

**africanSNOWS**



**SCIENTISTS NETWORKED FOR OUTCOMES FROM  
WATER AND SANITATION (SNOWS)**

**FINAL REPORT ON THE INCEPTION  
MEETING OF PARTNERS**



*3<sup>rd</sup> – 5<sup>th</sup> December, 2009  
Erata Hotel, Accra, Ghana*



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## **1.0 ACTIVITIES OF DAY 1 (3 DECEMBER, 2009)**

Meeting started with a brief welcome note from the Project Director, Prof Esi Awuah from KNUST, Kumasi – Ghana. This was followed immediately with introductions of partners (name, institution and country – Appendix E). The morning section was chaired by Prof. Samira Abdelrahman of Gezira University, Sudan.

The director followed this with the Welcome Address which was supposed to be delivered by the Vice Chancellor of KNUST. Prof Esi apologized on behalf of the Vice Chancellor for not able to participate in the meeting. Key in the key note address was on the reason for the first meeting – to agree and strategise on key activities to kickstart the project. The full welcome address is shown as appendix B.

The Deputy Director, Prof Sandy Cairncross followed after the welcome address with a presentation on the work packages of the project. There were 6 work packages in the original proposal submitted to the Wellcome Trust:

- WP1: Managing the consortium
- WP2: Needs assessment for capacity building
- WP3: Training in research practice and methods
- WP4. Strengthening research management capacity of institutions
- WP5. Strengthening research capacity of individuals
- WP6. Networking and communication

From the Award Letter, it appeared that only work packages 1- 4 received funding. However, Sandy, Anders and Eileen Chappell had learned at a recent meeting with Alice Norton and Rubina Ahmed of the Wellcome Trust that the Trust was concerned with budget lines – such as salaries, laboratory animals, equipment and miscellaneous (including travel and subsistence) – rather than our Work Package categories. As long as our expenditure does not exceed the budget lines without authorisation, we can engage in any of the activities outlined in the original proposal.

The work packages were discussed briefly among partners to end the morning section. The program brochure for staff development at London School of Hygiene was also passed around for members to look at training areas that might be of interest and need. Website address for details of the courses offered is [www.lshtm.ac.uk/staffdev](http://www.lshtm.ac.uk/staffdev). Any of the courses in this catalogue could be provided for staff of SNOWS partner institutions.

The afternoon session was chaired by Prof Paul Jagals from the Tswane University in South Africa. The session began with a presentation on the key outcomes of the African Institutions Launch in Arusha Tanzania by Prof. Mrs. Esi Awuah. There was a brief discussions among the partners after which Prof. Anders presented on the Needs Assessment for both individuals and institutions. There was a long discussion on this component among partners. Each partner was also asked to write at least three strengths and three weaknesses/needs of his/her institutions (this has also been included in this report but as an appendix). The group decided to continue with the brainstorming of that session the following morning.

Considering the depth of details needed for the brainstorming of the Needs Assessment it was agreed that financial management be presented after lunch instead of the following day to make more time for the Needs Assessment.

Prof Natasha Potgieter from the University of Venda, South Africa chaired this session. The presentation on the financial management was done by Mr. Abdullai Suglo (the project finance officer) from KNUST. The procedures and guidelines for the financial management were realized to be the key components of the success of the project. Project co-ordinators in each of the institutions were therefore asked to work hard with their sub financial assistants to meet all requirements.

### ***1.1 Governance Arrangement***

The second part of this session was on the governance arrangement which was presented by Prof Mrs. Esi Awuah and Prince Antwi-Agyei. A key issue discussed in this session was the management arrangement as presented in the organogram. It was agreed that the ethics committee be removed totally. Members of the Consortium were advised to use locally established Ethics Committees. Every institution present has an Ethics Committee both locally and at the national level. It was realized that there was no need for a Board of Directors. The constitution of the Management Committee was just the representative members of the institutions (Project Coordinators) of the Consortium. The group finally agreed that the executive directorate (Director, Deputy Director, Hunter from UEA, and Samira from Gezira) deliberate on the details of the draft governance document and report on their conclusions the following day. The revised version of the governance arrangement is presented as Appendix C in this report.

### ***1.2 Key Decisions from first day deliberations***

- Support short courses provided by each of the partner institutions. Two categories of participants were considered here: (i) those with no foreknowledge of the content, and (ii) practitioners hoping to learn how to teach the content to others.
- A good output is indicative of a strong team (but then what do we define as good output?)
- Consortium should have clear goal directions
- Successful conduct of the Needs Assessment will constitute a good output
- Consortium should not confuse research with the Needs Assessment
- University of Copenhagen to draft a methodology for the Needs Assessment for SNOWS. Southern partners are to play key role in the Needs Assessment as part of their capacity-building activities.
- How the research will be done (what each partner institution can offer).
- Other departments in partner institutions that have links with the project objectives need to be brought on board.
- Each partner institution is to set up a Water and Sanitation Team locally.
- Bringing together of MSc and PhD students to discuss research ideas for effective collaboration– chat room forum.
- SNOWS to prepare and make available top 10-15 lecture notes/materials on the internet

## 2.0 ACTIVITIES OF DAY TWO (4 DECEMBER, 2009)

The day started with Prof. Sandy Cairncross briefing members about some research work which he thought all partners could do jointly if they are interested. This was on the use of HACCP risk assessment method (developed by NASA of the USA) on food hygiene practices in Mali with the aim to reduce the incidence of diarrhea in children.

### 2.1 Collaborative Research Areas and Research Vision

Prof. Mrs. Esi Awuah looked at the research areas where SNOWS consortium focuses on. These were outlined as follows

1. Water supply
2. Hygiene
3. Sanitation
4. Environmental health

For the consortium to stay focused it was suggested that research areas selected should be narrowed to a common vision.

The vision developed was as follows:

***Providing internally excellent Africa-based research that will enable all African children to realize their maximum potential through sustainable water supply, sanitation and hygiene delivery.***

Joint research that could be done together based on the vision was detailed as follows:

- Water supply : water quality and availability, and self supply schemes in rural areas
- Hygiene: food hygiene was selected with upscaling of Mali's case
- Sanitation: Faecal sludge and Solid Waste management
- Environmental Health was defined as a broad area including all the above disciplines. In addition to that, other areas such as vaccination, pesticides and E waste were included

### 2.2 Ongoing PhD Research Areas and Needs Assessment

On-going PhD Research under supervision in the various institutions was outlined (Table 1), with a view to identifying opportunities for co-supervision of existing students. A SWOT analysis of needs was also outlined for the various institutions (Table 2). The table of areas for training in the original proposal was revisited and members in the Consortium discussed areas for training. The following were identified as critical areas. It was, however, concluded that training should be done after the needs assessment.

1. Training in Research Management
2. PhD Supervision
3. Sourcing for Funds

Prof Sandy Cairncross would contact other Wellcome Trust Consortia involving the London School of Hygiene, to see if there are similar training programs that SNOWS Southern Partners can join. He would also look at the course content, venue and fees and make recommendations to members of SNOWS.

After this the executive committee reported on the Governance structure and changes were made. This is found in appendix B.

**Table 1: Ongoing PhD Research Areas**

<b>Partner Institution</b>	<b>PhD Research Area/Activity</b>
Egerton	<ul style="list-style-type: none"> <li>• Groundwater pollution from on site sanitation</li> <li>• Excreta management from urine diversion toilet (pathogen removal)</li> <li>• Additional list will be provided</li> </ul>
Venda	<ul style="list-style-type: none"> <li>• Molecular techniques for tracking faecal sources</li> <li>• WSH in minimal process food products</li> </ul>
Tshwane	<ul style="list-style-type: none"> <li>• Impact evaluation in sanitation</li> <li>• Impact evaluation in domestic water supply</li> </ul>
KNUST	<ul style="list-style-type: none"> <li>• Sanitation policy research</li> <li>• Managing Buruli ulcer – PCR, Epidemiology</li> <li>• Governance and financial planning for sanitation</li> <li>• Faecal sludge management (Examiner – Anders?)</li> <li>• Resource recovery from waste water (agric, nutrients, economics...)</li> <li>• Low cost water treatment (rural setting)</li> </ul>
Mbarara	<ul style="list-style-type: none"> <li>• Currently no PhD programme exists in the public health department</li> <li>• Edgar to send detailed CV of PhD candidate to Sandy, to seek Commonwealth funding</li> </ul>
LSHTM	<ul style="list-style-type: none"> <li>• Gates project, bio-additives and pit accumulation rates, Ifakara, Tanzania</li> </ul>

**Table 2: STRENGTHS AND WEAKNESSES FOR PARTNER INSTITUTIONS**

INSTITUTION	STRENGTHS/WHAT CAN OFFER	WEAKNESSES/NEEDS
KNUST	<ul style="list-style-type: none"> <li>• Ongoing courses in water supply and environmental sanitation</li> <li>• Health education programmes</li> <li>• Short courses in liquid waste mgt, water quality mgt, municipal eng.</li> <li>• Strong staff of PhDs.</li> <li>• Other sources of funding could be obtained (Netherlands embassy, DAAD, WASHCOST project- by Bill Gates Foundation)</li> <li>• Faecal sludge management/toilet technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Funds for PhD research</li> <li>• Co-supervision and external examiners for PhD</li> <li>• Training in PCR for Buruli ulcer PhD student</li> <li>• Training in research management for staff</li> <li>• Well equipped lab (public health) for research</li> </ul>
Tshwane University of Technology, South Africa	<ul style="list-style-type: none"> <li>• Lots of intervention in water and sanitation – household level</li> <li>• Research in environmental sanitation including hygiene</li> <li>• Research driven policy</li> <li>• Waste management – household level</li> <li>• Multi criteria in environmental health management</li> </ul>	<ul style="list-style-type: none"> <li>• Training in environmental health, epidemiology, statistics</li> <li>• Help to establish short courses for practitioners</li> <li>• Course on health and other impact assessment</li> </ul>
University of Venda, South Africa	<ul style="list-style-type: none"> <li>• Strong PhDs</li> <li>• Well set up lab (physical, chemical, biological)</li> <li>• Parasitological, virology, microbiology,</li> <li>• Setting up of MSC course modules in water and health</li> </ul>	<ul style="list-style-type: none"> <li>• Help to set up short courses for MSc and PhDs</li> <li>• Skills development for research management</li> <li>• Co supervision and external examiners</li> </ul>

Egerton University, Kenya	<ul style="list-style-type: none"> <li>• On going research in research oriented sanitation ( ecological sanitation) – pathogen destruction, reuse of urine, health effects.</li> <li>• Training of short courses in sanitation options</li> <li>• Link with NAKURU council (opportunities for policy research)</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborative research in water and sanitation (microbiology, water quality)</li> <li>• Supervisors for PhD and msc students (how to improve supervision)</li> <li>• Funding for PhD research</li> </ul>
Mbarara University of Science and Technology, Uganda	<ul style="list-style-type: none"> <li>• Master in public health program (environment/health course)</li> </ul>	<ul style="list-style-type: none"> <li>• Short courses in water supply and sanitation for students and in-service workers</li> <li>• Staff development in water supply and sanitation (all aspects)</li> <li>• Capacity for operational research in water supply and sanitation</li> <li>• Behaviour aspects</li> </ul>
University of Gezira, Sudan	<ul style="list-style-type: none"> <li>• Short courses in water resources management</li> <li>• Population studies</li> <li>• Toxicology and pesticides</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building on research funding</li> <li>• Research management</li> <li>• Collaborative research in water and sanitation on health impact</li> </ul>
University of East Anglia, UK	<ul style="list-style-type: none"> <li>• Crop and food research</li> <li>• Research in microbiology</li> <li>• Pathogen genomics</li> <li>• Environmental microbiology</li> <li>• Environmental science</li> <li>• Climate change scientists</li> <li>• Diet and health</li> <li>• Likely to offer MBA in environmental management</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening links with African partners that leads to productive research</li> <li>• Exchange programmes for students</li> </ul>
London School of Hygiene & Tropical Medicine, UK	<ul style="list-style-type: none"> <li>• Large range of disciplines</li> <li>• Research support infrastructure</li> </ul>	

	<ul style="list-style-type: none"> <li>• Staff involved with several similar consortia</li> <li>• Personal development planning for PhD and MSc</li> <li>• Skilled IT staff</li> <li>• Environmental health impact</li> <li>• Health evaluation in water supply and sanitation including hygiene, epidemiology</li> <li>• Support to students developing writing skills</li> </ul>	
University of Copenhagen, Denmark	<p><b><i>Research areas</i></b></p> <ul style="list-style-type: none"> <li>• Sustainable use of solid and liquid waste for food production</li> <li>• Sanitation and food safety and the role of hygiene</li> <li>• Latrine solutions in urban cities – barriers and opportunities</li> </ul> <p><b><i>What can offer</i></b></p> <ul style="list-style-type: none"> <li>• Modules for MSc and PhD programs available (some available online) -</li> <li>• Support to needs assessment (individuals and institutions)</li> </ul> <p><b><i>What expecting</i></b></p> <ul style="list-style-type: none"> <li>• Course content of other MSc/PhD programmes</li> </ul>	

The Needs Assessment was further deliberated upon. Prof. Dalsgaard provided a budget of £50,000 as total cost for coming up with a very good report from the team from CU who will assist local partners to deliver the needs assessment report. It was also stressed that 70 percent of the work will be done by the local partners. They should actually own the whole process. It was finally agreed that the Southern partners would contribute £40,000 toward the cost from the funds allocated to it and the rest was to be paid by CU from its share of the SNOWS budget. This part of the money will remain at KNUST for transfer to CU. The Director is to write to the Heads of partner institutions in this regard. For the local costs all southern partners must augment the differences from other work packages. The Needs Assessment visit to each university will be done jointly with a Southern partner, as a capacity building exercise. A matrix of the visits by the Southern Partners was developed (Table 3).

**Table 3. Visits Matrix of Southern Partners**

Visiting ↓	← Visited →					
	Egerton	Mbarara	Tshwane	Venda	KNUST	Gezira
Egerton			X			
Mbarara	X					
Tshwane						X
Venda					X	
KNUST				X		
Gezira	X					

### 2.3 Budget Allocation and Accounting Reporting

A budget allocation based on money received (£35,000 – Thirty Five Thousand Pounds) was presented to the group by Mr. Suglo and issues around it clarified. Mr. Suglo was to send a financial guideline procedure to each Southern partner Institution for acceptance. Agreed that funds for Gezira’ administrative costs should be increased by £2000 for uniformity among the southern partners. This was to be taken from the flexible fund. Mr. Suglo was to write to the Wellcome Trust for permission to make this adjustment.

Accounting Reporting should also be done according to budget lines like staff salaries, travel, equipment, course fees, miscellaneous and not according to work packages.

KNUST was to write to all partners indicating the amounts they had received and for what purposes.

It was also made clear during the meeting that the Wellcome Trust does not pay for overhead costs; this should be communicated to all institutions of the Consortium. No institution therefore should take 10% overhead cost (or indeed any other percentage) out of the SNOWS funds. KNUST will write officially to all heads of partner institutions regarding this.

### 2.4 Sources of funding

It was realized that since our main aim in funding PhD research was not funded, it was necessary to seek funds elsewhere. Jeroen from LSH gave a presentation on the possible sources of funding. These were identified as EDU-Link, ERASMUS MUNDUS, IFS, the Gates Foundation, ACU-Commonwealth Scholarships Fund, and the Wellcome Trust. Members were very hopeful that if a good proposal is put up we could receive additional funds. Northern Partners are to take a lead in this regard.

## **2.5 Strengthening the Consortium**

This area began the afternoon session for Day 2. We looked at how to strengthen the Consortium. This was presented by Prof Dalsgaard. His concerns were how to strengthen the weak consortium as perceived by the Trust so that SNOWS' application for a second phase will be tangible. He lamented that the Wellcome Trust was not specific on the weak points and that we must all put our brains together and come out with a solution through all the activities we have outlined to achieve our objectives as specified in our grant request. Professors Cairncross, Dalsgaard, Hunter, Awuah and Jeroen are to deliberate further on this by Skype to come out with a possible solution. A draft version (incomplete) of the areas for deliberation is outlined in the Table 4.

## **2.6 Next Steps**

Work plan for 2010 was developed on 6 major themes. These were:

- Finance
- Needs assessment
- Training of staff and students
- Co-supervision
- Next meeting
- Sourcing for other funds

Details have been provided in Appendix D. To ensure the quick release of funds by Wellcome Trust and KNUST to partner Institutions, Southern partners need to respond quickly to requests for information. Sandy and Suglo are to contact the Wellcome Trust for the quick release of funds to KNUST.

The Needs Assessment timetable was provided and the final report should be ready by late September. Members of the consortium are to put in place local teams for water supply and sanitation and health in their institutions, to collect data for the Needs Assessment.

The training of staff and PhD students would not begin until after the Needs Assessment. However, research management was identified as an early priority, and Sandy was asked to investigate the possibilities. In the short term, INORMS (the International Network of Research Management Societies) is planning a meeting in Cape Town in April 2010, and Esi agreed to write to explore the possibility of funding for SNOWS administrative staff to attend, one from each partner institution.

**For co-supervision**, southern partners were to send concept notes of on-going PhD projects within two weeks to all members, to help them identify possible areas of collaboration and opportunities for co-supervision among members of the consortium. It would help if these notes mentioned the fields in which the student's current supervision is weak, and in which SNOWS support would be most helpful.

**The Next meeting** to be hosted by Egerton University at Nakuru in Kenya. The last week of July 2010 (26-31<sup>st</sup>) should be blocked by all members of the consortium as a likely date. The exact dates will be communicated to members later. The Wellcome Trust will be invited to participate in this meeting. As part of the meeting there will be briefs on the following:

- Progress in Training Preparations

- Formation/establishment of water and sanitation team in all partner institutions
- Needs Assessment
- Co-supervision status
- Report on the INORMS meeting on Research Management in South Africa in April.

**Table 4: Strategies to Strengthen the SNOWS Consortium**

<b>Problem</b>	<b>Objective of phase I</b>	<b>Proposed needed actions that will also meet the anticipated expectations of the WT</b>	<b>Assumptions</b>
<p><b>Weak consortium</b></p> <p>Inadequate project management, financial and governance experience and systems</p> <p>a)</p>	<ul style="list-style-type: none"> <li>• SNOWS provides bright and well-prepared African Master and PhD-level students and their institutions access to a well-functioning consortium and key expertise and resources to build sustainable individual and institutional research capacity within water, sanitation and health.</li> </ul> <p>a) All African partners meet the eligible criteria for financial management and governance set by WT.</p>	<p>a1) Exchange staff visits and conduct course training on project management</p> <p>a2) train and establish unit staff to support researchers in identifying, develop, submit research proposal as well as doing financial and scientific reporting.</p>	
<p>b) Research</p>	<p>a) Agreement of common research priorities and agenda</p> <p>b) Strong consortium with proved collaborative work and activities</p>	<p>b1) conduct collaborative research activities</p> <p>b2) share supervision of MSc and PhD students</p> <p>b3) mentoring of university staff</p> <p>b4) joint research papers</p> <p>b5) submit and obtain funding for common proposals</p> <p>b6) prepare and implement joint course training modules</p> <p>b7) match and collaboration between southern and northern</p>	<p>Partners will allocate and prioritize their budget toward funding listed activities.</p>

		<p>MSc/PhD students, e.g. at common research subjects and field sites.</p> <p>b8) Participants from several SNOWS partners take part in common courses held at a partner institution</p> <p>b) Conduct annual SNÓWS meeting before/after key international WATSAN conferences with SNOWS participation.</p>	
Limited communication and networking	Commonly agreed communication and dissemination	<p>internal</p> <p>external</p>	

### **Other sources of funding**

The Northern partners will take a lead role and collect inputs from Southern partners for submission. It was also to be noted that the success rate of the proposals is typically very low (~1%) and so members should aim at producing a very good proposal. The partners should also look at areas suitable for joint proposals.

### **2.7 Key Outstanding Issue - Collaborative Agreement**

One key outstanding issue was on the signing of the collaborative agreement. For now Tshwane University of South Africa, one of the partners had not signed the SNOWS Collaborative Agreement for lack of clarity in the conditions outlined by the Trust and the annexes referred to in the award letter which were not attached. These issues were discussed between Prof. Jagals and Prof. Sandy Cairncross, and a solution has been found.

### **2.8 Achievements of the meeting**

To conclude the meeting, what have we achieved as a consortium in the past two days was also discussed.

These are:

1. We have a vision clearly defined
2. Training needs in research management
3. Needs Assessment program outline
4. Curriculum Development
5. Venue for next meeting selected

### **2.9 Key messages from the feedback from participants**

1. Members know each other better
2. A clearer vision for SNOWS
3. Positive attitude towards SNOWS by Members
4. Members are very hopeful about the success of SNOWS
5. This meeting has given us an edge for other things. We can use the grant received from the Wellcome Trust to leverage funds from other sources.

### ***The meeting then concluded***

The second day activities ended at the Golden Tulip Hotel in Accra where partners had a dinner in the evening with a live music band

### **3.0 ACTIVITIES OF DAY 3 (5 DECEMBER, 2009)**

Participants were taken to the “Slave Trade Castle” in Cape Coast. Participants were given the chance to spend 30 minutes touring the two museums on their own after which they were given a guided tour for 50minutes to all sections of the castle including the male and female dungeons and the “Door of no return”.

Overall the meeting was good.

## APPENDIX A

### (AGENDA FOR MEETING)

### FINAL AGENDA

#### African SNOWS Consortium Inception meeting of the partners

Erata Hotel, Accra, 3<sup>rd</sup> and 4<sup>th</sup> December 2009

#### Day 0 Wednesday 2<sup>nd</sup> December Arrivals in Accra, Registration

Time	Day 1 Thursday 3 <sup>rd</sup> December	Day 2 Friday 4 <sup>th</sup> December
9.00	<p><i>“Chair : S. Abdelrahman”</i></p> <ol style="list-style-type: none"> <li>1. Opening of meeting                             <ul style="list-style-type: none"> <li>• Brief Welcome from SNOWS Project Director</li> <li>• Introductions (Who is Who)</li> </ul> </li> <li>2. Welcome Address by Vice Chancellor, KNUST</li> <li>3. Adoption/amendment of the Agenda</li> <li>4. SNOWS Project Outline (Work Packages)                             <ul style="list-style-type: none"> <li>• Presentation by Sandy Cairncross</li> <li>• Questions and Clarifications</li> <li>• Matters Arising</li> </ul> </li> </ol>	<p><i>“Chair : P. Potgieter”</i></p> <ol style="list-style-type: none"> <li>1. Recap of Previous day's activities</li> <li>2. Budget and Financial Management /Governance Structure                             <ul style="list-style-type: none"> <li>• Presentation by Finance Assistant (KNUST)</li> <li>• Questions and Clarifications</li> <li>• Matters Arising</li> </ul> </li> </ol>
11.00	Snacks	Snacks
11.30	<p><i>“Chair : P. Jagals”</i></p> <ol style="list-style-type: none"> <li>5. Outcome of the Arusha Meeting                             <ul style="list-style-type: none"> <li>• Presentation By Prof. Esi Awuah</li> <li>• Questions and Clarifications</li> <li>• Matters Arising</li> </ul> </li> <li>6. Needs Assessment                             <ul style="list-style-type: none"> <li>• Presentation by Prof Anders</li> <li>• Discussion</li> </ul> </li> </ol>	<p><i>“Chair : P.Hunter”</i></p> <ol style="list-style-type: none"> <li>3. Alternative Sources of Funding                             <ul style="list-style-type: none"> <li>• Presentation by Dr Jeroen Ensink</li> <li>• Discussion, Clarifications</li> </ul> </li> <li>4. Coordination and Communication</li> <li>5. Next steps; draft plan for 2010</li> </ol>
1.30	Lunch break	Lunch break
2.30	<p><i>“Chair : E.Mulogo”</i></p> <ol style="list-style-type: none"> <li>7. Brainstorming of Immediate Training Needs</li> </ol>	<p><i>“Chair : A.Dalsgaard”</i></p> <ol style="list-style-type: none"> <li>5. Any other business</li> <li>6. Next meeting</li> <li>7. Closure of Meeting</li> </ol>
4.00	Coffee Break	Coffee Break
4.30	<ol style="list-style-type: none"> <li>7. Brainstorming of Immediate Training Needs</li> </ol>	<ol style="list-style-type: none"> <li>5. Any other business</li> <li>6. Next meeting</li> <li>7. Closure of Meeting</li> </ol>
5.30		Dinner at Golden Tulip Hotel

#### Day 3 Saturday 5<sup>th</sup> December

Expedition to “Slave Trade Castle” at Cape Coast (Back to Accra by 17.00). Departures

## APPENDIX B

### **(WELCOME ADDRESS: SNOWS FIRST MEETING)**

**Welcome Address by PROF MRS ESI AWUAH (PhD) – Director, SNOWS (Dean, Faculty of Civil and Geomatic Engineering)**

Distinguished Deputy Director of SNOWS, Prof Sandy Cairncross  
Chair person for this session, S. Abdelrahman  
Dear Partners

I deem it a great honour to present the welcome address at such an important meeting for African SNOWS. The fact that most of you here have traveled from afar to participate in this meeting serves to remind us of how important we all consider this first meeting to be. I thank you all for coming and I know your participation will be rewarded with invaluable contributions on the way forward for SNOWS. I must also apologise on behalf of the Vice Chancellor for not able to participate in this meeting.

Before I talk about the main agenda of this meeting I think it will be an understatement not to recognize the immense and beneficial role played by KNUST in research of water and sanitation. In fact the University since its establishment has been the bed rock and mother of most renowned researchers and practitioners of water supply and environmental sanitation (both within Ghana and Africa as a whole) notable among them being Prof. Albert Wright who developed the Kumasi Ventilated Improved Pit Latrine (KVIP) in the 1970s. Currently Capacity building activities for the water and environmental sanitation including waste management at the Department of Civil Engineering (DCE) have even become very popular after the establishment of the water supply and environmental sanitation programme (WSESP) in 1996. In fact recent development has brought the department to the forefront of capacity building for sustainable development and growth in the water and sanitation sector in Ghana and the West African sub-region. Recent research has ranged from governance issues in water supply for the urban poor to faecal pathogen removal in waste stabilization ponds. Capacity building through short courses and tailor-made programmes has also helped in training several institutions and communities in Ghana leading to sustainable development. The project has impacted positively on both institutional and human capacities in the country which I am very proud of.

Now coming back to the main agenda, this meeting is the first for all the partners of the SNOWS consortium and the aim of the meeting is to know ourselves and to deliberate on the key work packages considering the revised budget the consortium have been provided for the same project duration (i.e. for the 5 years).

As all of us are very much aware of the African SNOWS Initiative aims at building African capacity for interdisciplinary research in water supply, sanitation and environmental health, bringing together universities from across the continent, with research active universities in the North. The primary focus of the consortium is to build capacity in research that leads to improved public health by improving water supply, sanitation and hygiene. The consortium

aims to enable African researchers to conduct policy-relevant research on the health impact of environmental interventions, and on how these interventions can be implemented most effectively and taken to scale.

The main question now is how we implement these activities in order to achieve our main goal and targeted objectives and also justify the value of the funds we have been provided with. This is exactly the reason for our coming together here to strategise for the way forward for SNOWS. I know very well that discussions and brainstorming of key issues among partners will stimulate innovative ideas and provide the conducive atmosphere for exchange of ideas and participants can be sure to leave this meeting beaming with confidence and hope on the acquisition of relevant information and added knowledge on innovative approaches to kick start the project's key activities. I also know that with the expert ideas and tremendous experience of our members from renowned educational institutions (as it stands now the Consortium membership consists of 9 institutions from 7 countries (6 African Universities from 5 countries and 3 European Universities from 2 countries – Ghana, Kenya, Uganda, South Africa, Sudan. The rest are Denmark and UK) all of us must be ready to be challenged, excited and inspired with each other's contributions.

Before I take my seat it is my honour to invite **Prof. Sandy Caincross** of the London School of Hygiene and Tropical Medicine to outline the Work Packages for the SNOWS project. Prof. Caincross is a Professor in environmental health, a public health engineer by profession, and an epidemiologist by vocation. He is very much interested in environmental interventions for disease control and their technical and policy aspects. Most of his career has been spent in research and teaching, and about a third in developing countries (including Africa) implementing water, sanitation and public health programmes. He has authored and co-authored a lot of books notable among them include the famous Ross Institute publications on Small Water Supplies and on Small Excreta Disposal Systems and a text book on Environmental Health Engineering in the Tropics. Sandy has over 30 years of research experience and it is no wonder he was made **the 2008 George MacDonald Medallist**, a real fitting way to mark this current International Year of Sanitation. **Sandy, you are warmly welcome!!**

Thank you.

## APPENDIX C

### **(GOVERNANCE ARRANGEMENT FOR SNOWS)**

## **1. ORGANISATIONAL STRUCTURE AND OVERALL ARRANGEMENTS**

### **Overview of the Consortium**

#### *Background of African SNOWS*

The African SNOWS consortium has been borne out of the inspiration of Dr John Snow, who not only founded the science of epidemiology but was also the father of evidence-based interventions for environmental health. He famously prevented cholera in 19<sup>th</sup> century London by taking something away and changing behaviour (removing a pump handle to prevent its use) as he lacked the funds to provide something, like a better water supply. Ever since then, environmental health has lacked its fair share of resources, and environmental health practitioners have had to use all their creative ingenuity to achieve challenging goals such as behaviour change, as cheaply as possible. Environmental health research has also suffered, particularly in Africa where resources are as scarce as anywhere.

At the start of 2008, the International Year of Sanitation, nearly two thirds of the population of sub-Saharan Africa were still without a toilet, and a World Bank study has estimated that the cost of poor environmental health in child diarrhoea and associated malnutrition amounts to some 80% of the GDP of an African country. This consortium seeks to begin to redress the balance by trying to strengthen sanitation-related research capacity in Africa.

#### *Purpose and Objectives*

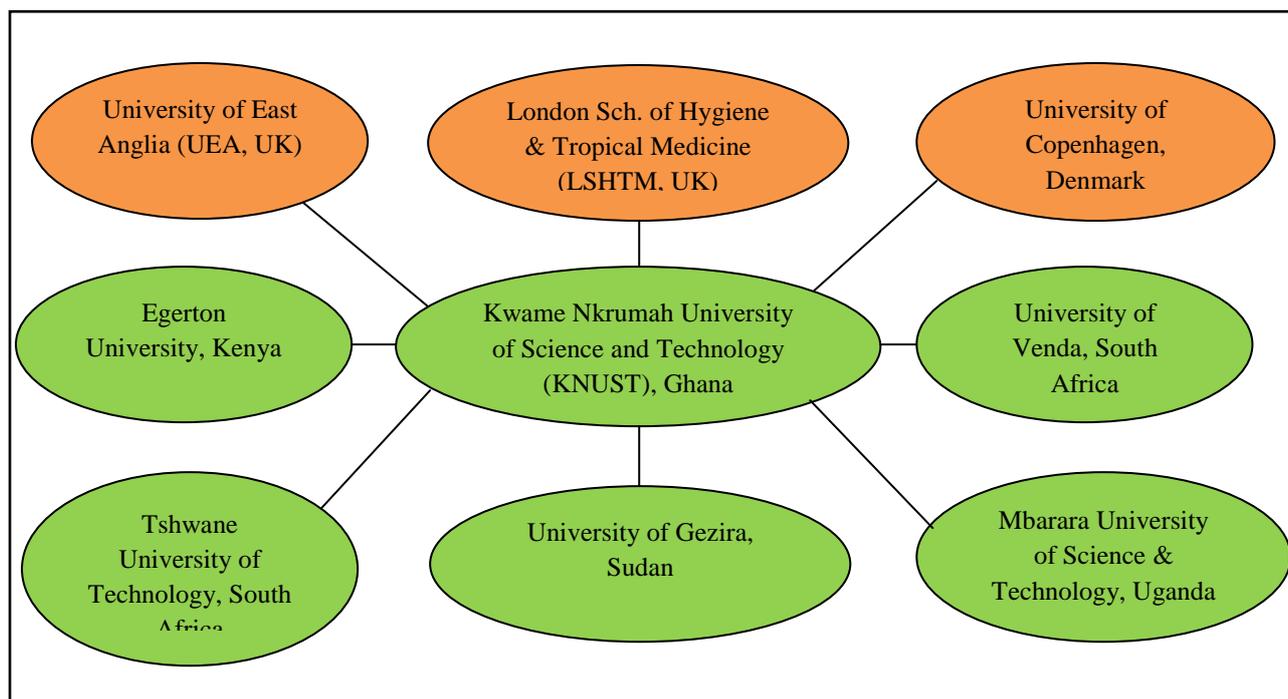
The African SNOWS (Scientists' Network for Outcomes from Water and Sanitation) Consortium aims to build African capacity for interdisciplinary research in water supply, sanitation and environmental health, bringing together universities from across the continent, with research active universities in the North. The primary focus of the consortium is to build capacity in research that leads to improved public health by improving water supply, sanitation and hygiene. The consortium aims to enable African researchers to conduct policy-relevant research on the health impact of environmental interventions, and on how these interventions can be implemented most effectively and taken to scale.

#### ***Consortium Membership***

The African SNOWS Consortium is made up of 9 institutions from 7 countries (6 African Universities from 5 countries and 3 European Universities from 2 countries). The lead institution is the Kwame Nkrumah University of Science and Technology (KNUST) in Ghana. The membership contact details are as follows:

1. *Egerton University*, P.O.Box 536, Egerton, Njoro, Kenya
2. *Kwame Nkrumah University of Science & Technology*, Private Mail Bag, Kumasi, Ghana
3. *London School of Hygiene & Tropical Medicine*, Keppel St., London WC1E 7HT,UK
4. *Mbarara University of Science and Technology*, P.O.Box 1410, Mbarara, Uganda
5. *Tshwane University of Technology*, Private Bag X680, Pretoria 0001, South Africa
6. *University of Copenhagen*, P.O.Box 2177,DK-1017 Copenhagen K, Denmark
7. *University of East Anglia*, Norwich, NR4 7TJ,UK
8. *University of Gezira*, P.O.Box 20, Wad Medani, Sudan
9. *University of Venda*, Private Bag X5050, Thohoyandou 0950, South Africa

### ***Consortium Partners***



### ***Key Project Activities***

- Carrying out a participatory needs assessment for individual and institutional capacity building
- Developing modules for MSc courses, and the capacity to offer relevant short courses, at a number of leading universities to strengthen institutions
- Establishing staff exchange schemes among partner universities for training in research management and research methods.
- Supporting linked interdisciplinary multi-centre practically-oriented research projects
- Maintaining a close link to policy and intervention programmes, exploiting wherever possible the opportunities they present for operational research and impact evaluation

### ***Management Structure***

The proposed Director of the SNOWS Consortium is Prof. Esi Awuah, Dean of the Faculty of Civil and Geomatic Engineering at KNUST, Kumasi. The Deputy Director is Prof. Sandy Cairncross of LSHTM. These two will act as Scientific Directors of the consortium and ensure its smooth running overall. A financial administrator (Mr Abudulai Suglo) will be based with the Director in Kumasi, and so will a project manager (Prince Antwi -Agyei). The day to day administration will be done by the Director and the Project Manager. The Deputy Director will look at the programs for Northern Partners and ensure that they are working as they should and together with the Director take key decisions.

The day-to-day organization and coordination of academic activities will be assured by the academic coordinator, Dr Jeroen Ensink, based at LSHTM with support from the project manager.

### Management Committee

The Management Committee of the consortium, consisting of one representative from each partner university, will meet face to face at least once annually, and by teleconference at least quarterly. The Committee will form the decision and policy making body of the consortium.

The purpose of the Management Committee is to provide strategic direction to, and oversight of the management of the Consortium. It will agree management and financial procedures, the membership of review and selection panels, and terms of reference for major exercises such as the initial needs assessment. It will decide on any new initiatives, set policy where required, such as the data management policy, agree the Consortium's annual plan of action and monitor progress on the basis of an annual report presented by the Executive Directorate.

The Management Committee will be chaired by the Director *ex officio*, and will take decisions by consensus whenever possible, but by majority vote if necessary. The Chair will have the casting vote.

### Executive Directorate.

The Executive Directorate, consisting of the Director, Deputy Director, two other representatives (Hunter from UEA and Abdelrahman from Gezira), the project manager and the finance officer will be responsible for the day-to-day management of the Consortium. It will meet more frequently by teleconference or face to face meetings as and when required.

The purpose of the Executive Directorate is to ensure the successful financial and academic management of the Consortium. Decisions will be taken by consensus, and any irreconcilable differences referred to the Management Committee. The Directorate will be chaired by the Director, or in her absence by the Deputy Director. Members will play an active part in the running of the Consortium, participating as appropriate in selection panels, trial steering committees, etc.

### External Advisory Committee

The External Advisory Committee will have an independent Chair and include key political stakeholders such as representatives from WHO, the World Bank Water and Sanitation Program, the African Development Bank and the African Ministers Council on Water. A representative of the Wellcome Trust is also a member. The Director and Deputy Director will be ex-officio members. Other members will be invited by the Executive Directorate, and their appointment approved by the Wellcome Trust.

The aim of the External Advisory Committee is to provide an independent source of advice and guidance on the strategic management of the Consortium and to oversee good practice within it. It will also support the dissemination of research findings by members of the Consortium. The External Advisory Committee will meet once every year and review the Consortium's activities and strategies, providing advice and guidance to the Consortium and its members through the Executive Directorate. This committee would also be able to commission a final evaluation of the impact of the consortium on African Research and Public Health.

### ***Replacement of Key Individuals***

- Director, Deputy Director and the remaining two members of the executive team will be selected based on mutual consent from the management committee and approved by Wellcome Trust.
- Other members of the management committee will be nominated by their Institutional Heads.
- Project manager and finance officer will be selected based on internal arrangements of lead institution. If a suitable person is not available, the position will be advertised and the suitable candidate employed.

### ***Duration of stay of Committee Members***

Advisory Committee members will stay in office as long as they hold such positions for the duration of the project. New ones will be incorporated as and when necessary by nomination of the Management Committee.

The Director shall remain at the Lead Institution for 5 years. There will be a rotation of Headship after 5 years to another Institution which meets the financial eligibility of the Wellcome Trust at a consortium meeting for approval by the Management Committee.

The director could be replaced in case of any eventualities due to non performance, transfer or ill health. In that regard another member in the Lead Institution of similar background and calibre will be nominated and CV sent to the Management Committee for consideration and approval. If this is not possible another institution within the consortium can apply

### ***Termination of Membership of Management Committee***

1. Any member of the management committee shall cease to be such member in the event of:
  - Death
  - Resignation in writing
  - Dismissal of upon an ordinary resolution by a General Meeting of the management committee.
  - When member retires from the university
2. Each Consortium partner may terminate its membership on a three (3) month's notice to the other partners.

### ***Monitoring and Evaluation of Consortium Progress***

The Executive Directorate will provide a report on the Consortium's activities to the annual meeting of the Management Committee, comparing its progress with the plan of action agreed the previous year. This will be shared with the External Advisory Committee and the Wellcome Trust, after discussion and possible amendment by the Management Committee.. In the final year, the External Advisory Committee can decide, if appropriate, to commission and external evaluation of the impact of the Consortium on African research and public health.

### ***Dispute Management***

Disputes arising within either the Management Committee or the Executive Directorate will be handled within the respective body by discussion with the aim of finding an agreed resolution between all the parties concerned. Irreconcilable differences will be referred to the

management Committee. If the matter involves the institution of either the Director or the Deputy Director in any way, an agreed senior member of staff from their institution may be asked to attend a meeting with the parties involved, to seek a resolution.

## **2. ASSET PROTECTION**

All assets will be protected in accordance with each Institutions mandate. A list of assets will also be recorded and kept in the records. No member of the consortium is allowed to use the consortium name for any business transaction unless due permission is sought from the executive directorate or is acting in the interest of SNOWS.

Intellectual property protection will be based on where the idea originated from and will follow each institution's policy.

## **3. FINANCIAL STRUCTURE AND REPORTING**

### **A) Financial Staffing Structure.**

- a) At the lead Institution (KNUST) finance Office, there are, at present, six permanent staff in addition to the finance Officer who will assist in the management of the project funds.
- b) In the Consortium, the funds shall be managed by the Finance Officer of the lead Institution and supported by the finance officers of the partners' institutions. A common finance guideline for financial reporting will be developed by the finance officer of the lead institution.
- c) Each Institution shall follow the appropriate financial procedures

### **B) System and Controls in place**

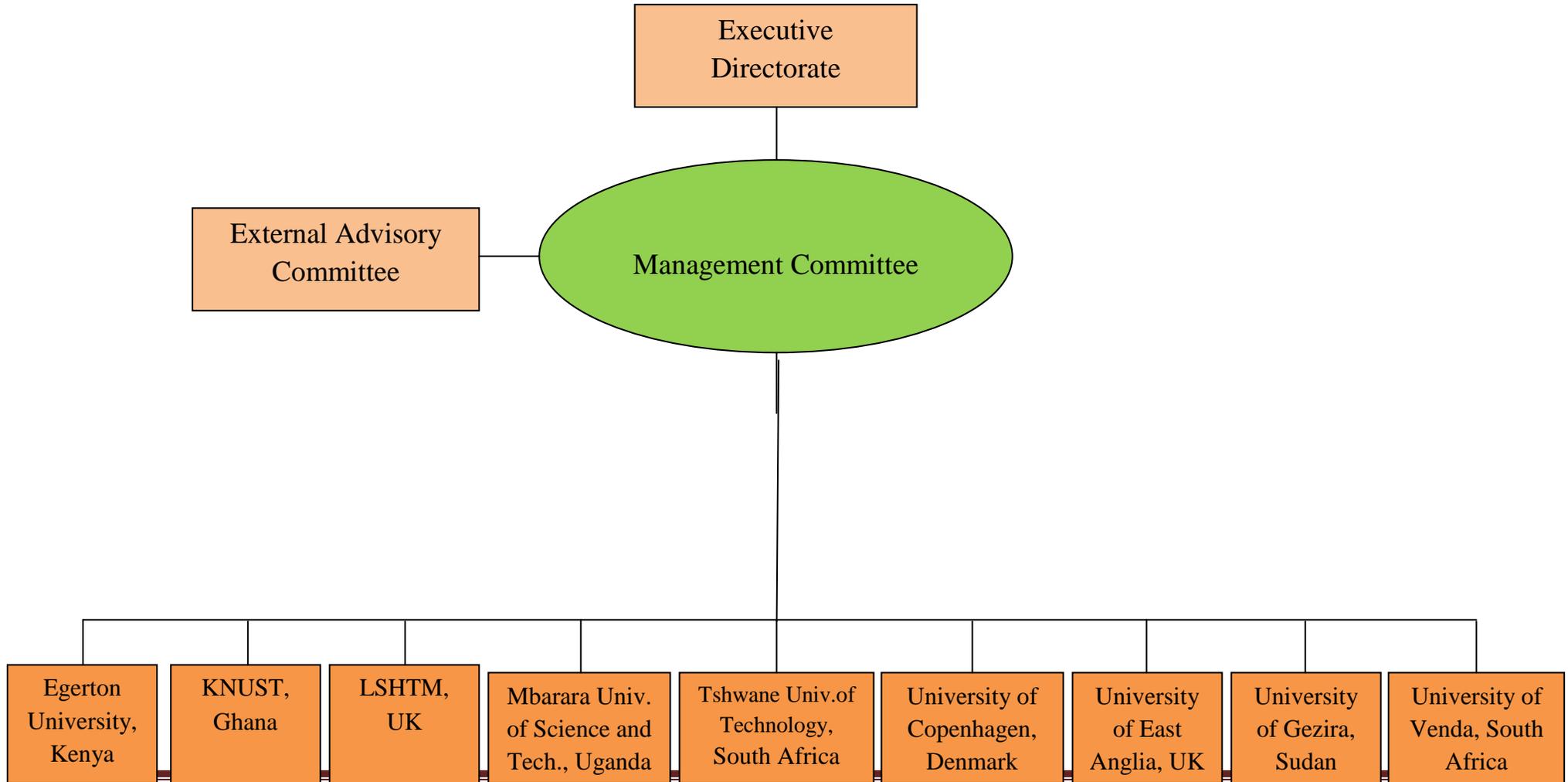
The systems and controls in place are synonymous to the financial governance of paragraph (C) below.

### **C) Financial Governance and Payment procedures.**

The governance of the Grant shall be in line with KNUST standards and procedures (as stated in para.3 (i) of Conditions under which a grant is awarded). Grant received shall be managed in accordance with three main regulations.

- The Finance and Administration Act 2003 (Act 654)
- The University's Finance and Stores regulations, and
- The Public Procurement Act, 2003 (Act 663).

# ORGANOGRAM OF CONSORTIUM



The detailed governance will include the following:

1. Every payment from the Grant shall be by a payment request letter from Professor Mrs. Esi Awuah (Project Director) to the Provost for approval. In the case of request for consumables and miscellaneous expenses, the request can be made by the project manager (Prince Antwi-Agyei) to the project director for approval and forwarded directly to the Finance Officer for payment.
2. In the case of procurement of goods and services, the request shall be forwarded to the University procurement officer together with three (3) quotations, where the amount involved is above five hundred Ghana cedis (**GH¢500 equivalent of 400 US dollars**)
3. If approved, the request is forwarded to The College Finance Officer for payment. The Finance Officer makes payment after considering the budget for the payment and other procedures.
4. All payment requests must be certified by the internal auditor before the final payment can be made. Where the purchase of tangible items is concerned, then the internal auditor must physically verify such items, and certify for payment to be made to the supplier.
5. All payments must be backed by official receipts (VAT receipt is preferable). Where it is impracticable to obtain receipts (for very small amounts), a honor certificate duly approved must back the payment
6. Two separate bank accounts are to be maintained for the SNOWS project (a Sterling account for transfers and a cedi account for operation costs). Both accounts are to be opened at Ecobank Ghana, KNUST branch.
7. The signatories to the bank account include: the Provost, the Project Director, two (2) Deans of the various faculties and the College Finance Officer. The mandate for withdrawing funds is that the Finance Officer **must sign** together with any one of the above.
8. A cash book will be maintained for each account to track the transactions between the project office and the bank. Monthly bank reconciliation is compiled for each account.
9. A separate cost codes will be assigned to each budget line. A report is sent periodically to the donors according to their reporting templates sent to us by the Trust, at specified dates.
10. External auditors will be engaged (by the Trust) to audit the projects accounts. Some projects use the University's external auditors, while others appoint different auditors. Either option attracts fees. However, the University's external auditors report to public accounts committee in parliament. There is a considerable delay in finalising audit report of the University. Hence should the Trust choose to engage them, it will be advisable to give a new separate terms of reference and reporting deadline and make allocation for audit fees.

#### ***D) Reporting***

1. The Consortium will provide the Trust with an Annual Report setting out the following in respect of the Programme: a) the progress of the Programme; and b) the decisions made by the Steering Committee.
2. The Consortium will also submit an End of Grant Report within three (3) months of the end of the Grant Period or as otherwise required by the Trust.
3. The Consortium will submit an End of Grant Spend Report within two months of the end of the Grant Period or as otherwise required by the Trust.

#### **4. GRANTS MANAGEMENT**

##### ***Sub-awards and Sub-awardees***

1. The Lead African Institution shall take responsibility for the issuing of a letter to formalise each Sub-Award under the Programme.
2. The format of each Sub-Award letter shall use the template provided by the Trust.
3. The disbursement of funds and monitoring of performance in relation to each Sub-Awardee shall be the responsibility of the Lead African Institution.
4. All sub-awardees are requested to submit their finance guidance policy. This will be reviewed by the Finance officer of the lead institution for initial comments on acceptability. Thereafter, a meeting would be arranged for all the finance officers of the consortium to agree on a uniform finance governance structure.
5. All Sub-Awardees will be requested to submit monthly, quarterly and annual workplans of their activities at the start of any financial year. These workplans will form the basis for the evaluation of performance.
6. All Sub-Awardees will also be requested to submit progress reports at agreed times. Monitoring of funds will be ensured through these progress reports and other indicators developed by the lead institution.
7. The Trust shall have the direct right to enforce any of the terms of the Sub-Award letter, as if it were a party thereto, in respect of the audit provisions, or otherwise.
8. The Lead Institution shall ensure prompt payment of all claims subject only to the fulfillment of procedure as required by the Wellcome Trust.

#### **5. OVERSIGHT**

In addition to internal audit arrangements for the various institutions an external auditor will be employed for a mid term review and at the end of the project. The consortium will follow the Trust procedures for monitoring and evaluation.

#### **6. RISK MANAGEMENT**

Delays in payment may affect the timely delivery of project activities. In such instances consortium members should continue to deliver agreed activities. Delays in submission of reports will also affect progress of work implementation. The consortium will develop a template for reporting to hasten report writing. Internet risk will also be solved by the use of mobile modems which make it possible to access the internet at several places to store and retrieve information.

## **APPENDIX D**

### **NEXT STEPS**

## NEXT STEPS (2010)

The key areas that were considered were:

- 1 Finance
- 2 Needs assessment
- 3 Training of staff and students
- 4 Co-supervision
- 5 Sourcing for other funds
- 6 Next meeting

### Activity 1: Finance

Activity	Time	Responsible person/Partner	Funds involved
Proposed guidelines for co-applicants	1 week	FO	-
Template for Applicants for reporting	1 week	FO	-
Funds withholding at KNUST (Needs Assessment )	1 week	Director	-
Transfer of money to co-applicants institutions	3 weeks	FO	Based on amount sent distribution
Sandy and Suglo (Wellcome trust – funds)			
Write to Wellcome trust to increase Gezira funds	2 weeks	FO	2000 British pounds

### Activity 2: Needs Assessment

Activity	Time	Responsible Partner	Funds involved
Distribution of questionnaire and Teams formed	February	UC/Southern partners	Budget specific WP2 and 3
Needs assessment by partners	February to April	Southern Partners	Budget specific
Visits by UC	April to June	All partners	Budget specific
First draft ready	July	Southern Partners	Budget specific
Final draft	September	All partners	Budget Specific
<b>Budget Estimate (1000 £)</b>			
• 6 x mm (6 £), UC	36 £	UC budget to cover	10 £
2 x 3 travels, UC	<u>14 £</u>	African partner coverage of UC costs	40 £
Sub-total	50 £		
6 local survey teams (budget)	(60 £)		

### Activity 3: Strengthening the Capacity of Staff and Students

Activity	Time	Responsible Partner	Funds involved
Research management workshop application	1 week	Director	WP3
Research management course outline development	2 months	LSH	Budget specific
Research management training	1 week	LSH/ southern partners 2/partner 1 PhD and 1 staff	WP 3 and 4
Establishment of Water supply/sanitation/environmental health group	End of Jan	All partners	

### Activity 4: Co-Supervision of Research

Activity	Time	Responsible Partner	Funds involved
Selection of PhD students and concept notes	2 weeks	Southern partners	Staff time input salary
Selection of supervisors from Northern Institutions	2 months	Northern Institutions	Staff time input salary
Visits by Supervisors	March to October	All partners	WP 3-4
Reports on visits	November	All partners to the Director	Staff time input salary

### Activity 5: Scoping study of other Sources of funding

#### Source

- Edulink
- ERASMUSMUNDUS
- IFS
- Bill Gates
- ACU (Commonwealth)
- Wellcome Trust
- Timing; draft report by end of inception period
- Final draft December 2010

#### Responsible Partner

- LSH
- CU
- Individual PhD students
- LSH
- Mbarara/LSH
- LSH

### Activity 6: Next Meeting

Venue: Nakuru - Kenya  
 Date: Last week - July (26 -31<sup>st</sup>)  
 Source of funding: WP3

## APPENDIX E

### LIST OF PARTICIPANTS

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		<p>UK  Day: 020 79272211  Mobile:  Fax: 020 76367843  Email: <a href="mailto:Sandy.Cairncross@lshtm.ac.uk">Sandy.Cairncross@lshtm.ac.uk</a></p>
11	Dr Jeroen Ensink	<p>Academic Coordinator  London School of Hygiene &amp; Tropical Medicine  Keppel St.,  London WC1E 7HT  UK  Tel: +44 (0) 207 927 2124  +44 (0) 207 927 2918  Fax: 020 76367843  Email: <a href="mailto:Jeroen.Ensink@lshtm.ac.uk">Jeroen.Ensink@lshtm.ac.uk</a></p>
12	Prof. Anders Dalsgaard	<p>Project Coordinator  KVL Dept of Veterinary Pathobiology  Faculty of Life Sciences,  University of Copenhagen,  Grønnegardsvej 15  DK-1870 Frederiksbergh  Denmark  Day: +45 35 332730  Mobile: + 45 23987862  Fax: +45 35 332755  Email: <a href="mailto:ad@life.ku.dk">ad@life.ku.dk</a></p>