group (revived October 2014)

The Education Working Group was re-launched in March 2015 in Accra with 13⁵ centres. Dr. Moses Ngware from Nairobi HDSS is the group leader. Dr. Mamusu Kamanda anchors the group from the Secretariat in Accra. A systematic review paper was published in 2016. The group wrote a few proposals in 2015 though none were successful. There's a plan to continue fundraising in 2016 through more proposal development.

Table 3: Summary of activities in 2015, proposed activities for 2016 and expected outcomes for the Education Working Group

Activities for 2015 ⁶	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
A. Re-launch of group in Accra, 23-25 March with 13 centres	6 more centres ⁷ joined the group	Increase membership of the group		
B. Grant Proposal Development				
1. Developed and Submitted 'Teacher effectives in rural Ghana' to ESRC UK. 3 centres, \$1,003,266 over 3 years	Unsuccessful	Seeking further calls to submit proposals to.	Develop a multi-centre research project.	
2. Developed and Submitted 'Social norms and improving girls' secondary schooling' to Toyota Foundation.	Decision will be communicated in April 2016.	If successful, project will commence in May.	Better understanding of how social norms affect girls' schooling.	

⁵ Dodowa, Kintampo, Navrongo, Ifakara, Rufiji, Karonga, Nairobi, Iganga/Mayuge, Ouagadougou, Nouna, Farafenni, Birbhum, Ballabgarh, Chililab

⁶ All activities for 2015 were funded by INDEPTH core to organise first meeting. WG is determined to raise its own resources through grants

⁷ Kisumu, Kombewa, Nanoro, Kyamulibwa, Matlab, Kersa

Table 4: Continued summary of activities in 2015, proposed activities for 2016 and expected outcomes for the Education Working Group

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
C. Developing Publications				
1. Conducted systematic literature review on children's schooling in LMICs	Paper published in Global Health Action journal in November ⁸	Conduct 2 more systematic literature reviews	Increase understanding of how INDEPTH platform can contribute to education research	
2. Started writing 'Transition to secondary school' manuscript	Intro, background, and data sections completed. Analysis ongoing.	Finalise manuscript	Paper under review by close of 2016	
3. Started writing 'household poverty and enrolment' manuscript	Paper had been put on hold. Group members had departed from the HDSS.	Resume efforts on data analysis and complete manuscript	Paper under review by close of 2016	
4. Started writing 'parental death and primary schooling' manuscript	Data challenges from participating HDSS	Try to resolve data issues. Get more HDSSs with relevant data	Have a clean workable dataset	

⁸ Kamanda, M, and Sankoh, O.A. (2015) Children's school access between 1998 and 2013 in low- and middle-income countries: exploring how the INDEPTH Network can contribute to research, *Global Health Action*.

1.3. Maternal, Child and Newborn Health

The INDEPTH Network Maternal and Newborn Working Group (**MNWG**) was formed in 2010 as an interest group. Its main goal was, and continues to be, to generate multi-site and multi-country evidence to inform policy and programmes, specifically for maternal and newborn health and survival in low- and middle income countries. In 2012, the group was upgraded to a Working Group. Currently, the group has 20 centres. Dr. Peter Waiswa, Iganga-Mayuge, Uganda, is the PI for the group.

Table 5: Summary of activities in 2015, proposed activities for 2016, expected outcomes and funding status for the Maternal, Child and Newborn Health Working Group

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
<p>A. Grant Proposal Development</p> <p>Proposal – To validate the Every Newborn action Plan (ENAP) Metric –submitted to Children Investment Fund Foundation (CIFF) through LSHTM⁹</p>	Proposal awarded funding	<p>Start project</p> <p>Raise additional funding to support working group activities (Save the Children, WHO)</p>	<p>Enhance understanding of measuring every newborn action plan</p> <p>Increase funding to improve quality of data on maternal and neonatal health collected</p>	Funded by CIFF with an amount of £802,079 between 2016 and 2018
<p>B. Ongoing Projects</p> <p>1. Navrongo Study on neonatal deaths</p> <p>2. ENAP project</p>	<p>Data collection newborn was done</p> <p>Call sent out to member centres for expression of interest</p>	<p>Analyse the data set; and draft papers for journal consideration</p> <p>Assess applications¹⁰ based on a set of criteria using score</p>	<p>Finalise dataset on neonatal death in Navrongo</p> <p>Select sites for project. Establish contractual terms and work plan</p>	<p>INDEPTH Core</p> <p>Funded by CIFF</p>

⁹ London School of Hygiene and Tropical Medicine

¹⁰ 14 sites applied responded to call Wosera/ PiH, Kilite, Kersa, Matlab, Gilgel Gibe, Ifakara, Bandim, Rakai, Kintampo, Iganga-Mayuge, Vadu, Dabat, Butajira, Navrongo. 5 have been selected: Matlab, Bandim, Kintampo, Dabat and Iganga-Mayuge

Table 6: Continued summary of activities in 2015, proposed activities for 2016, expected outcomes and funding status for the Maternal, Child and Newborn Health Working Group

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
C. Workshops Meeting ¹¹ in Kampala, Uganda, 18th and 19th June	The workshop report, draft proposal (i.e. ENAP proposal), and strategic plan were completed and submitted to the Secretariat	Organize technical meeting with selected HDSSs and partners (LSHTM, CIFF, Save the children) to discuss way forward for the ENAP project	Establish technical tools Review metric and protocols Confirm work plan for next phase of project	Save the Children; and LSHTM
D. Developing Publications Paper on Uganda Newborn Study submitted to Global Health Action for review	Paper published in Global Health Action ¹²	Complete manuscripts under development	Papers published online	N/A
E. Other key activities External Collaborations	Participated in the end of MDGs and development of SDG agenda especially measurement	Collaborate with partners Contribute to international events relevant to MNCH research	INDEPTH as a key player in the field of maternal and neonatal health	N/A

¹¹ Attended by 15 centres: Nahuche, Gilgel Gibe, Kersa, Kilite, Butajira, Dabat, Karonga, Rakai, Iganga–Mayuge, Dodowa, Kintampo, Navrongo, Ifakara, Magu, Farafenni HDSS

¹² <http://www.globalhealthaction.net/index.php/gha/article/view/27363>

1.4. Sexual and Reproductive Health – work plan 2016

In 2008 INDEPTH initiated discussions with Hewlett Foundation following the 8th Annual General & Scientific Meeting of INDEPTH in Dar es Salaam, Tanzania. A proposal was subsequently submitted to Hewlett in late 2009 and was funded; 5¹³ HDSS sites were selected to implement the project. The project ended early 2013. In late 2013 another proposal, ‘Adolescent Health Seeking Behaviour Intervention Study’, was submitted to Hewlett to utilize the remaining money from the previous project to do a preliminary study. This study, IHTAS, was implemented by Dodowa and Kilifi.

Table 7: Summary of activities in 2015, proposed activities for 2016, expected outcomes and funding status for the Sexual and Reproductive Health Working Group

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
A. Grant Proposal Development				
1. Submitted a proposal on unintended pregnancies and abortion workshop to WHO (<i>Fertility Studies</i>)	Proposal submitted to WHO not successful	Data analysis workshop on “adolescent fertility in LMICs”.	Increase scientific productivity of the Network.	
2. Submitted a proposal on adolescent fertility in LMICs workshop to PopCouncil (<i>Fertility Studies</i>)	Proposal submitted to PopCouncil approved	Write a proposal on impact of family planning on household socio-economic welfare (ESRC/DFID)		

¹³ Nairobi, Navrongo, Rakai, Magu and Kisumu

Table 8: Continued summary of activities in 2015, proposed activities for 2016, expected outcomes and funding status for the Sexual and Reproductive Health Working Group

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
B. Ongoing Projects				
IHTAS project	Submitted final report to Hewlett	Identify an appropriate call to submit phase 3 proposal for funding	Improve knowledge on sexual and reproductive health	Hewlett Foundation
EVIDENCE Project	Reviewed 12 ¹⁴ applications from HDSS to implement the project; Ouagadougou was selected commenced preparation work (i.e. protocol and questionnaire for data collection)	Finalise study design for qualitative and quantitative component of study	Increase knowledge of family planning issues in urban Francophone countries	USAID
C. Workshop				
Workshop on unintended pregnancies in LMICs held: 2-4 th June, 2015, Accra	Standardized definition for the terms 'unintended' and 'unwanted' were made clear.		Confirm a working definition of key terms: unintended and unwanted	
D. Developing Publications				
IHTAS project	Finalise and publish phases 1&2 papers from IHTAS project	Draft more empirical papers on the project	Increase number of multi-centre publications	

¹⁴ Butajira, Dabat, Dodowa, Kaya, Kersa, Nairobi, Navrongo, Niakhar, Ouagadougou, Rakai, Taabo and Vadu

1.5. Cause of Death Determination: InterVA-4 study

The INDEPTH Network has been working on mortality research over the years and it is a prerequisite for a member HDSS to collect verbal autopsy data. The Cause of Death Determination (CoDD) Working Group was formed out of what was the Mortality Analysis Working Group to concentrate on determining the causes of death using interVA-4. A workshop was organized in early December 2012 in Belgium to generate centre-specific and cross-site data on causes of death using interVA-4. The meeting ended with center specific draft papers. To finalise these papers for supplement publication in Global Health Action (GHA) journal, another meeting was scheduled for 22-24th March, 2013 (Accra) and November (Bangkok). A pooled dataset from 22 HDSSs was generated. The supplement was published in 2014 in GHA journal.

Table 9: Summary of activities in 2015, proposed activities for 2016, expected outcomes and funding status for the Cause of Death Determination Working Group

Activities for 2015 ¹⁵	Status at the end of 2015	Proposed activities for 2016	Expected outcome
Call for expression of interest for the cause of death volume 2	28 expression of interest from HDSSs ¹⁶	Movement of dataset to interVA-4	To increase knowledge on causes of death and cause specific mortality in Africa and Asia.
Move dataset to interVA-4	20 HDSS sites still had their data collection tools in paper format. They were trying to upgrade to electronic data collection.	HDSSs finalization of data moving data into interVA-4.	
Draft and finalize Asian HDSS centre specific papers for publication.	Efforts on these had stalled due to the delay in the move to move HDSS datasets to interVA-4	Pool Africa and Asia dataset and perform comparative analyses Analysis and writing workshop for Africa and Asia HDSSs Publish volume 2 Supplement on Africa and Asia CoDD using the pooled datasets.	

¹⁵ Note: All activities were funded by INDEPTH from their core support

¹⁶ Kombewa, Wosera/PiH, Kersa, Ifakara, Rufiji, Nanoro, Kintampo, Dabat, Rakai, Iganga/Mayuge, Sapone, Manhica, Butajira, Gilgel Gibe, Nanoro, Kaya, Bandim, Birbhum, Kanchanaburi, Magu, Mbita, Nahuche, West kiang, Cross River (CRHDSS), MRC/UVRI General Population Cohort, Chókhwè, Dodalab, Chililab

1.6. Proposal Development

A total of seventeen proposals were submitted in 2015 within the Network¹⁷. Of these submissions, three were successful, a decision is pending on four, and the remaining ten were unsuccessful.

Table 10: Summary of activities in 2015, proposed activities for 2016, expected outcomes and funding status of proposals developed during 2015

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Funding
1. Community level antibiotic access and use in low and middle countries	Funded for 2 years 6 months starting from January 2016.	Project inception meeting scheduled for January.	Wellcome Trust €799,828
2. Validating the ENAP Metric using the HDSS platform	Funded for 5 years starting from January 2016.	Select sites; establish a Project Satellite and Contracts.	Children's Investment Fund Foundation £802, 079
3. Pilot of CHES	This project was funded.	Select case sites to implement project	\$460,000 Sida
4. Organise a 2-day workshop in Accra on Ebola Preparedness	TOR signed	2 days workshop in February, 2016	Institute for Health Metrics and Evaluation - University of Washington \$147,000
5. Assessing the mental health needs and the provision of interventions for people living with mental, neurological and substance abuse disorders		Submit this application to another call. Search for a suitable call to submit the application.	Submitted to DANIDA ¹⁸ for DKK 10 million over 5 years.
6. Assessing the epidemiological transitions in Africa and Asia from established population-based surveillance	The proposal was submitted by the Core Data strategic group. It was under review at the end of 2015.	We have been invited to submit a full proposal by March.	Submitted to Wellcome Trust for \$100,000 over 6 months

¹⁷ Not all proposals submitted are listed in the Tables

¹⁸ DANIDA has put a hold on all calls published till further notice.

Table 11: Continued summary of activities in 2015, proposed activities for 2016, expected outcomes and funding status of proposals developed during 2015

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Funding
7. Sickle Cell Disease in Sub-Saharan	The Interest Group for Sickle was drafting the proposal.	Submitted to NIH for \$590,000 over 5 years	Proposal under review
8. Understanding gendered perceptions and aspirations to improve girls' secondary school outcomes in the context of an Ebola outbreak	Proposal submitted to Toyota Foundation for \$66,672 over 2 years		Proposal under review
9. Implementing an innovative surveillance system - comprehensive health and epidemiological surveillance system (CHESS)	Proposal submitted to Wellcome Trust for £4,000,000		Proposal under review
10. Improving teacher effectiveness and student learning outcomes in rural Ghana ¹⁹ using innovative approaches to continuing professional development	Submitted to the Economic Social Research Council for £687,168.29 over 3 years.		Not funded
11. Deconstructing the multilevel effects of stigma on the response to the Ebola Epidemic ²⁰	Submitted to Europe and Global Challenges for €747,737 over 2 years		Not funded
12. Evaluation of interventions to reduce Household Air Pollution and its effects on pulmonary function in healthy and COPD/asthma affected individuals ²¹	Proposal submitted to UKAID – Wellcome Trust – MRC – Joint Global Health Trials Scheme for £150,000 over 2 years		Not funded

¹⁹ HDSS: Dodowa, Navrongo, Kintampo

²⁰ A similar proposal was unsuccessfully submitted to Research for Health in Humanitarian Crises for £615,000 for 2 years.

²¹ HDSS: Vadu, Kintampo, Nouna

2. Capacity Strengthening and Training

The Capacity Strengthening and Training Section identifies and creates opportunities as well as coordinates and facilitates key activities aimed at enhancing the capacities of member Centres to contribute to cross-centre research. This is done mainly through the INDEPTH Scientific Development and Leadership Programme (support for master and doctoral training, fellowships) and other short term effort like training workshops (onsite and offsite).

Table 12: Summary of activities in 2015, proposed activities for 2016, and expected outcomes for the Capacity Strengthening and Training Section

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
A. INDEPTH Training Centre	Draft generic proposal targeting all funders for training centre completed, reviewed by Board and additional information requested (financing options)	Feasibility study and analysis of financing options by KPMG. Complete review of feasibility report and seek approval of Board	Improve delivery of short term training and skills of Network researchers	
B. Strategic group on Capacity Strengthening and Training	First meeting of the strategic group organized in Accra 17-19 August Report and recommendation shared to all centre leaders Efforts initiated to develop a concept for a programme for senior scholars	Implement group's recommendations Create an independent committee to evaluate and recommend applications for support Complete concept and embark on concrete steps to raise the resources to implement programme	Ensure effective and well targeted inclusive capacity process Increase multi-centre productivity (papers) and visibility/utility of INDEPTH data	

Table 13: Continued summary of activities in 2015, proposed activities for 2016, and expected outcomes for the Capacity Strengthening and Training Section

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
<p>C. INDEPTH Scientific Development and Leadership Program (ISDLP)</p> <p>Support to Research Data Management (RDM)</p>	<p>Three funded students completed programme and returned to home institution</p> <p>Three new fully funded students and one partially funded completed course work and are to embark on field attachment</p>	<p>Support to continuing 2015 RDM batch of students (4) on field attachment</p> <p>Work with Wits and HDSS to implement new approach where students do attachment at home HDSS</p>	<p>Increase number of trained young scientists</p>	
<p>D. Doctoral Level Training Support</p> <p>Partial support to HDSS site young researchers at home country universities and/or those on sandwich doctoral programmes in the North</p>	<p>One application approved for financial support for PhD dissertation years (2015-2017)</p> <p>Call made for recruitment of Doctoral students on the iHOPE Project at Swiss TPH</p> <p>Optimise project supported</p>	<p>Continue discussion with SSACABT²² to ensure that INDEPTH members benefit from the training funds</p> <p>Complete selection process, as well as registration and start of iHOPE PhD trainees</p> <p>Pursue various collaborative options</p>	<p>Increase the number of new generation of trained INDEPTH researchers</p>	

²² SSACABT - Sub-Saharan Africa Consortium for Advanced Biostatistics Training

	PhD students (4) ongoing	to facilitate PhD training		
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Table 14: Continued summary of activities in 2015, proposed activities for 2016, and expected outcomes for the Capacity Strengthening and Training Section

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
E. Exploring other competitive avenues for training of HDSS scientists	American University of Beirut (AUB) support fellowship in Biostatistics and TDR fellowship in implementation science; two young researchers accepted and funded (MSc. & PhD.) Consortium for Advanced Biostatistics Training led by Wits funded by the Wellcome Trust under the DELTAS Initiative	Support the training of members at south-based universities/ Centres Pursue collaborative arrangements with partners (e.g. Stanford, RIPS) to enhance our training effort	Grow the number of and new generation of trained INDEPTH researchers	
F. Compile and feature profiles of funded graduates on INDEPTH website	Profiles of over 20 graduates featured in our regular Friday Newsletters	Compile and feature the profiles of remaining funded graduates Create alumni page on website for funded graduates	Increased visibility of programmes, facilitate support/ exchange among INDEPTH trainees	
G. INDEPTH Fellowships Provide support for fellows with MSc and/or PhD to be posted to centers that require	Renewal appointment and placement of two INDEPTH fellows (Statistician and Demographer) at Butajira	Current fellows to complete fellowship, provide report and expected to be absorbed by Butajira Review and support a fellowship to	Improve data quality, facilitate process for core micro-data and increase productivity	

assistance		another member centre in need		
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Table 15: Continued summary of activities in 2015, proposed activities for 2016, and expected outcomes for the Capacity Strengthening and Training Section

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
<p>H. Young Scientists (YS)</p> <p>1. Evaluating applications for the INDEPTH Resident Research Fellows (IRRF) competition</p> <p>2. Plan and organise a YS competition for 2015 as well as the pre-ISC workshop</p>	<p>One incomplete application received. Application does not allow us to assess whether proposed project can be undertaken within the timeframe of the fellowship</p> <p>Over 41 YS poster submissions for the ISC and 9 finally confirmed for travel award</p> <p>Writing workshop held at ISC facilitated by Editors from <i>Lancet Global Health & Lancet Diabetes and Endocrinology</i></p>	<p>Advertise, receive and evaluate applications for the IRRF competition; hosting of selected young scientists to complete multi-centre papers</p> <p>Prize award to the best poster winner</p> <p>Pursue other possible avenues that have potential of enhancing the capacity of INDEPTH member YS</p>	<p>Strengthen research capacity of young scientists and increase multi-site publications</p>	
<p>I. HDSS Cohort Profiles in IJE</p>	<p>Seven²³ profiles published for a total of 27 published profiles as at ending 2015</p> <p>Three profiles undergoing review/revision while support is being provided to seven more under preparation</p>	<p>Assist participants who attended the 2nd workshop to complete and publish profiles</p> <p>Follow up on outstanding centres to draft profiles</p>	<p>Increased visibility of member centres and potential</p>	

²³ Kersa, Magu, Ifakara, Rufiji, Farafenni, Dikgale, and Nairobi

Table 16: Continued summary of activities in 2015, proposed activities for 2016, and expected outcomes for the Capacity Strengthening and Training Section

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
J. INDEPTH Data Management Programme (IDMP)				
1. OpenHDS Ensure appropriate documentation of the OpenHDS process so as to provide guidance to the next set of centres	One centre assisted to migrate to OpenHDS and started electronic data collection Onsite training on migration to OpenHDS with all 5 Ethiopian centres Plenary session on OpenHDS experiences held at ISC	Check to see whether centres identified during Dubai workshop were successful in implementing OpenHDS	Improved data systems, quality of data collected, improve the turnaround time from data collection, processing and analyzing	
2. INDEPTHStats ²⁴	Updated on 1/07/15 with new data from 24 of the preceding 27 HDSSs and additional 4 datasets bringing the total of 31 HDSSs covering 15 countries	Centres already on INDEPTHStats: Collate data for target year, do consistency and plausibility checks on key indicators to prepare for upload on July 1, 2016. Centres not yet on INDEPTHStats: Follow up on data submission for consistency and plausibility checks; compile key relevant indicators for upload on July 1, 2016.	Improved data harmonization, documentation and management across the Network as well as create more visibility for members' work	

²⁴ Adult mortality Presentation at ECTMIH and Fertility trends presentation at PAA 2015 were also based on INDEPTHStats data

Table 17: Continued summary of activities in 2015, proposed activities for 2016, and expected outcomes for the Capacity Strengthening and Training Section

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
<p>3. INDEPTH Data Repository</p>	<p>Updated on 1/07/15 with new data from 13 HDSSs and additional 7 new datasets for total of 20.</p> <p>Publication dataset added: Africa Centre's HIV surveillance data 2003-12</p> <p>Publication of data resource paper in J of Empirical Research on Human Research Ethics</p>	<p>Centres already on Repository: Technical Support via consistency and plausibility checks on key indicators in preparation for upload on July 1, 2016</p> <p>Centres not yet on Repository: Encourage them to join and support with plausibility checks of relevant indicators prior to upload July 1, 2016</p>		
<p>K. Training Workshops</p>	<p>'Multi-Centre Analysis of Mortality in Women of Reproductive Age (15-49)' workshop postponed due to financial constraints</p> <p>Adolescent fertility workshop and collaboration with WHO/TDR postponed pending agreement with the Evidence project team and PopCouncil</p> <p>Funded 5 field supervisors to the CPD workshop, 2-4 Nov, Banjul, The Gambia</p>	<p>Reschedule workshop</p> <p>Reschedule fertility workshop and re-convene training collaboration workshop with WHO/TDR on Implementation Research and Operations Research</p>	<p>Strengthen research capacity of young scientists, improve analytic capacities, training on new methodologies and increase centre-specific/multi-site publications</p>	

Table 18: Continued summary of activities in 2015, proposed activities for 2015, and expected outcomes for the Capacity Strengthening and Training Section

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
<p>L. INDEPTH Training and Research Centers of Excellence (INTREC)</p>	<p>Project ended in June 2015 and technical report submitted to EU</p> <p>Consortium meeting held as well as final stakeholders conference</p> <p>Comments from EU awaited before finalization</p> <p>Draft paper on the training programme</p>	<p>Review and support efforts to ensure members can benefit or ensure uptake of the programme</p>	<p>Develop capacity for research to address health inequities in LMICs and its social determinants</p>	
<p>M. Support to Science Programme & Scientific activities</p>	<p>Reviewed and published INDEPTH Universal Health Coverage (IUHC) report under series as INDEPTH Study Report</p> <p>Support team to complete the IUHC papers and submit for publication</p> <p>MNCH draft papers to be completed and published</p> <p>Support to the preparation of the ISC</p>	<p>Complete the IUHC papers and submit for publication</p> <p>Draft IUHC policy briefs</p> <p>Complete MNCH draft papers</p> <p>Co-ordinate activities for CHES pilot study</p>	<p>Improve scientific productivity and increase multi-centre publications</p>	

Table 19: Continued summary of activities in 2015, proposed activities for 2016, and expected outcomes for the Capacity Strengthening and Training Section

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
<p>N. In-Country collaboration of Member HDSS & National Statistical Offices (NSOs)</p>	<p>Intensified efforts to encourage and increase in-country collaboration among the members in countries with 3+ member Centres</p> <p>Funding pledged by several partners(Plan International, Measure Evaluation and Civil Registration Dept – CRD for Kenya project on CRVS to increase registration of vital events</p>	<p>Continue pursuing efforts to encourage and increase in-country collaboration among the members in countries with 3+ member Centres</p> <p>Continue support to Kenya team on CRVS project</p>	<p>Improve multi-centre within country collaboration and publications on policy relevant issues</p>	
<p>O. Fund Raising Efforts</p>	<p>Support for preparation of Hewlett benchmarks in the logframe</p>	<p>Continue support to efforts at raising more funds for training activities</p>	<p>Train more YS and improve skills of Network researchers</p>	

3. Policy Engagement and Communications (PEC)

The new Policy Engagement and Communications Strategy was adopted by the AGM in November 2015 and the Secretariat working with members of the Research to Policy Strategic Group are taking the lead in the first year of its implementation with this Work Plan.

Table 20: Continued summary of activities in 2015, proposed activities for 2016, and expected outcomes for the Capacity Strengthening and Training Section

Activities for 2015 ²⁵	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
A. Policy Engagement				
1. New PEC manager	PEC Manager coordinated all activities of the section	Develop Implementation Plan for the new PEC Strategy	Better coordinated PEC activities for 3-5 years	
2. PEC Strategy developed with CommsConsult	PEC Strategy adopted by the AGM in November 2015	Develop benchmarks for PEC activities	Measuring progress in achieving the strategy	
3. Development of Policy Engagement Materials	8 ²⁶ publications 7 impact case studies to be approved by centre Collated 2014 publications by INDEPTH member centres.	Prepare policy related products and systematic review Complete more Impact Case Studies and upload on website. Compile list of 2015 publications		

²⁵ Note: all activities undertaken within 2015 were funded by INDEPTH Core. The Department is however trying to raise funds through grant proposal development

²⁶ 5 papers in GHA Journal; Journal of Global Health; and Health Place. 3 further articles published in: The Lancet Diabetes Endocrinol, The Lancet Global Health, and The International Journal of Epidemiology.

Table 21: Continued summary of activities in 2015, proposed activities for 2016, and expected outcomes for the Capacity Strengthening and Training Section

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
Development of Policy Engagement Materials (cont.)	Developed system for tracking communication/ advocacy materials from centres	Search and repost information relevant to member centres and other stakeholders on website, social media and newsletters	Growth in number of policy recommendations linked to INDEPTH studies	
4. 2014 Annual Report developed and printed.	2014 Annual Report printed	Complete work on 2015 Annual Report		
5. Finalise and publish the INDEPTH Brochure – THE VALUE OF THE SECRETARIAT.	Value of the network and its secretariat brochure completed and shared with stakeholders			
6. Attend relevant international conferences	The ED and senior staff participated in over 12 international forums.	Attend relevant international forums where the participation of INDEPTH will contribute to the global visibility of the Network		

Table 22: Continued summary of activities in 2015, proposed activities for 2016, and expected outcomes for the Capacity Strengthening and Training Section

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
<p>7. Reviving the INDEPTH Research to Policy Working Group</p>	<p>Regular exchanges among SG; conducted survey on availability of communication officers in centres</p> <p>Opened Google Alert account to track centres' activities and report on website, social media and newsletters</p> <p>Collated PEC materials from centres which were then published on INDEPTH website, newsletters, Facebook</p> <p>Collated over 180 publications with potential policy impact. Also wrote 'Overview of INDEPTH's role in policy process' which was presented at ISC 2015.</p>	<p>Encourage more information exchange among SG members, and the Secretariat for regular updates.</p>	<p>Share lessons and promote centres. Enhanced interaction between researchers and policy makers to bridge the gap between research and policy and practice.</p>	
<p>8. Organise in-Country meetings in India and Tanzania.</p>	<p>2 Research to Policy In-Country meetings in India, Tanzania</p>	<p>Conduct in-Country Research to Policy meetings in Ethiopia and Mozambique</p>		

Table 23: Continued summary of activities in 2015, proposed activities for 2016, and expected outcomes for the Capacity Strengthening and Training Section

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
<p>B. Communication</p> <p>1. Revamping the INDEPTH website</p> <p>2. Seek grants to support various communication activities</p> <p>3. INDEPTH brand</p> <p>4. Resource Centre</p>	<p>Website redesign exercise completed and populated</p> <p>Proposal written to Wellcome Trust But was not successful.</p>	<p>Promote the new website through various platforms</p> <p>Regularly update the new website</p> <p>Review missing information and non-working links.</p> <p>Continue to pursue funding opportunities.</p> <p>Encourage and monitor use of INDEPTH logo by centres.</p> <p>Develop branding material for IDNEPTH</p> <p>Encourage staff to bring back reports and share contact details of people they meet on missions</p> <p>Compile list of all contact details of people attending workshops in Accra and visitors to the Secretariat.</p>	<p>User friendly website attracting more visitors and increased interaction with stakeholders</p> <p>Reduced dependence on core support for some activities</p> <p>Enhanced INDEPTH profile</p> <p>Create and maintain a reference centre for all the Network's activities</p>	

Table 24: Continued summary of activities in 2015, proposed activities for 2016, and expected outcomes for the Capacity Strengthening and Training Section

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
5. Social Media	EC staff and ED very active on Twitter. Promoted Facebook page. Number of 'Likes' doubled in the last half of 2015 while total 'Reach' grew very significantly.	Increase social media activity, particularly on Twitter where most of our international stakeholders are.	More effective use of social media tools to enhance dialogue and share research findings; also to attract more funders to the Network.	
6. Media Relations: Link INDEPTH's research to media by establishing contact with journalists and publishing stories.	Established database of journalists and communication officers of various international organisations Visits to media houses. Invited journalists to cover events in Accra and ISC in Addis Ababa	Invite journalists to cover 3-4 events. Visit major media houses and meet with editors. Explore sponsorship for Journalism Excellence Awards.	Increased visibility of INDEPTH's work.	
7. Newspaper articles		Promote INDEPTH meetings and workshops through newspaper articles		
8. Capacity building		Plan to conduct communication training for centre leaders or communication focal points.		

4. General Projects and IT Administration

Table 25: Summary of activities in 2015, proposed activities for 2016, and expected outcomes for the General Projects and IT Administration Section

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Funding
A. General Projects			
1. Data For Health Bloomberg Foundation	Progress made with project to strengthen CRVS in selected countries and to use HDSS to test instruments and validate	Inception meetings and workshops will take place and the HDSSs that will carry out the training and testing of instruments will be selected	We expect funding from the Bloomberg Foundation
2. OpenHDS platform under IDMP	Training/Data migration workshop took place for 6 Centres. Software updates done to improve migration process.	Increase the number of Centres on the platform. Make regular updates to the software; monitor progress of those already on the platform	This activity will be funded by INDEPTH and the Swiss Tropical Institute
3. IDMP Platform, iSHARE2, INDEPTH Data Repository INDEPTHStats	Updates done on the core microdata sets for 20 sites Publication of cause of death data	Work with the PI and co-PI of the iSHARE 2 Project and provide support to the INDEPTStats team. Encourage more Centres to make their data available on the INDEPTH data sharing platform. Workshop in May to bring more Centres on board, prepare the micro datasets for release in July and update the Cause of Death data that was published in 2014.	This project is funded by the Wellcome Trust

Table 26: Continued summary of activities in 2015, proposed activities for 2016, and expected outcomes for the General Projects and IT Administration Section

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Funding
4. Project Support & Support to new and emerging HDSSs	One additional full member recruited in 2015. Three potential members waiting to file application for full membership	Seek out new and potential members and encourage the current 6 Centres with Associate membership attain full membership status. Work on plausibility checks and other criteria for full membership	Does not require additional resources.
5. CHESS	Received funding from Sida for pilot/proposal development in 2016	Sites will be selected to participate in the project and a kick off meeting will take place to prepare the selected Centres.	We expect funding from Sida for this activity
6. Cross Site Data Fact Sheets	Production of data fact sheets using data on the Repository on regional basis	Sites with data on the INDEPTH Repository will be encouraged to pull their data together for analysis on regional block basis	There is no guaranteed funding for this project.
7. Revision of Resource Kit	Revision almost completed. Will be deployed in 2016	The new Resource Kit will be made available on the INDEPTH website as well as on CDs for easy distribution	This activity is almost completed does not require additional resources.
B. IT Administration			
1. Secretariat Repository	Ensure that the platform is user friendly and functional	Archive all essential Secretariat and project documents in a secure environment	Does not require additional funds
2. INDEPTH website	New website under review and will be deployed in 2016	Complete changes to INDEPTH website and use it to disseminate information about the Network	Does not require additional resources

Table 27: Continued summary of activities in 2015, proposed activities for 2016, and expected outcomes for the General Projects and IT Administration Section

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Funding
<p>C. Meetings</p> <p>1. AGM</p>	<p>Successfully took place in Addis Ababa on 14th November 2015; 32 Centre leaders attended</p> <p>2016 AGM has been awarded to Uganda where we have three Centres</p> <p>Board elections took place</p>	<p>Will be hosted by HDSSs in Uganda. Dates are 16th-18th November 2016</p> <p>We will work with the Uganda HDSSs and put in place the plans for a successful meeting in 2016</p> <p>There will be Board elections and Centre Leaders meeting as well</p>	<p>Funded from INDEPTH Core funds and Centre Leaders</p>
<p>2. ISC</p>	<p>ISC 2015 successfully took place in Addis Ababa from 11th-13th November</p>	<p>The hosts for the 2017 ISC will be selected. They will setup the local organising committees and we will work with them to ensure that we have a successful meeting in 2017</p>	<p>Funded from INDEPTH Core funds.</p>

5. Grants Management and Ticketing

The Grants Administration section was created in 2008 to oversee the efficient and effective administration of funds to and from INDEPTH Network Secretariat. The Section is managed by Felicia Manu Asamoah and assisted by Berlinda Azanu.

Table 28: Summary of activities in 2015, proposed activities for 2016, and expected outcomes for the Grants Management and Ticketing Section

Activities for 2015 ²⁷	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
<p>A. Relating to Funders</p> <p>1. Ensure that award letters are signed, copy retained and original returned to grantor both electronic and courier where necessary after review by Grants Administration and the Legal Adviser.</p> <p>2. Prepare summary of both technical and financial requirements of funder agreements</p>	<p>The two activities were done successfully in 2015</p>	<p>The following proposed activities are in relation to the two activities undertaken in 2015</p> <p>a. Document new awards</p> <p>b. Prepare a summary of both technical and financial requirements of funder agreements</p> <p>c. Update registration of online portals and funder registration processes</p> <p>d. Follow up with Doris Duke to ascertain the possibility of further funding</p>	<p>Ensure strict compliance to funder reporting and other requirements</p>	

²⁷ Note: all activities undertaken within 2015 were funded by INDEPTH Core funds

Table 29: Continued summary of activities in 2015, proposed activities for 2016, and expected outcomes for the Grants Management and Ticketing Section

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
B. Reports to Funders	Technical and financial reports were successfully submitted to funders	Submit final reports to Gates, Hewlett, Sida and EU	Strict compliance to reporting deadlines	
C. INDEPTH Benchmark for Hewlett Assessment	Compiled responses to the Hewlett Foundation Benchmark for assessing INDEPTH's progress	Quarterly reports were submitted successfully which has convinced Hewlett to continue core support funding to the Network	No assessment is required by Hewlett	
D. Results Based Management logframe	The section led the compilation and partial completion of the 2015 logframe	Working with Science, Capacity Strengthening and PEC to complete logframe fully for 2015	Track the progress and achievements of the network over a period	
E. Sub-grants from INDEPTH	Sub-grants were completed without much difficult	Sub-grants, MOUs and Purchase Orders will continue to be prepared efficiently	Ensure that projects are executed within time frame and finances reported	
F. Official Travel				
Liaised with IT unit and compiled list of registered participants that required tickets	No serious challenges were encountered in 2015	Stress to participants that once a booking is confirmed and ticket issued, any cost for changes will not be the responsibility of INDEPTH.	Make progress going forward with travel booking	

6. Finance

Table 30: Summary of activities in 2015, proposed activities for 2016, and expected outcomes for the Finance Section

Activities for 2015 ²⁸	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
A. Audit of 2015 Financial Statements	Prepared and consolidated Financial Statements and Funders' specific reports	Prepare 2014 Consolidated Financial Statement for Annual Audit by KPMG Prepare end of year Financial reports for Funders and Fourth Quarter Financial Report for the ED.	Successful annual Audit with an unqualified Audit opinion for INDEPTH Network	
B. Filing of Form 990 with USA IRS	Form 990 was successfully filed	Complete and File Form 990	Continue to maintain our Charity Status	
C. Training	Training on NIH Financial reporting on Awi-gen Project and IPSAS for Member Centre Accountants Training of Awi-gen Project accountants on financial regulations for the project	Organise INDEPTH Finance Managers Workshop for Centres Finance Officers.	Improve Financial reporting and Financial Management Prompt Financial reporting to the Secretariat	

²⁸ Note: all activities undertaken within 2015 were funded by INDEPTH Core funds

Table 31: Continued summary of activities in 2015, proposed activities for 2016, and expected outcomes for the Finance Section

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
D. Form C	Completion and filing of Form C with EU for INTREC and IDAMS Projects		Strict compliance with reporting requirement of all EU Grants	
E. Accounting systems				
1. Sun Accounting System	The Sun Accounting system has been under continuous updates	Refresher course on Sun Accounting system	Improved management of resources and effective use of the software	
2. Purchase of Fixed Assets Register and Bank Reconciliation software	The Fixed Assets Register and Reconciliation software have been purchased and in use as a tool for Financial Reports	Continuous Professional Development for the Finance Team	Enhance efficiency and effectiveness	
F. Financial Management and Financial reporting Board	<p>Quarterly Financial reports prepared promptly for the ED and Board</p> <p>Financial Report to Funders submitted on due dates</p> <p>Visited APHRC as part of our role and support to Centres</p> <p>Attended Awi-gen Project Financial Reporting workshop in Kenya and Zambia</p>	<p>Prepare Quarterly Financial reports for the ED and Board</p> <p>Prepare Financial Reports to Funders on due dates</p> <p>Visit to selected Sub grantees</p> <p>Conduct Mid-year Audit</p>	Improve transparency and accountability in Financial Management and Reporting	

7. Administration

The section focuses on the provision of an enabling working environment for productive work and this is done through the provision and maintenance of offices, the management of office utilities, the acquisition and maintenance of office legal documents as well as legal document for expatriate staff and the implementation of the environmental policy adopted by the organization.

Table 32: Summary of activities in 2015, proposed activities for 2016, and expected outcomes for the Administration Section

Activities for 2015 ²⁹	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
A. Renewal of staff Health Insurance Policies	Health insurance was renewed for all members of staff	Renew current health insurance policy for staff	Ensure all staff health care is secured	
B. Renewal of staff contracts	Staff contracts were renewed in a timely manner	Ensure all staff contracts are up to date	Confirm staff employment	
C. Staff Immigration issues	Residential and work permits were duly acquired for all international staff	Be abreast with immigration laws; acquire necessary documents to renew work and residence permits	Ensure staff are legally employed	
D. Office Legal Documents	Managed all legal documents of the institution Managed documents for the court case brought against the institution	Continue to effectively manage office legal records		

²⁹ Note: all activities undertaken within 2015 were funded by INDEPTH Core funds

Table 33: Continued summary of activities in 2015, proposed activities for 2016, and expected outcomes for the Administration Section

Activities for 2015	Status at the end of 2015	Proposed activities for 2016	Expected outcome	Funding
G. Environmental work	Initiate measures to ensure the policy is adhered to	Continue to implement environmental friendly office policies		
H. Office 38/40	<p>Initiated discussions with the ED to install intercom to the security posts</p> <p>Major painting of both office blocks</p>	<p>Initiate discussions with the ED to change office doors and frames within office 38.</p> <p>Arrange to paint the two office buildings at the end of the year</p> <p>Refurbish the office canteen and the water dispensers</p>		
I. Vehicles	Received the insurance claim of the Suran vehicle which got involved in an accident in the course of the year	Initiate discussion for the acquisition of an additional car to replace the Suran		
J. Staff retreat	Retreat was held in Accra at Miklin Hotel	Plan staff retreat	Gives staff the opportunity to do activities and strategies for the coming year	