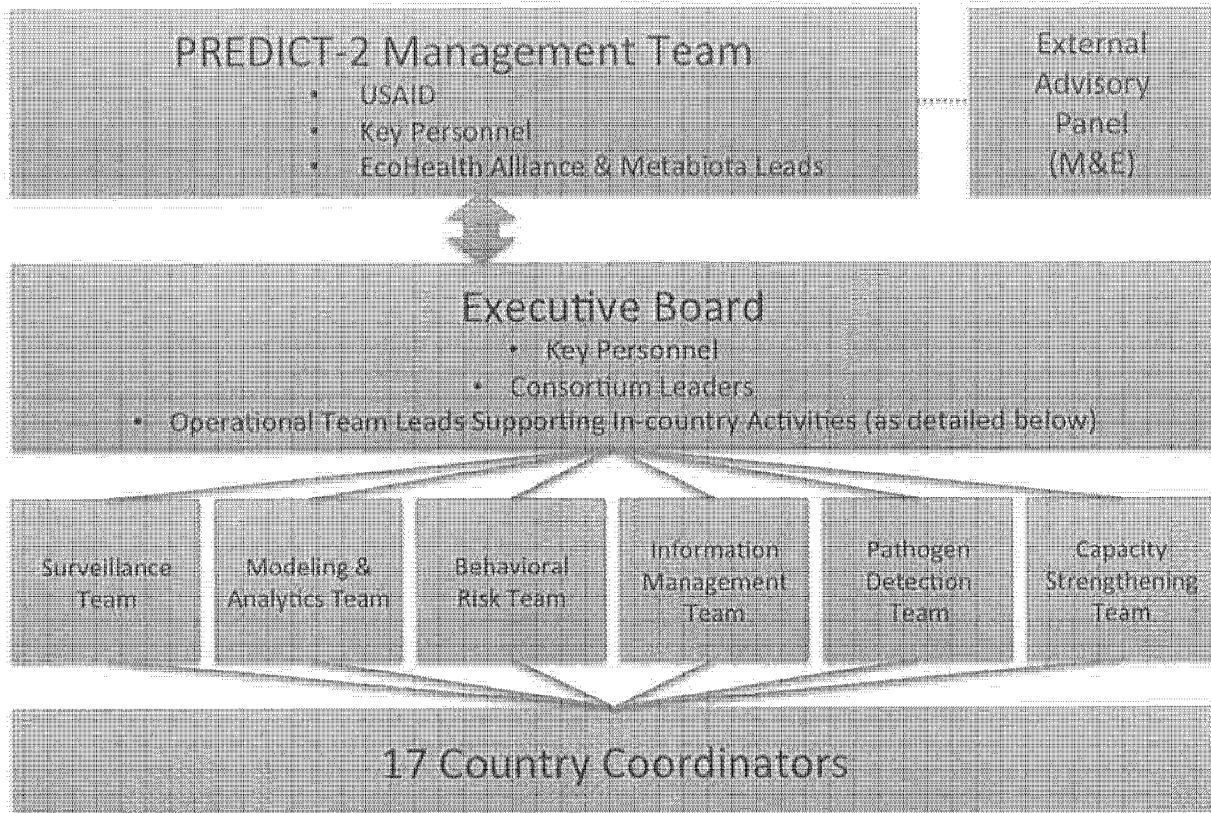


Organization and Management

1. PREDICT-2 ORGANIZATIONAL CHART



2. MANAGEMENT PLAN

Our consortium is a functionally collaborative and fully integrated working team that benefits from the experience of world leaders in zoonotic disease surveillance, epidemiology, disease ecology, and behavioral risk characterization. Building upon existing personnel resources from UC Davis (UCD), EcoHealth Alliance (EHA), Metabiota (MB), the Smithsonian Institution (SI), Wildlife Conservation Society (WCS), and other global health leaders, the *Director* will facilitate the efficient accomplishment of all PREDICT-2 objectives, as well as careful monitoring, evaluation, and adaptive project management, through the organizational structure (Organizational Chart) depicted above. The implementation of previous and ongoing, collaborative and complex zoonotic pathogen projects has allowed the consortium to test the function and feasibility of this working group and optimize the productivity of the team using this structure. The Management Team, made up of USAID representatives, the Key Personnel (detailed above, pending approval by USAID), and the EHA and MB organizational leads, will meet by teleconference twice per month to track the progress of PREDICT-2 activities and make operational adjustments to assure management functionality and achievement of project goals and end-of-project deliverables. To guarantee fiscal responsibility and responsiveness to the needs of the program, the Director will review and approve budgets to ensure they are appropriate to the work proposed, consistent with applicable rules and guidelines, and are committing sufficient resources to achieve in-country objectives. The Director will conduct periodic reviews with the Operations Manager to assess ongoing budgetary needs and will include the

Exhibit A

Management Team in financial decisions needed to adaptively manage the project successfully.

As discussed in the Monitoring and Evaluation section above, external guidance will be provided to the Management Team by an External Advisory Panel (EAP). In addition to assessing PREDICT-2 progress according to USAID-approved M&E, this group of distinguished scientists will review activities and plans and advise on priorities, strategic focus, and broader partner collaboration. All have extensive experience in leadership and management of large agencies and projects or programs with operations in developing countries. We will also benefit from the EAP's knowledge, experience, and extensive contacts, which will facilitate achieving the objectives of the project.

An Executive Board, consisting of the Key Personnel, the most senior representative of the core consortium (EHA, MB, WCS, SI), and the Operational Team Leads will shape the management of all activities and ensure that all 17 countries are receiving the support needed to achieve the in-country objectives according to their approved work plans. The Executive Board will meet at least monthly to review country activities, identify programmatic gaps, determine progress toward objectives, and coordinate capacity-building and training plans. To respond to emergencies or unforeseen needs, additional conference calls will be convened by the Director or at the request of any of the Executive Board members. In addition to regular conference calls, there will be at least two face-to-face meetings annually of the Executive Board, as well as an approximately annual meeting of the Executive Board with the Country Coordinators and leaders of the PREDICT-2 laboratories for the purpose of information exchange, lessons learned-sharing, and coordination.

All consortium partners will have representatives on each of the operational teams illustrated in the organizational chart above. For example, the Behavioral Risk Team will be led by Dr. Maureen Miller from EcoHealth Alliance, and she will be supported by a deputy – Dr. Karen Saylor of Metabiota, Dr. Alex Nading of UCD, Dr. Suzan Murray of the Smithsonian, and Dr. Sarah Olson of the Wildlife Conservation Society. Others involved in the behavioral risk work and in the team as needed and appropriate include: the Country Coordinators (n = 17); Country Behavioral Risk leads, including Jusuf D. Kalengkongan (Indonesia), Lanesh Thanda and Alice Mathew (Malaysia), Mwokozi Mwanzalila (Tanzania), Ditum (Uganda), and other PoCs (sometimes contracted to local universities as in the focused work during PREDICT-1, approx. 17); Elizabeth Loh (EHA); Toph Allen (EHA); Emily Hagan (EHA); David Wolking (UCD); Kirsten Gilardi (UCD); Paulina Zielinska (UCD); Corina Monagin (MB); and Molly Voss Fannon (SI). In addition, the PREDICT-2 Operational Teams (in conjunction with PREDICT-2 and USAID leadership) will reach out to and contract with appropriate in-country and global teams as needed to complete the work most excellently and expeditiously. For this behavioral risk example, our consortium has been offered partnership by the teams led by Steve Luby of Stanford, Susan Zimicki of FHI 360, Dee Bennett of Another Option, and Andreas Salomonsen currently consulting for the World Bank, among others. We will enthusiastically engage partners, such as these and others as appropriate, in targeted implementation of the project and in other activities, like the evaluation of behavioral interventions.

Day-to-day management of the project and implementation of activities to achieve objectives will be the responsibility of each of the 17 Country Coordinators with the support of the personnel and structure described above. Country Coordinators will be in almost constant (electronic) contact with the Operational Team Leads to ensure consistent work plan implementation. Almost all Country Coordinators are citizens of the PREDICT-2 countries with extensive experience in project management and implementation of surveillance (see Resumes in Annex E). In many cases, they are embedded in local organizations (ministries, universities, or NGOs), as those organizations have aligned missions with PREDICT-2 activities and are likely to help build the support for continuing country activities at the end of PREDICT-2. The duties of the Country Coordinators include:

Exhibit A

- Plan and coordinate local biological surveillance and behavioral risk characterization activities and ensure that written standardized protocols are implemented;
- Coordinate field teams and supervise data collection, handling, and tracking from collection to the laboratory or centralized database;
- Coordinate and organize in-country capacity assessment, trainings, and meetings with ministry officials, local partners, and trainees to disseminate information and improve interpretation of surveillance data;
- Facilitate equipment and supply acquisition and distribution;
- Coordinate diagnostics with laboratory personnel including sample processing, testing, and tracking and delivery of data into the PREDICT-2 database;
- Manage data entry, including quality assurance;
- Identify, recruit, and track in-country trainees, including OHW pre-service and P&R in-service candidates;
- Produce and disseminate reports, as required, that document country activities and findings;
- Assess development of local capacity for sustainable surveillance, risk characterization, intervention acceptance, and outbreak response;
- Liaise with local governments and stakeholders to improve information sharing and facilitate approval of data release to the general public; and
- Liaise with local OHW, P&R, CDC, WHO, and FAO personnel to ensure cross-cutting activities.

Because of the complexity of a project that involves many partners working in over 17 countries, and a budget of \$100 million, some specialized staff will be required for implementation, especially to ensure cost-effective administration of activities. Our staffing plan is based on previous experience administering international programs and our knowledge that excellent surveillance and behavioral risk characterization through a distributed management structure requires adequate staffing and diligent supervision to guarantee success. We will adaptively manage the PREDICT-2 project to ensure that staffing and staff placement is appropriately matched to the level of project activities.

End of Attachment B