From: Jonna Mazet <jkmazet@ucdavis.edu>
To: Peter Daszak <daszak@ecohealthalliance.org>;William B. Karesh <karesh@ecohealthalliance.org>;Dr. Melinda Rostal <rostal@ecohealthalliance.org>;Jon Epstein <epstein@ecohealthalliance.org>;Ariful Islam <arif@ecohealthalliance.org>;Emily Hagan <hagan@ecohealthalliance.org>
Sent: 3/3/2017 7:17:15 AM
Subject: Fwd: URGENT - Notice of Nipah virus cases in Bangladesh

FYI,
J

---------- Forwarded message ----------
From: **Andrew Clements** <aclements@usaid.gov>
Date: Fri, Mar 3, 2017 at 6:41 AM
Subject: Re: URGENT - Notice of Nipah virus cases in Bangladesh
To: Jonna Mazet <jkmazet@ucdavis.edu>
Cc: PREDICTMGT <predictmgt@usaid.gov>, "predict-outbreak@ucdavis.edu" <predict-outbreak@ucdavis.edu>

Thanks, Jonna. I will let the Mission know of your plans.

Andrew

Andrew P. Clements, Ph.D.
Senior Scientific Adviser
Emerging Threats Division/Office of Infectious Diseases/Bureau for Global Health
U.S. Agency for International Development
Mobile phone: 1-571-345-4253
Email: aclements@usaid.gov

On Mar 3, 2017, at 3:10 PM, Jonna Mazet <jkmazet@ucdavis.edu> wrote:

Thanks,
We'll evaluate the situation while taking some samples with minimal associated costs initially and come back with an assessment of the situation and likely budget implications before expending too much funds.
Thank you,
Jonna

On Thu, Mar 2, 2017 at 11:16 PM, Andrew Clements <aclements@usaid.gov> wrote:
Thanks, Jonna.

If you think it will provide useful information then please go ahead. My only concern is how much would it decrease the outbreak reserve funding. If only a little, then no problem. If it leaves very little funding in the reserve then we should discuss further.

Andrew

Andrew P. Clements, Ph.D.
Senior Scientific Adviser
Emerging Threats Division/Office of Infectious Diseases/Bureau for Global Health
U.S. Agency for International Development
Mobile phone: 1-571-345-4253

Email: aclements@usaid.gov

On Mar 3, 2017, at 12:56 AM, Jonna Mazet <jkmazet@ucdavis.edu> wrote:

Dear Andrew, Alisa, and Shana,
Please see the message below regarding the opportunity to evaluate transmission dynamics for Nipah in Bangladesh. This type of opportunistic sampling has also been suggested as a target for collaboration between Predict and the CDC Special Pathogens Branch in the past (not yet discussed for this outbreak).
Please advise on you thoughts, concerns, and/or encouragements regarding moving forward. The proposed activities would fit within the general scope of Predict activities but would likely represent an expansion of sites and possibly dip into our outbreak funding reserve.
Thanks in advance for your advice,
Jonna

From: Dr. Melinda Rostal [mailto:rostal@ecohealthalliance.org]
Sent: Thursday, March 2, 2017 2:02 PM
To: Peter Daszak
Cc: Jon Epstein; William B. Karesh; Ariful Islam; Emily Hagan
Subject: Notice of Nipah virus cases in Bangladesh

Dear Peter,

I wanted to let you know that Arif has been informed that there are cases of Nipah virus in people in Bangladesh right now (it is Nipah season). The director of IEDCR (Institute of Epidemiology, Disease Control and Research) unofficially offered to let PREDICT sample bats in coordination with the human investigation. This is not a formal request at this time. Right now there are no plans for any institution there to sample the bats during the investigation.

While the government has not announced outbreak to the media yet, we thought you should be informed at this time because the CDC and, perhaps more importantly, the USAID Mission are already aware of the cases. The Mission did ask Arif whether PREDICT would be responding to the outbreak. At this time we are not planning any field activities in response to the outbreak as we have not been officially requested to help nor do we have USAID DC approval.

Please let us know if you have any questions regarding this notice.

Best,

Mindy

Melinda Rostal DVM, MPH

Senior Research Scientist

PREDICT 2 Surveillance Coordinator for EcoHealth Alliance

Rift Valley Fever Virus Project Manager

EcoHealth Alliance
460 West 34th Street – 17th floor
New York, NY 10001

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Visit our blog: www.ecohealthalliance.org/blog

EcoHealth Alliance leads cutting-edge research into the critical connections between human and wildlife health and delicate ecosystems. With this science we develop solutions that promote conservation and prevent pandemics.

predictmgt+unsubscribe@usaid.gov
predictmgt@usaid.gov
https://groups.google.com/a/usaid.gov/d/msgid/predictmgt/CAO5tDrGhAJ4rxqj9NGZ9bVtVZuKRAsB4znfj6YryPx7GT-UOYA%40mail.gmail.com

From: "William B. Karesh" <karesh@ecohealthalliance.org>
To: Ilaria Capua <icapua@ufl.edu>
Cc: Jonna Mazet <jkmazet@ucdavis.edu>, Peter Daszak <daszak@ecohealthalliance.org>, Dennis Carroll <dcarroll@usaid.gov>, "Morzaria, Subhash (TCE) [redacted]", "Morris,John Glenn" <jgmorris@epi.ufl.edu>, "Munoz,Olga" <omunoz@ufl.edu>, "Salemi,Marco" <salemi@pathology.ufl.edu>, Cara Chrisman <cchrisman@usaid.gov>
Subject: Re: G7
Sent: Tue, 21 Feb 2017 08:50:36 +0000

That's great Ilaria!
I'm copying in Cara here. She had a couple of us review the US State Dept. responses to briefing docs from Italian gov't on One Health and Planetary Health
BK

William B. Karesh, D.V.M
Executive Vice President for Health and Policy

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> On Feb 20, 2017, at 6:31 PM, Capua,Ilaria <icapua@ufl.edu> wrote:
>
> Hi GVP's,
>
> I have identified a way to propose GVP as a topic for the Italian G7 agenda in May.
>
> I will try my best, and keep you posted
>
> Ilaria

From: "Morzaria, Subhash (TCE)" [redacted]
To: "William B. Karesh" <karesh@ecohealthalliance.org>, Dennis Carroll <dcarroll@usaid.gov>
Cc: Ilaria Capua <icapua@ufl.edu>, Cara Chrisman <cchrisman@usaid.gov>, "Jonna Mazet" <jkmazet@ucdavis.edu>
Subject: RE: G7 - gentle reminder
Sent: Thu, 23 Feb 2017 16:49:21 +0000

Yes this seems to nail it down quite nicely. Having the information on all the unknown viruses is a pre-requisite in order to develop new ways of tackling the emerging threats, including the development of new biomedical and other counter measures.

Best,

Subhash

From: William B. Karesh [mailto:karesh@ecohealthalliance.org]
Sent: Thursday, February 23, 2017 5:34 PM
To: Dennis Carroll <dcarroll@usaid.gov>
Cc: Ilaria Capua <icapua@ufl.edu>; Cara Chrisman <cchrisman@usaid.gov>; Jonna Mazet <jkmazet@ucdavis.edu>; Morzaria, Subhash (TCE) [redacted]
Subject: Re: G7 - gentle reminder

That's really good !!! ;)

On Feb 23, 2017, at 10:57 AM, Dennis Carroll <dcarroll@usaid.gov> wrote:

Let me add to Billy's comments:

1. The other global health issues related to pandemics/epidemics being considered by the G7 and/or the G20 largely address the systems and capacities to detect early an emergent threat (GHSA) and the development of biomedical countermeasures against "known" but neglected threats - Ebola, Marburg, Zika, SARS etc (CEPI).

2. GVP is fundamentally different. It is addressing the much vaster pool of "unknown" threats which we will inevitably encounter over the course of the 21st century. GVP moves the global community from a largely reactive (responding to the known) to proactive - preparing for the unknown. GVP is also a transformative venture - by characterizing the vast pool of future threats in advance allows for a complete rethinking of how we approach the development of new countermeasures - both biomedical and preventive. As with the Human Genome Project GVP will revolutionize the way we think about emerging viral diseases by turning the "unknown" into "known".

d

On Thu, Feb 23, 2017 at 10:38 AM, William B. Karesh <karesh@ecohealthalliance.org> wrote:
I was really hoping that Mr. GVP himself would have chimed in by now.

It's the only globall-scaled project that I know of that already has an established foundation of operations in over 30 countries on which to build a successful initiative. Then I took this from the fact sheet:

The GVP Is Transformative
The GVP is envisioned as a groundbreaking global partnership to detect and characterize virtually all of the planet's unknown viral threats circulating in animals and trigger a different way of thinking: 1) The GVP builds on a successful proof of concept working in 30 countries and exploits advances in science and technologies to pivot our global culture from one that is reactive to one that is proactive; 2) A new way of investing: Equally importantly, the GVP challenges the global community to use this knowledge to proactively develop prevention and preparedness measures, such as vaccines and novel therapies, before spillover into human populations occurs.

William B. Karesh, D.V.M
Executive Vice President for Health and Policy

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On Feb 23, 2017, at 10:27 AM, Capua,Ilaria <icapua@ufl.edu> wrote:

Hi Everyone,
Any ideas on this? I need to send something out by today.
Thanks
Ilaria

Da: Capua,Ilaria
Inviato: martedì 21 febbraio 2017 20:30
A: 'Dennis Carroll'
Cc: Cara Chrisman; William B. Karesh (karesh@ecohealthalliance.org); Jonna Mazet (jkmazet@ucdavis.edu); Morzaria, Subhash (TCE) REDACTED
Oggetto: R: Re: G7

Hi Gvp's,
I am writing the note, emphasizing how this a task included in the previous G7 recommendations, but I have to find a good reason to promote GVP and not other initiatives in the same domain.
Why is it unique?
Any ideas welcome
Ilaria

Da: Dennis Carroll [mailto:dcarroll@usaid.gov]
Inviato: martedì 21 febbraio 2017 14:55
A: Capua,Ilaria
Cc: Cara Chrisman; William B. Karesh (karesh@ecohealthalliance.org); Jonna Mazet (jkmazet@ucdavis.edu); Morzaria, Subhash (TCE) REDACTED
Oggetto: Re: Re: G7

Well done Illaria. Let us know if there is any additional information he might need

all the best

d

On Tue, Feb 21, 2017 at 2:52 PM, Capua,Ilaria <icapua@ufl.edu> wrote:

Hello Cara, Hello All,

So the message was delivered to the Prime Minister, he is interested in learning more, although he recalled that there was going to be a focus on vaccines (GAVI) and Malaria, TB and HIV (pushed by Bill and Melinda Gates Foundation).

I will now prepare a personal note for him, linking it to the previous G7 recommendations and hopefully he will hand it over to the staff who are directly involved in the G7 organization.

I will let you know how things develop

All the best
Ilaria

From: Cara Chrisman [mailto:cchrisman@usaid.gov]
Sent: Tuesday, February 21, 2017 11:08 AM
To: Capua,Ilaria <icapua@ufl.edu>
Subject: Re: Re: G7

Great, thanks!

Cara J. Chrisman, PhD
Senior Infectious Diseases Technical Advisor
Emerging Threats Division
Office of Infectious Disease
Bureau for Global Health
U.S. Agency for International Development (USAID)

Desk: (202) 712-1161
Cell: REDACTED
E-mail: cchrisman@usaid.gov

On Tue, Feb 21, 2017 at 11:04 AM, icapua <icapua@ufl.edu> wrote:

I know him. That's enough.
Thanks.

Inviato da smartphone Samsung Galaxy.

-------- Messaggio originale --------
Da: Cara Chrisman <cchrisman@usaid.gov>
Data: 21/02/17 10:51 AM (GMT-05:00)
A: "Capua,Ilaria" <icapua@ufl.edu>
Cc: "William B. Karesh" <karesh@ecohealthalliance.org>, Dennis Carroll <dcarroll@usaid.gov>
Oggetto: Re: G7

Hello again,

Unfortunately, we're not able to share the issues paper, but this was shared with us: They can contact Dr Ranieri Guerra, DG of Preventive Medicine at the Ministry of Health. He is the lead person for health at this year's G7.

IIope that helps and good luck with the meeting today!

Best,

Cara

Cara J. Chrisman, PhD
Senior Infectious Diseases Technical Advisor
Emerging Threats Division
Office of Infectious Disease
Bureau for Global Health
U.S. Agency for International Development (USAID)

Desk: (202) 712-1161
Cell: REDACTED
E-mail: cchrisman@usaid.gov

On Tue, Feb 21, 2017 at 10:40 AM, Cara Chrisman <cchrisman@usaid.gov> wrote:

Hi Ilaria,

Sorry, I've been in meetings, but trying to track down the names for you and see what is appropriate it to share. For background, Italy is convened a meeting of G7 health experts in Rome on Jan 20 on the OneHealth/Planetary Health topic and subsequent meetings are planned for March and for June.

I'll be in touch as soon as I hear more, hopefully ASAP.

Best,
Cara

Cara J. Chrisman, PhD
Senior Infectious Diseases Technical Advisor
Emerging Threats Division
Office of Infectious Disease
Bureau for Global Health
U.S. Agency for International Development (USAID)

Desk: (202) 712-1161
Cell: REDACTED
E-mail: cchrisman@usaid.gov

On Tue, Feb 21, 2017 at 9:40 AM, Capua,Ilaria <icapua@ufl.edu> wrote:

Hi Cara,
My 'ambassador' is seeing the Italian prime minister at 12.00 EST. Can you please let me have some information or names of the Italian officials who proposed the One health/Planetary Health briefing docs and if possible the docs themselves?
Within the next hour or so... please!

Ilaria

From: William B. Karesh [mailto:karesh@ecohealthalliance.org]
Sent: Tuesday, February 21, 2017 3:51 AM

To: Capua,Ilaria <icapua@ufl.edu>
Cc: Jonna Mazet <jkmazet@ucdavis.edu>; Peter Daszak <daszak@ecohealthalliance.org>; Dennis Carroll <dcarroll@usaid.gov>; Morzaria, Subhash (TCE) [redacted] <[redacted]>; Morris,John Glenn <jgmorris@epi.ufl.edu>; Munoz,Olga <omunoz@ufl.edu>; Salemi,Marco <salemi@pathology.ufl.edu>; Cara Chrisman <cchrisman@usaid.gov>
Subject: Re: G7

That's great Ilaria!

I'm copying in Cara here. She had a couple of us review the US State Dept. responses to briefing docs from Italian gov't on One Health and Planetary Health

BK

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Hi GVP's,

I have identified a way to propose GVP as a topic for the Italian G7 agenda in May.

I will try my best, and keep you posted

Ilaria

--

Dr. Dennis Carroll
Director, Emerging Threats Program
Bureau for Global Health
U.S. Agency for International Development

Office: 202-712-5009
Mobile: REDACTED

--

Dr. Dennis Carroll
Director, Emerging Threats Program
Bureau for Global Health
U.S. Agency for International Development

Office: 202-712-5009
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From: Karen Saylors <ksaylors@metabiota.com>
To: Christine Kreuder Johnson <ckjohnson@ucdavis.edu>, Jonna Mazet <jkmazet@ucdavis.edu>, Tracey Goldstein <tgoldstein@ucdavis.edu>, Brian Bird <bhbird@ucdavis.edu>, Jon <epstein@ecohealthalliance.org>, "William B. Karesh, D.V.M" <karesh@ecohealthalliance.org>, Frantz Jean Louis <fjeanlouis@metabiota.com>, "Anthony, Simon J." <sja2127@cumc.columbia.edu>, David John Wolking <djwolking@ucdavis.edu>, "Aiah Gbakima" [REDACTED]
Subject: Re: EHP Abstract for PMAC 2018
Sent: Wed, 29 Mar 2017 15:16:50 +0000
Mazet PMAC EHP 2018 Abstract ckj ks.docx

Yes Jonna, thanks very much for doing this. It looks great.
I've added a couple minor edits onto Chris' version.
Best,
Karen

From: Christine Kreuder Johnson <ckjohnson@ucdavis.edu>
Date: Tuesday, March 28, 2017 at 9:48 PM
To: Jonna Mazet <jkmazet@ucdavis.edu>, Tracey Goldstein <tgoldstein@ucdavis.edu>, Brian Bird <bhbird@ucdavis.edu>, Jon <epstein@ecohealthalliance.org>, "William B. Karesh, D.V.M" <karesh@ecohealthalliance.org>, Karen Saylors <ksaylors@metabiota.com>, Frantz Jean Louis <fjeanlouis@metabiota.com>, "Anthony, Simon J." <sja2127@cumc.columbia.edu>, David John Wolking <djwolking@ucdavis.edu>, Aiah Gbakima [REDACTED]
Subject: Re: EHP Abstract for PMAC 2018

Hi Jonna,
Thanks for doing this – looks excellent!
One minor suggestion in title.
/ckj

From: Jonna Mazet [REDACTED] on behalf of Jonna Mazet <jkmazet@ucdavis.edu>
Date: Tuesday, March 28, 2017 at 8:23 PM
To: Tracey Goldstein <tgoldstein@ucdavis.edu>, Christine Kreuder Johnson <ckjohnson@UCDAVIS.EDU>, Brian Bird <bhbird@ucdavis.edu>, Jon Epstein <epstein@ecohealthalliance.org>, Billy Karesh <karesh@ecohealthalliance.org>, Karen Saylors <ksaylors@metabiota.com>, Frantz Jean Louis <fjeanlouis@metabiota.com>, "Anthony, Simon J." <sja2127@cumc.columbia.edu>, David John Wolking <djwolking@ucdavis.edu>, Aiah Gbakima [REDACTED]
Subject: EHP Abstract for PMAC 2018

Dear all,
Very sorry for the extremely late notice. I have decided to submit an abstract to PMAC on our focused ebola work. I have pulled language from our already agreed-upon and edited regional briefing document.
If I don't hear from you by Thursday noon, I will assume that you would like to be included as an author. If you have comments or edits (or would prefer not to be included), please let me know as soon as you can. Also if you think someone else should be a co-author, please let me know.
Have a nice day,
Jonna

PS -- Abstract is limited to 300 words, and there is a possibility that I won't be able to submit, as the PMAC site isn't currently accepting abstracts (even though the deadline has not yet passed).

Proactively identifying hosts of ebolaviruses and promoting prevention of spillover in the three most outbreak-affected West African countries

Developing and operationalizing strategies to reduce zoonotic pathogen spillover, amplification, and spread are nowhere more relevant than in Sierra Leone, Guinea, and Liberia. The devastation left by the Ebola virus outbreak revealed the urgent need for increased animal and public health sector capacity strengthening. Put into historical context, this epidemic was more than 60 times larger than any previous Ebola outbreak, spread to 7 additional countries, and stretched emergency response efforts to the utmost limits of capacity. Due to the impact on these three countries, USAID's PREDICT Project developed a focused effort to better address the threat of Ebola by understanding the virus' animal origins, while strengthening capacity to build and reinforce emerging disease surveillance and detection systems. PREDICT is working to improve understanding of the wildlife reservoir, spillover hosts, and origins of Ebola virus; ascertain the potential of virus-spillover into other non-typical hosts, such as livestock or companion animals; gain a greater understanding of high-risk human behavioral activities; and improve disease surveillance and laboratory capacities through workforce development in line with Global Health Security Agenda priorities. The challenge in controlling future Ebola virus outbreaks in West Africa is dependent on how widely distributed the virus may be across the region and which animal populations are now involved as hosts. Without identifying reservoirs of infection, prevention programs to reduce transmission from animals to people will have limited impact, and it is likely that future spillover of ebolaviruses from animals into humans will continue to occur. As we have seen over the years in Central and Eastern Africa where filovirus outbreaks have repeatedly occurred, effective control of these rare "spillover" events is possible and, when the right technical capacities are in place, the outbreak can even be limited to a small number of human cases.

From: Jon Epstein <epstein@ecohealthalliance.org>
Sent: Wed, 29 Mar 2017 11:29:06 -0400
Subject: Re: EHP Abstract for PMAC 2018
To: Karen Saylors <ksaylors@metabiota.com>
Cc: Christine Kreuder Johnson <ckjohnson@ucdavis.edu>, Jonna Mazet <jkmazet@ucdavis.edu>, Tracey Goldstein <tgoldstein@ucdavis.edu>, Brian Bird <bhbird@ucdavis.edu>, "William B. Karesh, D.V.M" <karesh@ecohealthalliance.org>, Frantz Jean Louis <fjeanlouis@metabiota.com>, "Anthony, Simon J." <sja2127@cumc.columbia.edu>, David John Wolking <djwolking@ucdavis.edu>, Aiah Gbakima [REDACTED]
Mazet PMAC EHP 2018 Abstract ckj ks_JHE.docx

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I know PMAC limits abstracts to 10 authors, but would like to make sure we acknowledge the in-country leads in the talk.

Cheers,
Jon

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--

Jonathan H. Epstein DVM, MPH, PhD

Vice President for Science and Outreach

EcoHealth Alliance
460 West 34th Street – 17th floor
New York, NY 10001

1.212.380.4467 (direct)
REDACTED (mobile)

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Twitter: @epsteinjon

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Proactively identifying hosts of ebolaviruses and promoting prevention of spillover in West Africa

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From: Tracey Goldstein <tgoldstein@ucdavis.edu>
Sent: Wed, 29 Mar 2017 09:25:02 -0700
Subject: Re: EHP Abstract for PMAC 2018
To: Jon Epstein <epstein@ecohealthalliance.org>
Cc: Karen Saylors <ksaylors@metabiota.com>, Christine Kreuder Johnson <ckjohnson@ucdavis.edu>, Jonna Mazet <jkmazet@ucdavis.edu>, Brian Bird <bhbird@ucdavis.edu>, "William B. Karesh, D.V.M" <karesh@ecohealthalliance.org>, Frantz Jean Louis <fjeanlouis@metabiota.com>, "Anthony, Simon J." <sja2127@cumc.columbia.edu>, David John Wolking <djwolking@ucdavis.edu>, Aiah Gbakima [redacted]
Mazet PMAC EHP 2018 Abstract ckj ks_JHE_tg.docx

Thanks Jonna, some additions from me.
T

On Wed, Mar 29, 2017 at 8:29 AM, Jon Epstein <epstein@ecohealthalliance.org> wrote:

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> Looks good, thanks for doing this. My comment in the attached.
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> Karen

From: Christine Kreuder Johnson <ckjohnson@ucdavis.edu>
Date: Tuesday, March 28, 2017 at 9:48 PM
To: Jonna Mazet <jkmazet@ucdavis.edu>, Tracey Goldstein <tgoldstein@ucdavis.edu>, Brian Bird <bhbird@ucdavis.edu>, Jon <epstein@ecohealthalliance.org>, "William B. Karesh, D.V.M" <karesh@ecohealthalliance.org>, Karen Saylors <ksaylors@metabiota.com>, Frantz Jean Louis <fjeanlouis@metabiota.com>, "Anthony, Simon J." <sja2127@cumc.columbia.edu>, David John Wolking <djwolking@ucdavis.edu>, Aiah Gbakima [redacted]
Subject: Re: EHP Abstract for PMAC 2018

Hi Jonna,

Thanks for doing this – looks excellent!

One minor suggestion in title.

/ckj

From: Jonna Mazet <[redacted] on behalf of Jonna Mazet <jkmazet@ucdavis.edu>
Date: Tuesday, March 28, 2017 at 8:23 PM
To: Tracey Goldstein <tgoldstein@ucdavis.edu>, Christine Kreuder Johnson <ckjohnson@UCDAVIS.EDU>, Brian Bird <bhbird@ucdavis.edu>, Jon Epstein <epstein@ecohealthalliance.org>, Billy Karesh <karesh@ecohealthalliance.org>, Karen Saylors <ksaylors@metabiota.com>, Frantz Jean Louis <fjeanlouis@metabiota.com>, "Anthony, Simon J." <sja2127@cumc.columbia.edu>, David John Wolking <djwolking@ucdavis.edu>, Aiah Gbakima [redacted]
Subject: EHP Abstract for PMAC 2018

Dear all,

Very sorry for the extremely late notice. I have decided to submit an abstract to PMAC on our focused ebola work. I have pulled language

from our already agreed-upon and edited regional briefing document.

If I don't hear from you by Thursday noon, I will assume that you would like to be included as an author. If you have comments or edits (or would prefer not to be included), please let me know as soon as you can. Also if you think someone else should be a co-author, please let me know.

Have a nice day,

Jonna

PS -- Abstract is limited to 300 words, and there is a possibility that I won't be able to submit, as the PMAC site isn't currently accepting abstracts (even though the deadline has not yet passed).

--

Jonathan H. Epstein DVM, MPH, PhD

Vice President for Science and Outreach

EcoHealth Alliance
460 West 34th Street – 17th floor
New York, NY 10001

1.212.380.4467 (direct)
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web: ecohealthalliance.org

Twitter: @epsteinjon

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--

Tracey Goldstein, PhD
One Health Institute
School of Veterinary Medicine
University of California
Davis, CA 95616
Phone: (530) 752-0412
Fax: (530) 752-3318
E-mail: tgoldstein@ucdavis.edu

Proactively identifying hosts of ebolaviruses and promoting prevention of spillover in West Africa

Developing and operationalizing strategies to reduce zoonotic pathogen spillover, amplification, and spread are nowhere more relevant than in Sierra Leone, Guinea, and Liberia. The devastating loss of lives associated with the Zaire Ebola virus outbreak revealed the urgent need for increased animal and public health sector capacity strengthening. Put into historical context, this epidemic was more than 60 times larger than any previous Ebola outbreak, spread to 7 additional countries, and stretched emergency response efforts to the utmost limits of capacity. Due to the impact on these three countries, USAID's PREDICT Project developed a focused effort to better address the threat of Ebola viruses by investigating the virus' animal origins, while strengthening capacity to build and reinforce emerging disease surveillance and detection systems. PREDICT is working to improve understanding of the wildlife reservoir, spillover hosts, and origins of Ebola virus; ascertain the potential of virus-spillover into other non-typical hosts, such as livestock or companion animals; gain a greater understanding of high-risk human behavioral activities; and improve disease surveillance and laboratory capacities through workforce development in line with Global Health Security Agenda priorities. The challenge in controlling future Ebola virus outbreaks in West Africa is dependent on how widely distributed the virus may be across the region and which animal species may be involved as hosts. Without identifying reservoirs of infection, prevention programs to reduce transmission from animals to people will have limited impact, and it is likely that future spillover of ebolaviruses from animals into humans will continue to occur. As we have seen over the years in Central and Eastern Africa where filovirus outbreaks have repeatedly occurred, effective control of these rare "spillover" events is possible and, when the right technical capacities are in place, the outbreak can even be limited to a small number of human cases.

Sent: Wed, 29 Mar 2017 13:05:46 -0700
Subject: Re: EHP Abstract for PMAC 2018
From: Brian Bird <bhbird@ucdavis.edu>
To: Jonna Mazet <jkmazet@ucdavis.edu>
Cc: Karen Saylors <ksaylors@metabiota.com>, Christine Kreuder Johnson <ckjohnson@ucdavis.edu>, "William B. Karesh, D.V.M" <karesh@ecohealthalliance.org>, Frantz Jean Louis <fjeanlouis@metabiota.com>, "Anthony, Simon J." <sja2127@cumc.columbia.edu>, David John Wolking <djwolking@ucdavis.edu>, Aiah Gbakima [REDACTED] Jon Epstein <epstein@ecohealthalliance.org>, Tracey Goldstein <tgoldstein@ucdavis.edu>
Mazet PMAC EHP 2018 Abstract ckj ks_JHE_tg_bb.docx

Thanks Jonna! Some small edits from me… and a whack a new title.

"**Identifying West African animal hosts of ebolaviruses to proactively reduce spillover risk"**

or

"Identifying West African animal hosts of ebolaviruses to proactively reduce spillover risk and prevent the next outbreak"

-b

From: <[REDACTED]> on behalf of Tracey Goldstein <tgoldstein@ucdavis.edu>
Date: Wednesday, March 29, 2017 at 9:25 AM
To: Jon Epstein <epstein@ecohealthalliance.org>
Cc: Karen Saylors <ksaylors@metabiota.com>, Christine Kreuder Johnson <ckjohnson@ucdavis.edu>, Jonna Mazet <jkmazet@ucdavis.edu>, Brian Bird <bhbird@ucdavis.edu>, "William B. Karesh, D.V.M" <karesh@ecohealthalliance.org>, Frantz Jean Louis <fjeanlouis@metabiota.com>, "Anthony, Simon J." <sja2127@cumc.columbia.edu>, David J Wolking <djwolking@ucdavis.edu>, Aiah Gbakima [REDACTED]
Subject: Re: EHP Abstract for PMAC 2018

Thanks Jonna, some additions from me.
T

On Wed, Mar 29, 2017 at 8:29 AM, Jon Epstein <epstein@ecohealthalliance.org> wrote:
Jonna,
Looks good, thanks for doing this. My comment in the attached.
I know PMAC limits abstracts to 10 authors, but would like to make sure we acknowledge the in-country leads in the talk.

Cheers,
Jon

On Wed, Mar 29, 2017 at 11:16 AM, Karen Saylors <ksaylors@metabiota.com> wrote:
Yes Jonna, thanks very much for doing this. It looks great.
I've added a couple minor edits onto Chris' version.
Best,
Karen

From: Christine Kreuder Johnson <ckjohnson@ucdavis.edu>
Date: Tuesday, March 28, 2017 at 9:48 PM
To: Jonna Mazet <jkmazet@ucdavis.edu>, Tracey Goldstein <tgoldstein@ucdavis.edu>, Brian Bird <bhbird@ucdavis.edu>, Jon <epstein@ecohealthalliance.org>, "William B. Karesh, D.V.M" <karesh@ecohealthalliance.org>, Karen Saylors <ksaylors@metabiota.com>, Frantz Jean Louis <fjeanlouis@metabiota.com>, "Anthony, Simon J." <sja2127@cumc.columbia.edu>, David John Wolking <djwolking@ucdavis.edu>, Aiah Gbakima [REDACTED]
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Have a nice day,
Jonna

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Jonathan H. Epstein DVM, MPH, PhD

Vice President for Science and Outreach

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Fax: (530) 752-3318
E-mail: tgoldstein@ucdavis.edu

Proactively identifying hosts of ebolaviruses and promoting prevention of spillover in West Africa

Identifying West African animal hosts of ebolaviruses to proactively reduce spillover risk

Identifying West African ebolavirus animal hosts to proactively reduce spillover risk and prevent the next outbreak

Developing and operationalizing strategies to reduce zoonotic pathogen spillover, amplification, and spread are nowhere more relevant than in Sierra Leone, Guinea, and Liberia. The devastating loss of lives associated with the Ebola virus outbreak revealed the urgent need for increased animal and public health sector capacity strengthening. Put into historical context, this epidemic was more than 60 times larger than any previous Ebola outbreak, spread to 7 additional countries, and stretched emergency response efforts to the utmost limits of capacity. Due to the impact on these three countries, USAID's PREDICT Project developed a focused effort to better address the threat of ebolaviruses by investigating the virus' animal origins, while strengthening capacity to build and reinforce emerging disease surveillance and detection systems. PREDICT is working to improve understanding of the wildlife reservoir, spillover hosts, and origins of these viruses; ascertain the potential of virus-spillover into other non-typical hosts, such as livestock or companion animals; gain a greater understanding of high-risk human behavioral activities; and improve disease surveillance and laboratory capacities through workforce development in line with Global Health Security Agenda priorities. A challenge for controlling future Ebola virus outbreaks in West Africa is dependent on how widely distributed the virus may be across the region and which animal species may be involved as hosts. Without identifying reservoirs of infection, prevention programs to reduce transmission from animals to people will have limited impact, and it is likely that future spillover of ebolaviruses from animals into humans will continue to occur. As we have seen over the years in Central and Eastern Africa where filovirus outbreaks have repeatedly occurred, effective control of these rare "spillover" events is possible and, when the right technical capacities are in place, the outbreak can even be limited to a small number of human cases.

From: Dennis Carroll <dcarroll@usaid.gov>
Sent: Wed, 3 May 2017 10:57:45 -0400
Subject: Re: GVP webinar Tuesday at 1 PM EDT
To: Carlos Morel <morel@cdts.fiocruz.br>
Cc: Brooke Watson <watson@ecohealthalliance.org>, Cara Chrisman <cchrisman@usaid.gov>, Alison Andre <andre@ecohealthalliance.org>, Eddy Rubin <erubin@metabiota.com>, Elizabeth S Chase <eschase@ucdavis.edu>, "Elnicki Taylor (telnicki@metabiota.com)" <telnicki@metabiota.com>, Jonna Mazet <jkmazet@ucdavis.edu>, Nathan Wolfe <nwolfe@metabiota.com>, Peter Daszak <daszak@ecohealthalliance.org>, Rebecca Benmahdi <rbenmahdi@metabiota.com>, George F GAO <gaof@im.ac.cn>, "Morzaria, Subhash (FAORAP)" [redacted] Renata Curi Hauegen [redacted] Renata Curi Hauegen <rcuri@cdts.fiocruz.br>

Thanks Carlos. The webinar will be recorded so you will have the opportunity to view it later. Good luck with your visit from Johnson & Johnson.

all the best

On Wed, May 3, 2017 at 10:32 AM, Carlos Morel <morel@cdts.fiocruz.br> wrote:

> Dear Brooke, Cara, Dennis, dear all,
> On May 10 Dr Paul Stoffels, Executive Vice President, Chief Scientific Officer, Johnson & Johnson will come to Fiocruz for a meeting with our President and top managment to discuss possible partnerships between our organizations. I was invited to present our Center for Translational Sciences to him during this meeting. As the meeting will take the whole morning and will include a working lunch offered to him by Fiocruz President, it will not be possible for me to participate at the GVP webinar on that day.

Renata Curi will participate at the webinar and will inform me later on.

Thanks for understanding, regards,

Carlos

> Em 1 de mai de 2017, à(s) 19:04, Brooke Watson <watson@ecohealthalliance.org> escreveu:

Dear team,
Looking forward to speaking with all of you during our GVP core team webinar tomorrow. Please follow the link below to assure you have registered for the webinar prior to 1 PM EDT on Tuesday.

Please register for GVP May 2 modeling pre-webinar on May 2, 2017 1:00 PM EDT at:

https://attendee.gotowebinar.com/register/3187552761024534275

The Modeling & Analytics working group of the Global Virome Project will present their progress to the GVP core group and thematic area leads for feedback before the full GVP webinar on May 10.

After registering, you will receive a confirmation email containing information about joining the webinar.

Brought to you by GoToWebinar®
Webinars Made Easy®

Best,

Brookc Watson

--

Brooke Watson, MSc
Research Scientist

EcoHealth Alliance
460 West 34th Street – 17th floor
New York, NY 10001

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--

Dr. Dennis Carroll
Director, Emerging Threats Program
Bureau for Global Health
U.S. Agency for International Development

Office: 202-712-5009
Mobile: REDACTED

From:	Andrew Clements <aclements@usaid.gov>
To:	Jonna Mazet <jkmazet@ucdavis.edu>;djwolking@ucdavis.edu <djwolking@ucdavis.edu>
CC:	Alisa Pereira <apereira@usaid.gov>;Shana Gillette <sgillette@usaid.gov>
Sent:	6/1/2017 1:26:31 PM
Subject:	5 EPT evaluation questions

Evaluation Questions

1 What contributions has the EPT2 program made toward developing sustainable country capacity to strengthen cross-sectoral "One Health" capacities and coordination to prevent, detect, and respond to (a) emerging pandemic threats and (b) endemic diseases?

2 What contributions has the EPT2 program made toward identifying and filling key knowledge gaps to improve the effectiveness of prevention (including risk mitigation), detection and response to emerging pandemic threats?
- What gaps still remain?

3 What contributions has the EPT2 program made toward engaging and coordinating the efforts of international organizations, donors, and technical partners to improve One Health collaboration as well as prevention, detection and response to emerging pandemic threats?

4 How has the EPT2 program contributed to defining and achieving the objectives of the Global Health Security Agenda (GHSA); and how has GHSA supplemental funding impacted the original objectives of the EPT2 program?
- How did the West Africa Ebola outbreak (which preceded GHSA) affect the original objectives of the EPT2 program?

5 What aspects of the EPT2 program are on track to meet objectives (and what program aspects are not likely to meet objectives) by the end of the program period?

Andrew P. Clements, Ph.D.
Senior Scientific Adviser
Emerging Threats Division/Office of Infectious Diseases/Bureau for Global Health
U.S. Agency for International Development
Mobile phone: 1-571-345-4253
Email: aclements@usaid.gov

From: Peter Daszak <daszak@ecohealthalliance.org>
To: "Jonna Mazet (jkmazet@ucdavis.edu)" <jkmazet@ucdavis.edu>, [redacted] Brooke Watson <watson@ecohealthalliance.org>
Subject: Currently proposed board members
Sent: Thu, 15 Mar 2018 18:12:16 +0000

Peter Bogner
Larry Brilliant
Gian Luca Burci
Illaria Capua
Dennis Carroll
Peter Daszak
Richard Feachem
Keiji Fukuda
Richard Hatchett
Jonna Mazet
Carlos Morel
David Nabarro
Eddy Rubin
Oyewale Tomori
Kathleen Victoir

Cheers,

Peter

Peter Daszak
President

EcoHealth Alliance
460 West 34th Street – 17th Floor
New York, NY 10001

Tel. +1 212-380-4474
www.ecohealthalliance.org
@PeterDaszak
@EcoHealthNYC

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From: Murray, Suzan <MurrayS@si.edu>
To: Andrew Clements <aclements@usaid.gov>
CC: jkmazet@ucdavis.edu <jkmazet@ucdavis.edu>;David J Wolking (djwolking@ucdavis.edu) <djwolking@ucdavis.edu>
Sent: 5/7/2018 9:18:31 AM
Subject: Re: Outbreak images and language

This sounds like a good plan Most institutions also need to pass their handling protocols through an IACUC committee as well but that might not be necessary to include upfront. I will double check and get back to you

Suzan

On May 7, 2018, at 12:12 PM, Andrew Clements <aclements@usaid.gov> wrote:

Thanks, Suzan.

I believe the original idea was to be proactive by including some language saying something like 'efforts were made to keep the time needed to sample live animals to a minimum to reduce stress and injuries.'

Andrew P. Clements, Ph.D.
Senior Scientific Advisor
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U.S. Agency for International Development
Mobile phone: 1-571-345-4253
Email: aclements@usaid.gov

On May 7, 2018, at 5:12 PM, Murray, Suzan <MurrayS@si.edu> wrote:

Dear Andrew,

We have been looking into the issue regarding potential disclaimers, and it is our current understanding that the Smithsonian does not have specific language to be utilized. Having said this, Randall Kremer is the communications expert in charge of the Outbreak exhibit. He will be handling any comments or concerns from the public on a case by case basis and will be drawing upon input from both internal and external collaborators as needed. Randall also noted that he has been in touch directly with the communications team from USAID and believes that all are comfortable with this plan.

Let us know if this addresses concerns or if we can assist with additional follow up.

Best,

Suzan

Sent: Wed, 23 May 2018 08:02:30 -0700
Subject: Re: [predict-outbreak] Re: DRC Ebola Response: Number of staff assisting?
From: Jonna Mazet <jkmazet@ucdavis.edu>
To: "William B. Karesh" <karesh@ecohealthalliance.org>
Cc: [redacted] PREDICT-oubreak <predict-outbreak@ucdavis.edu>, Evelyn Luciano <luciano@ecohealthalliance.org>

Thanks,
Any prep by folks in RoC?
J

On Wed, May 23, 2018 at 12:30 AM, William B. Karesh <karesh@ecohealthalliance.org> wrote:

> Hi [redacted] for EHA:
> W. B. Karesh, global, 5-6 hrs/week or 15% time.
> Anne Laudisoit, global, 5-6 hrs/week or 15% time.

Evelyn, please add if you know of others involved.

BK

Sent from my iPhone
William B. Karesh, D.V.M
Executive Vice President for Health and Policy

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President, OIE Working Group on Wildlife

Co-chair, IUCN Species Survival Commission - Wildlife Health Specialist Group

EPT Partners Liaison, USAID Emerging Pandemic Threats - PREDICT-2 Program

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On May 23, 2018, at 2:28 AM, Jonna Mazet <jkmazet@ucdavis.edu> wrote:

> Hi All,
> USAID, rightly so, now wants a list of all of us supporting the outbreak.
> Please respond to [redacted] with a list of individuals, in DRC and globally, who are providing assistance.
> One list per institution would be nice, but please respond to all, to help make sure that we edit the lists if someone notices that an individual is left off inadvertantly.
> Thanks,
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On Tue, May 22, 2018 at 9:16 AM, Jonna Mazet <jkmazet@ucdavis.edu> wrote:

Dear Mat & Charles,
USAID is asking me how many of our team are assisting in the outbreak.
Please advise, as soon as you can.
Thanks,
J

From: "William B. Karesh" <karesh@ecohealthalliance.org>
To: Jonna Mazet <jkmazet@ucdavis.edu>
Cc: [redacted] PREDICT-oubreak <predict-outbreak@ucdavis.edu>, Evelyn Luciano <luciano@ecohealthalliance.org>
Subject: Re: [predict-outbreak] Re: DRC Ebola Response: Number of staff assisting?
Sent: Wed, 23 May 2018 16:25:36 +0000

Just Anne's time talking with them. The public health folks are not on contract yet.

Sent from my iPhone
William B. Karesh, D.V.M
Executive Vice President for Health and Policy

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EPT Partners Liaison, USAID Emerging Pandemic Threats - PREDICT-2 Program

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On May 23, 2018, at 11:03 AM, Jonna Mazet <jkmazet@ucdavis.edu> wrote:

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> J

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From: Andrew Clements <aclements@usaid.gov>
To: Jonna Mazet <jkmazet@ucdavis.edu>
Sent: 6/4/2018 1:50:01 AM
Subject: Re: UPDATE PREDICT DRC EVD outbreak 3 June 2018

Thanks

Andrew P. Clements, Ph.D.
Senior Scientific Advisor
Emerging Threats Division/Office of Infectious Diseases/Bureau for Global Health
U.S. Agency for International Development
Mobile phone: 1-571-345-4253
Email: aclements@usaid.gov

On Jun 4, 2018, at 3:44 AM, Jonna Mazet <jkmazet@ucdavis.edu> wrote:

And another.
Thanks,
Jonna

--
You received this message because you are subscribed to the Google Groups "PREDICTMGT" group.
To unsubscribe from this group and stop receiving emails from it, send an email to predictmgt+unsubscribe@usaid.gov.
To post to this group, send email to predictmgt@usaid.gov.
To view this discussion on the web visit https://groups.google.com/a/usaid.gov/d/msgid/predictmgt/CAO5tDrF-a2TuziurD-VkGhV0LOgCgLAv%3Dm00Saabhmu8LqGMcQ%40mail.gmail.com.

From: Elizabeth Leasure <ealeasure@UCDAVIS.EDU>
To: "William B. Karesh" <karesh@ecohealthalliance.org>, Jonna Mazet
[redacted]
Cc: Evelyn Luciano <luciano@ecohealthalliance.org>, Amanda Andre <amanda.andre@ecohealthalliance.org>, predict Sympa List <predict@ucdavis.edu>
Subject: RE: improvements for RoC lab _ Part 2
Sent: Tue, 23 Oct 2018 17:12:02 +0000

Hi Billy. Yes, Ava is correct. I only saw one item on that list that would require AO approval through the standard equipment request process. The rest fall under the $5K threshold and would be considered supply purchases. The bigger question is whether or not the wiring and/or conduit work you mention in your email will add to the permanent value of the structure or appreciably prolong its intended useful life. If the answer is yes, then the cost to complete that work would be considered a capital expenditure and require prior approval from USAID. If the answer is no, then the cost would be considered routine maintenance/repairs and be allowable per 2 CFR 200.452 (language below for reference). Before responding with a yes or no to this question, I would suggest touching base with Jonna by phone to discuss in more detail and come to a determination.

§200.452 Maintenance and repair costs.
Costs incurred for utilities, insurance, security, necessary maintenance, janitorial services, repair, or upkeep of buildings and equipment (including Federal property unless otherwise provided for) which neither add to the permanent value of the property nor appreciably prolong its intended life, but keep it in an efficient operating condition, are allowable. Costs incurred for improvements which add to the permanent value of the buildings and equipment or appreciably prolong their intended life must be treated as capital expenditures (see §200.439 Equipment and other capital expenditures). These costs are only allowable to the extent not paid through rental or other agreements.

Thanks,
Liz

Elizabeth Leasure
Financial Operations Manager
One Health Institute
[redacted] (cell)
530-754-9034 (office)
Skype: ealeasure

-----Original Message-----
From: William B. Karesh <karesh@ecohealthalliance.org>
Sent: Tuesday, October 23, 2018 9:30 AM
To: Jonna Mazet [redacted]
Cc: Evelyn Luciano <luciano@ecohealthalliance.org>; Elizabeth Leasure <ealeasure@UCDAVIS.EDU>; Amanda Andre <amanda.andre@ecohealthalliance.org>
Subject: Re: improvements for RoC lab _ Part 2

Ava just informed me that there is just one piece of equipment expensive enough to warrant the comparative bids process.

The bigger question is interpretation of the USAID definition of “construction." If the wiring and installation work is not considered construction, then we could just proceed with the normal process to purchase the one equipment item.

BK

> On Oct 23, 2018, at 12:13 PM, William B. Karesh <karesh@ecohealthalliance.org> wrote:
>
> Hi there,
>
> We've been putting together quotes and information to see what would resolve the power issues at the National Public Health Lab in Brazzaville and found a good company and a good solution.
>
> The current USAID agreement excludes construction, but what we see as needed is mostly equipment such as large capacity voltage regulators and battery backup units. Of course wiring or conduit attached to the walls is required and when I was there a few months ago they have extension cords running between rooms and across the hallway.
>
> The US Ambassador knows about the situation and would like to see us finish the lab and get it up and running. So, he would be supportive of some type of exception if that is what is needed to move forward.
>
> The total is about 44K and we can cover it in our budget if Andrew and USAID would approve. Metabiota spent a tremendous amount of PREDICT money to purchase and deliver the equipment but right now, it can not be reliably used. They already burned out one of the two ultra-low REVCO's that Metabiota purchased and delivered.
>
> Are you comfortable with me pitching this to Andrew to see what he thinks?
>
> Spreadsheet attached with description and pricing.
>
> Thanks,
>
> BK
>
>
> <RoC AFRICA SOLAIRE_request.xlsx>

Sent: Tue, 30 Oct 2018 07:40:09 -0700
Subject: Re: improvements for RoC lab _ Part 2
From: Jonna Mazet <jkmazet@ucdavis.edu>
To: Billy Karesh <karesh@ecohealthalliance.org>

Traveling back from India now -- will be Thursday before I'm back,
J

On Mon, Oct 29, 2018 at 11:25 AM William B. Karesh <karesh@ecohealthalliance.org> wrote:

> thanks, sorry, I was offline for the weekend.
> Let me know if there is a good time on Tuesday or Wednesday.

Travel well,

BK

William B. Karesh, D.V.M
Executive Vice President for Health and Policy

EcoHealth Alliance
460 West 34th Street - 17th Floor
New York, NY 10001 USA

+1.212.380.4463 (direct)
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www.ecohealthalliance.org

President, OIE Working Group on Wildlife

Co-chair, IUCN Species Survival Commission - Wildlife Health Specialist Group

EPT Partners Liaison, USAID Emerging Pandemic Threats - PREDICT-2 Program

EcoHealth Alliance leads cutting-edge research into the critical connections between human and wildlife health and delicate ecosystems. With this science we develop solutions that promote conservation and prevent pandemics.

> On Oct 26, 2018, at 6:40 AM, Jonna Mazet <jkmazet@ucdavis.edu> wrote:

I just transitioned from Thailand to India. I'm free now for a few hours, so try me when you up and online on my cell,
Jonna

On Tue, Oct 23, 2018 at 10:15 AM William B. Karesh <karesh@ecohealthalliance.org> wrote:

> > Brilliant !!! I think that covers it.
> > Jonna, let me know when you're free to chat.

BK

William B. Karesh, D.V.M
Executive Vice President for Health and Policy

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On Oct 23, 2018, at 1:12 PM, Elizabeth Leasure <ealeasure@UCDAVIS.EDU> wrote:

Hi Billy. Yes, Ava is correct. I only saw one item on that list that would require AO approval through the standard equipment request process. The rest fall under the $5K threshold and would be considered supply purchases. The bigger question is whether or not the wiring and/or conduit work you mention in your email will add to the permanent value of the structure or appreciably prolong its intended useful life. If the answer is yes, then the cost to complete that work would be considered a capital expenditure and require prior approval from USAID. If the answer is no, then the cost would be considered routine maintenance/repairs and be allowable per 2 CFR 200.452 (language below for reference). Before responding with a yes or no to this question, I would suggest touching base with Jonna by phone to discuss in more detail and come to a determination.

§200.452 Maintenance and repair costs.
Costs incurred for utilities, insurance, security, necessary maintenance, janitorial services, repair, or upkeep of buildings and equipment (including Federal property unless otherwise provided for) which neither add to the permanent value of the property nor appreciably prolong its intended life, but keep it in an efficient operating condition, are allowable. Costs incurred for improvements which add to the permanent value of the buildings and equipment or appreciably prolong their intended life must be treated as capital expenditures (see §200.439 Equipment and other capital expenditures). These costs are only allowable to the extent not paid through rental or other agreements.

Thanks,
Liz

Elizabeth Leasure
Financial Operations Manager
One Health Institute
REDACTED (cell)
530-754-9034 (office)
Skype: ealeasure

-----Original Message-----

From: William B. Karesh <karesh@ecohealthalliance.org>
Sent: Tuesday, October 23, 2018 9:30 AM
To: Jonna Mazet [redacted]
Cc: Evelyn Luciano <luciano@ecohealthalliance.org>; Elizabeth Leasure <ealeasure@UCDAVIS.EDU>; Amanda Andre <amanda.andre@ecohealthalliance.org>
Subject: Re: improvements for RoC lab _ Part 2

Ava just informed me that there is just one piece of equipment expensive enough to warrant the comparative bids process.

The bigger question is interpretation of the USAID definition of "construction." If the wiring and installation work is not considered construction, then we could just proceed with the normal process to purchase the one equipment item.

BK

On Oct 23, 2018, at 12:13 PM, William B. Karesh <karesh@ecohealthalliance.org> wrote:

Hi there,

We've been putting together quotes and information to see what would resolve the power issues at the National Public Health Lab in Brazzaville and found a good company and a good solution.

The current USAID agreement excludes construction, but what we see as needed is mostly equipment such as large capacity voltage regulators and battery backup units. Of course wiring or conduit attached to the walls is required and when I was there a few months ago they have extension cords running between rooms and across the hallway.

The US Ambassador knows about the situation and would like to see us finish the lab and get it up and running. So, he would be supportive of some type of exception if that is what is needed to move forward.

The total is about 44K and we can cover it in our budget if Andrew and USAID would approve. Metabiota spent a tremendous amount of PREDICT money to purchase and deliver the equipment but right now, it can not be reliably used. They already burned out one of the two ultra-low REVCO's that Metabiota purchased and delivered.

Are you comfortable with me pitching this to Andrew to see what he thinks?

Spreadsheet attached with description and pricing.

Thanks,

BK

<RoC AFRICA SOLAIRE_request.xlsx>

From: Elizabeth Leasure <ealeasure@UCDAVIS.EDU>
To: Woutrina A Smith <wasmith@ucdavis.edu>, Molly Turner <turner@ecohealthalliance.org>, Peter Daszak <daszak@ecohealthalliance.org>, "Costa, Cristiane" <co123@cumc.columbia.edu>, Jonna Mazet <jkmazet@ucdavis.edu>, "Parish, Sarah A." <sp3546@cumc.columbia.edu>, "Hunt, Christine T." <ch3326@cumc.columbia.edu>, Matthew Blake <mblake@ucdavis.edu>, "Parrella, Korin E." <kp2440@cumc.columbia.edu>, Jon Epstein <epstein@ecohealthalliance.org>
Subject: RE: OHW-NG Proposal Management Team meetings
Sent: Mon, 25 Feb 2019 18:41:08 +0000
7200AA19RFA00006 - Amendment 01_2.15.19.pdf

See amendment 01 to the NOFO, which addresses some of our questions…

Elizabeth Leasure
Financial Operations Manager
One Health Institute
REDACTED *(cell)*
530-754-9034 (office)
Skype: ealeasure

From: Woutrina A Smith <wasmith@ucdavis.edu>
Sent: Monday, February 25, 2019 9:53 AM
To: Molly Turner <turner@ecohealthalliance.org>; Peter Daszak <daszak@ecohealthalliance.org>; Costa, Cristiane <co123@cumc.columbia.edu>; Elizabeth Leasure <ealeasure@UCDAVIS.EDU>; Jonna Mazet <jkmazet@ucdavis.edu>; Parish, Sarah A. <sp3546@cumc.columbia.edu>; Hunt, Christine T. <ch3326@cumc.columbia.edu>; Matthew Blake <mblake@ucdavis.edu>; Parrella, Korin E. <kp2440@cumc.columbia.edu>; Jon Epstein <epstein@ecohealthalliance.org>
Subject: Re: OHW-NG Proposal Management Team meetings

Here is a reminder with the call in info for the OHW-NG Proposal Management Team call in a few minutes. Happy Monday. Woutrina

---

> On Feb 21, 2019, at 3:02 PM, Woutrina A Smith <wasmith@ucdavis.edu> wrote:
>
> Hi OHW Proposal Management Team,
>
> Please set Mondays 10am PST/1pm EST on your calendar for weekly check in meetings on proposal progress and planning timelines and tasks. We'll start this Monday, February 25, and continue through March 25. Here is the zoom call information, the same as for our weekly Wed/Thurs calls. Cheers, Woutrina
>
> Zoom Meeting link: https://onehealth.zoom.us/ REDACTED
>
> Or dial by your location:
> +1 669 900 6833 US (San Jose)
> +1 646 876 9923 US (New York)
>
> Meeting ID: REDACTED
>
> ---
>
> > On Feb 20, 2019, at 7:34 AM, Molly Turner <turner@ecohealthalliance.org> wrote:
> >
> > Peter and I will also join. Peter would prefer the Monday slot but can make both, though he is traveling this week so unavailable if we have a call this Friday.
> >
> > Cheers,
> > Molly

On Tue, Feb 19, 2019 at 11:33 AM Parish, Sarah A. <sp3546@cumc.columbia.edu> wrote:
Hi Woutrina,

Either myself or Christine Hunt will join the call each week, as well as Korin Parrella who is managing the cost application from ICAP's side. Both times suggested below work for our team.

Many thanks,
Sarah

From: Woutrina A Smith <wasmith@ucdavis.edu>
Sent: Sunday, February 17, 2019 2:11 AM
To: Matthew Blake <mblake@ucdavis.edu>; Elizabeth Leasure <ealeasure@UCDAVIS.EDU>; Jonna Mazet <jkmazet@ucdavis.edu>; Costa, Cristiane <co123@cumc.columbia.edu>; Parish, Sarah A. <sp3546@cumc.columbia.edu>; Molly Turner <turner@ecohealthalliance.org>; Peter Daszak <daszak@ecohealthalliance.org>
Subject: OHW-NG Proposal Management Team meetings

Hi OHW-NG proposal management leads,

You'll see a few emails coming out from me soon to hone in on our proposal prep tasks, timelines, and teams. This email is to start a thread where some of the key proposal preparation team leads can set a time to meet once a week between now and when the proposal is due in early April. This is separate from the weekly Objective Team meetings on Wednesdays 8am PST and Thursdays 9am PST. We may add a few others to this Proposal Management Team meeting but for now I'd like to ask whether at least our UCD, ICAP, and EHA organizations can designate someone to participate in these weekly meetings? **I'd like to propose either Mondays 10am PST/1pm EST or Fridays 11am PST/2pm EST** as a regular opening for my side for the coming weeks. Would either of these work for others or no? As long as we can have at least one person from our organizations on the call each week, they can disperse updates to others on their teams. We'll use zoom for these calls. Please advise.

Best wishes, Woutrina

--
Molly Turner
Federal Grants Coordinator
EcoHealth Alliance Operations

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USAID
FROM THE AMERICAN PEOPLE

AMENDMENT 01
to RFA 7200AA19RFA00006
for One Health Workforce - Next Generation (OHW-NG)

The purpose of the amendment is to:

(1) Provide responses to questions to interested parties in Attachment 1; and
(2) Revise Sections C: SECTION C: ELIGIBILITY INFORMATION, and D: APPLICATION AND SUBMISSION INFORMATION (See Attachment 2).

The RFA is amended as follows:

a) In **Section C: ELIGIBILITY INFORMATION**, under item **2. Cost Sharing or Matching,** delete first sentence and replace with:

"USAID has established a mandatory minimum recipient cost share of 5% for the award excluding funds provided to the networks."

b) In **Section D: APPLICATION AND SUBMISSION INFORMATION**, under item **3. General Content and Form of Application,** delete second paragraph and replace with:

"Both the Technical and Business (Cost) Applications must include a cover page containing the following information:

- Name of the organization(s) submitting the application;
- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address);
- Program name;
- Notice of Funding Opportunity number;
- Date of submission; and,
- Name of any proposed subrecipients or partnerships (identify if any of the organizations are local organizations, per USAID's definition of 'local entity' under ADS 303."

c) In **Section D: APPLICATION AND SUBMISSION INFORMATION**, under item **3. General Content and Form of Application,** delete fifth paragraph and replace with:

"Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- Written in English.
- Use standard 8 ½" x 11", single sided, single-spaced, 12 point Times New Roman font, 1" margins, left justification, vertical page orientation (except for full page tables), and headers and/or footers on each page that include consecutive page numbers, date of submission, and applicant's name.
- 10 point font can be used for graphs and charts. Tables, however, must comply with the 12 point Times New Roman requirement. In the event that a graph, chart, or figure cannot be edited or easily recreated, another legible font is acceptable.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated start date identified in Section B of this NOFO must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the applicant's discretion, however, the official cost application submission is the unlocked Excel version."

d) In **Section D: APPLICATION AND SUBMISSION INFORMATION**, under item **5. Technical Application Format ,** delete item h) and replace with:

"**h) Annexes** (not included in the page limit)

The annexes should include:

- Organizational chart (maximum 2 pages)
- Staffing Table (maximum 2 pages)
- Key Personnel CVs and Letters of Commitment (maximum 4 pages per key personnel)

UCDUSR0006234

- Organizational Past Performance Reference Information (see Section D6.(h))
- If applicable, Consortium Partner Letters of Commitment describing the anticipated role in the consortium as well as any resources the partner intends to bring to the activity (maximum 2 pages per letter)

DO NOT SUBMIT promotional literature and materials regarding the applicant or any of the proposed consortium partners, and/or other unsolicited material. Additionally, applicants should not request or submit letters of support from the Africa and Southeast Asia university networks and individual member organizations. Additional annexes to the Technical Application will not be reviewed."

e) In **Section D: APPLICATION AND SUBMISSION INFORMATION**, under item **6. Business (Cost) Application Format ,** delete item c) and replace with:

"**c) Required Certifications and Assurances**

The applicant and major sub-applicants must complete the following documents and submit a signed copy with their application:

(1) "Certifications, Assurances, Representations, and Other Statements of the Recipient" document found at http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf
(2) Assurances for Non-Construction Programs (SF-424B)
(3) Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA)."

f) In **Section D: APPLICATION AND SUBMISSION INFORMATION**, under item **6. Business (Cost) Application Format,** under item **d) Budget and Budget Narrative,** delete second paragraph and replace with:

"The Budget must include the following worksheets or tabs, and contents, at a minimum:

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the applicant and any potential sub-applicants for the entire period of the program.
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.

UCDUSR0006235

- Detailed Budgets for each major subrecipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

*Major sub-recipient is defined as any entity receiving 20% of more of the total estimated budget, excluding funding to the networks"

g) In **Section D: APPLICATION AND SUBMISSION INFORMATION**, under item **6. Business (Cost) Application Format,** under item item **h) History of Performance**, delete first paragraph and replace with:

"The applicant and major sub-applicants must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed 3 years as follows:

- Name of the Awarding Organization;
- Award Number;
- Activity Title;
- A brief description of the Activity;
- Period of Performance;
- Award Amount;
- Reports and findings from any audits performed in the last 3 years; and
- Name of at least two (2) updated professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and e-mail address for each proposed individual."

List of Attachments:

Attachment 1 - Questions submitted by interested parties regarding RFA 7200AA19RFA00006 for One Health Workforce - Next Generation (OHW-NG)

Attachment 2 - Amended 7200AA19RFA00006

Patricia Bradley

Patricia Bradley
Agreement Officer

Feb. 15, 2019
Date

[END OF AMENDMENT 01]

UCDUSR0006236

From: Elizabeth Leasure <ealeasure@UCDAVIS.EDU>
To: Woutrina A Smith <wasmith@ucdavis.edu>, Molly Turner <turner@ecohealthalliance.org>, Peter Daszak <daszak@ecohealthalliance.org>, "Costa, Cristiane" <co123@cumc.columbia.edu>, Jonna Mazet <jkmazet@ucdavis.edu>, "Parish, Sarah A." <sp3546@cumc.columbia.edu>, "Hunt, Christine T." <ch3326@cumc.columbia.edu>, Matthew Blake <mblake@ucdavis.edu>, "Parrella, Korin E." <kp2440@cumc.columbia.edu>, Jon Epstein <epstein@ecohealthalliance.org>
Subject: RE: OHW-NG Proposal Management Team meetings
Sent: Mon, 25 Feb 2019 18:46:26 +0000
7200AA19RFA00006 - Amendment 01 - Attachment 1.pdf
7200AA19RFA00006 - Amendment 01 - Attachment 2.pdf

Attachments for Amendment 01

Elizabeth Leasure
Financial Operations Manager
One Health Institute
REDACTED *(cell)*
530-754-9034 (office)
Skype: ealeasure

From: Elizabeth Leasure
Sent: Monday, February 25, 2019 10:41 AM
To: Woutrina A Smith <wasmith@ucdavis.edu>; Molly Turner <turner@ecohealthalliance.org>; Peter Daszak <daszak@ecohealthalliance.org>; Costa, Cristiane <co123@cumc.columbia.edu>; Jonna Mazet <jkmazet@ucdavis.edu>; Parish, Sarah A. <sp3546@cumc.columbia.edu>; Hunt, Christine T. <ch3326@cumc.columbia.edu>; Matthew Blake <mblake@ucdavis.edu>; Parrella, Korin E. <kp2440@cumc.columbia.edu>; Jon Epstein <epstein@ecohealthalliance.org>
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>
> Zoom Meeting link: https://onehealth.zoom.us/ REDACTED

Or dial by your location:
+1 669 900 6833 US (San Jose)
+1 646 876 9923 US (New York)

Meeting ID: REDACTED

On Feb 20, 2019, at 7:34 AM, Molly Turner <turner@ecohealthalliance.org> wrote:

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Molly

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Sarah

From: Woutrina A Smith <wasmith@ucdavis.edu>
Sent: Sunday, February 17, 2019 2:11 AM
To: Matthew Blake <mblake@ucdavis.edu>; Elizabeth Leasure <ealeasure@UCDAVIS.EDU>; Jonna Mazet <jkmazet@ucdavis.edu>; Costa, Cristiane <co123@cumc.columbia.edu>; Parish, Sarah A. <sp3546@cumc.columbia.edu>; Molly Turner <turner@ecohealthalliance.org>; Peter Daszak <daszak@ecohealthalliance.org>
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Best wishes, Woutrina

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Molly Turner
Federal Grants Coordinator
EcoHealth Alliance Operations

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ATTACHMENT 1
Questions submitted by interested parties regarding RFA 7200AA19RFA00006 for One Health Workforce - Next Generation (OHW-NG)

Q1. Can the Project Director/Chief of Party position be shared by two people? Also, can either of the Development Advisor key personnel roles be shared among two people?

A1. It is expected that the key personnel roles be filled by one individual, per position, with the requested skills set and qualifications. However, this role should be at least 75% FTE, preferably 100%. Applicants are welcome to propose combinations of suitable personnel for other roles under the staffing plan for non-key personnel.

Q2. On p. 31, the RFA states, "In this section, the applicant must provide a summary of key personnel (no more than 1 paragraph per key personnel), describe their roles and responsibilities, and outline their qualifications." Does this mean that the role, responsibilities, and qualifications of each key personnel candidate should be in the 1 paragraph summary? Or can each key personnel candidate have a 1-paragraph summary, plus a description of their role and responsibilities, plus an outline of their qualifications?

A2. One paragraph should be allotted to each of the four key personnel, and it should summarize their roles, responsibilities and qualifications.

Q3. Regional networks are expected to transition into direct awards with USAID around Year 3. Does this mean that the USAID will allocate funds directly to the Networks after the transition in addition to the $85 million of funding estimated under this award?

A3. No, the total estimated funding of $85 million dollars is a ceiling amount that includes allocations to the university networks under sub-awards with the prime and direct agreements with USAID through the transition awards.

Q4. Do we have the ability to include in the proposal budget contingency funds per 2 CFR 200.433 in case events or conditions that cannot be foreseen at the time of the proposal would occur during the lifetime of the award? If so, what would be the cost estimating methodology that USAID would accept?

A4. While contingency provisions can be considered for federal funding per 2 CFR 200.433, we do not anticipate that the nature of this program justifies this provision. Should the applicant consider this cost necessary, the consideration needs to be sufficiently justified using broadly-

accepted cost estimating methodologies.

Q5. The RFA states "the applicant must provide a summary of key personnel (no more than 1 paragraph per key personnel), describe their roles and responsibilities, and outline their qualifications." Is the 1 paragraph inclusive of all of those elements, or only of the 'summary', with the description of roles and qualifications able to take more space?

A5. See response to Q2 above.

Q6. In the past the application for this program has included congressional letters of recommendation from the senators, as well as congressmen. Do such letters need to be included as this is a significant administrative undertaking?

A6. No, letters of recommendation from senators and congressmen are not required or encouraged. Only the elements listed in the NOFO under Section D will be considered by the Selection Committee.

Q7. Does the Cover Page need headers and/or footers that include a page number, date of submission, and applicant's name?

A7. The cover page does not require headers or footers with page number, date of submission, or applicant's name. However, we request that the date of submission be included in the cover page. Please see Section D.3 for more information on the cover page requirements. The NOFO is being amended accordingly.

Q8. Is the Cover Page the first page in the consecutive numbering of the application? (i.e. Cover Page 1, Acronyms 2, Table of Contents 3, Executive Summary 4-5, etc)

A8. No. The application cover should be page zero.

Q9. Are the Annex sections consecutively numbered with the rest of the application, or do they have their own numbering?

A9. The Annex section should be numbered separately, beginning with page A1.

Q10. How much of the 5% mandatory cost share can come from unrecovered F&A?

A10. There is not an established limit to the amount of mandatory cost share that can come from unrecovered F&A/indirect costs.

UCDUSR0006241

Q11. Do certifications from each subcontractor need to be submitted to USAID as part of the proposal?

A11. Yes, certifications from each major sub-applicants need to be submitted to USAID as part of the applications. The NOFO is being amended accordingly.

Q12. Are bio data sheets required for the key personnel in addition (or instead) of the resume/CV?

A12. No, bio-data sheets are not required. However, in addition to the resume/CV, the applicant must demonstrate in the budget narrative that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. The applicant must provide their established written policies on personnel compensation. If the applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.

Q13. What information should be included in the proposal for any 2nd tier subawards?

A13. The applicant should provide detailed budgets and budget narrative for subrecipients that align with the same requirements as the applicant's budget. Detailed budgets are not required for sub-awards to the networks. The applicant should provide plug figures consistent with the percentages provided in Section D.5(e).

Q14. Are publically-funded institutions of higher education considered government-owned parastatals and thus not eligible to receive funding under this NOFO (Section C.1, pg. 24), or are they exempt from this funding eligibility restriction?

A14. Publicly-funded higher education institutions are eligible to apply for and receive funding under this NOFO.

Q15. Is the minimum 5% cost share requirement (Section C.2, pg. 24) based on the full $85M anticipated for the cooperative agreement or only the portion going to the applicant (meaning excluding funds earmarked for the OHCEA and SEAOHUN regional networks)? If based on the whole award amount, should the applicant assume that the regional networks can/will also provide 5% cost share on the funds earmarked for them?

A15. Of the $85M anticipated for the cooperative agreement, only the funding not allocated to the networks is subject to the minimum 5% cost-share requirement. There is no requirement or expectation from USAID that the networks must necessarily contribute to cost share. The cost-

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share commitment on the remainder of the funding can be met by the prime and/or any or all of the consortium partners. Cost-share contributions should be agreed upon by the prime and the consortium partners. The NOFO is being amended accordingly.

Q16. Is it prohibited to submit letters of collaboration from institutions that are part of the OHCEA and SEAOHUN regional networks? While requesting and submitting letters of support from the university networks themselves is clearly prohibited (Section D.5h, pg. 31), it is unclear if this restriction applies to individual member organizations.

A16. Yes, this restriction also applies to individual member organizations of OHCEA and SEAOHUN. The NOFO is being amended accordingly.

Q17. If detailed budgets are not required for the OCHEA and SEAOHUN subawards (Section D.6d (5), pg. 34), should applicants submit illustrative budgets as exemplars or assume the networks will develop their own budgets to conduct proposed activities as described in the technical portion of the proposal?

A17. Applicants are not expected to submit illustrative budgets as exemplars. The award recipient will be expected to work with the networks post-award to create first-year work plans and budgets. Please see Section F.3 of the NOFO for more information on submission of the first-year work plan and budget.

Q18. If detailed budgets are not required at the proposal stage for the OCHEA and SEAOHUN subawards (Section D.6d (5), pg. 34), will subawards to these entities be considered pre-approved, or will additional approval processes and documents be required to obtain approval to issue the subawards?

A18. Agreement Officer's post-award approval will be required for sub-awards to these entities.

Q19. Section D.6d (pg.33) indicates that the detailed budget needs to differentiate between major and minor subawards. How does USAID define a "major subaward" versus a "minor subaward"?

A19. Major sub-recipient is defined as any entity receiving 20% or more of the total estimated budget, exclusive of OCHEA and SEAOHUN. The NOFO is being amended accordingly.

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Q20. Can non-US institutions be full consortium partners or must they be considered just subcontractors?

A20. Qualified non-U.S. organizations can be full consortium partners. Please refer to Section C.1. for information on eligibility.

Q21. With regard to expanding networks beyond OHCEA and SEAOHUN, what is the process for signing up a partner in an existing partner country, or a new country?

A21. OHCEA and SEAOHUN are autonomous organizations with their own institutional policies and procedures for membership. Interested faculties/schools in existing and/or new countries should apply to OHCEA, and OHCEA's Leadership Summit will vote on their membership. In the case of SEAOHUN, the national networks are responsible for approving the membership of their country networks based on their internal procedures, and SEAOHUN's Executive Board is responsible for approving the addition of new countries to the regional network.

Q22. What is the mechanism of providing funds for the other OHCEA and SEAOHUN members? Is money transferred to them directly,? Who is responsible for monitoring proper use of funds?

A22. OHCEA will directly manage funds for its secretariat, eight country offices, and the to-be-established West Africa regional hub, while SEAOHUN will directly manage funds for its regional secretariat and the four national-level university networks (INDOHUN, MyOHUN, THOHUN, and VOHUN). Direct awards to members of the networks are not anticipated under this activity. The prime will be responsible for monitoring OHCEA and SEAOHUN's proper use of funds under the Cooperative Agreement and will be expected to provide technical assistance and financial management support to the regional networks once they enter into direct agreements with USAID.

Q23. What coursework has already been created for OHCEA and SEAHUN? Has it been integrated in the two partner groups?

A23. There is not a standard curriculum for both networks. The two regional networks have identified One Health core competencies that are necessary for multisectoral workforce capacity and developed modules based on them. Each country has then adapted the modules and developed a suite of coursework, modules, and programming that is aligned with the member university's/ies' needs. The networks also have created standalone courses and degree programs based on specific country needs. More information, including the One Health modules, are located on the networks' websites. Given the extensive and often ad hoc curricular efforts to date, USAID anticipates that the successful applicant will conduct a baseline analysis of existing

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One Health related curricula.

Q24. Who has to provide history of performance? The Prime University, or subcontractors, or both?

A24. The prime applicant and the major sub-applicants have to provide histories of performance. The NOFO is being amended accordingly.

Q25. Do subcontractors have to come up with 5% cost share to the grant or percentage of their contribution to the project? Or can the recipient provide the entire required 5%?

A25. See response to Q15 above.

Q26. The RFA indicates that eligibility for this NOFO is not restricted (p. 24). Much of the RFA program description, however, emphasizes work "through university networks" and "support for partnerships between universities in developed countries with universities in select African and Southeast Asian countries" (both p.4). Does USAID prefer that OHW-NG will be primed by a US-based university? If not, could you please describe what role you envision for US-based universities on OHW-NG?

A26. As noted in Section E.1. of this NOFO, eligibility is not restricted. Qualified U.S. and non-U.S. organizations may apply as prime. As a higher education activity, however, it is anticipated that U.S. and/or non-U.S. higher education institutions will be included within the consortium and have a significant role in the development and implementation of OHW-NG activities.

Q27. The RFA Application Submission Procedures (p.26) indicate that "10 point font can be used for graphs and charts. Tables, however, must comply with the 12 point Times New Roman requirement."
Question 1: Does the term "graphs and charts" include graphic figures and images as well?
Question 2: Graphs, charts, and figures are often resized once placed in a Word document, e.g. To fit margins. When an image is resized, the font changes along with the visual elements. This makes it difficult to maintain exact font size. Is it acceptable adjust font size within graphs, charts, and figures if we need to resize them, so long as we make a reasonable effort to maintain 10 point font.
Question 3: Graphs, charts, and figures often have fixed fonts that cannot be changed, eg institutional information etc. Is it, therefore, acceptable to use fonts other than Times New Roman in graphs, charts, and figures?

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A27.
Response to Question 1: Yes.
Response to Question 2: Yes.
Response to Question 3: Times New Roman is the preferred font for graphs, charts and figures. In the event that a graph, chart, or figure cannot be edited or easily recreated, another legible font is acceptable. The NOFO is being amended accordingly.

Q28. Can we include hyperlinks in the body of the technical proposal? If so, will the proposal reviewers open and look at these links?

A28. Hyperlinks should not be included in the body of the technical application as their content will not be considered during the evaluation process. Only content included in the application can and will be evaluated.

Q29. Page 31 of the RFA lists a "staffing table" as one of the required annexes. Could you please elaborate on the required elements of a "staffing table"?

A29. As described under Section D.5(g), the staffing table should include a list of all staff positions (key and non-key personnel), the percentage of time/level of engagement for each staff member to work on this activity, staff member's area(s) of expertise, and their geographic regions of focus.

Q30. The page limit for the organizational chart annex is 2 pages (p. 31). Could you elaborate what should be included in the organizational chart? Do you envision two separate graphic charts represented on two different pages? If not, could you explain how you envision one chart spanning two pages? Also, should we include a narrative description, within the two pages, to accompany the chart?

A30. The organizational chart cannot exceed two pages in length, but does not necessarily have to be that long. It is most important that the applicant present a clear and cohesive illustration of the envisioned organizational and personnel structure of the proposed activity, including the relationship between the applicant and co-applicants (if relevant). Though not necessary, a narrative may be included for clarification and will count toward the two-page limit.

Q31. The page limit for the key personnel CVs and letters of commitment is 4 pages (p. 31). Does this mean that the CVs should be three (3) pages each, and the letter of commitment should be one (1) page each?

A31. The four-page limit includes both the CV and letter of commitment. As described in Section D.5(g), the resume/CV cannot exceed three (3) pages and the signed letter of

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commitment cannot exceed one (1) page.

Q32. Is there any required content for partner letters of commitment?

A32. The partner letters of commitment must be signed and must describe the anticipated role of the partner in the consortium as well as any resources the partner intends to bring to the Activity. The NOFO is being amended accordingly.

Q33. Can we include letters of support for resource partners in the annex section?

A33. Letters of support should constitute part of the letters of commitment. Therefore, additional annexes will not be evaluated.

Q34. Could you please elaborate on the information on pages 15 – 16 of the RFA regarding the transition awards to the OHCEA and SEAOHUN? Specifically, how should these transition awards be budgeted in the prime applicants budget? Also, do we need to describe this transition process, award process, and contingencies in the technical application?

A34. Transition awards will be awarded directly from USAID to the regional networks. The applicant should provide plug figures consistent with the percentages provided in Section D.5(e). The applicant should describe the process and/or benchmarks that the regional university networks must meet in order for the transitions to occur, procedures for making the direct awards, and propose an early warning system that will alert both regional networks and USAID if progress is not sufficient for the transitions to occur around Year Three. These processes should include (but are not limited to) the networks completing a USAID pre-award survey and passing an international audit. Please see Section D.5(e), "Transition Plan".

Q35. Is it possible to propose some expansion or modification of the key personnel roles and responsibilities if we feel it strengthens our ability to meet the requirements spelled out for the 4 positions described?

A35. Yes, applicants are welcome to expand and/or modify the key personnel roles and responsibilities; however, applicants are encouraged to ensure a key personnel is assigned and accountable for each objective.

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Q36. Are Network partners (OHCEA and SEAOHUN) expected to contribute 5% cost share based on their total award?

A36. See response to Q15 above.

Q37. Must all training activities be internationally certified? If not, will local certification suffice?

A.37. International and/or local certification is not a requirement for training activities.

Questions to the networks and answers previous to the release of the NOFO

1. What are the gaps in the SEAOHUN that the funding should target to fill?
-- The ultimate aim is for SEAOHUN/OHUNs to be sustainable organizations to continue to advance the development of One Health workforce in Southeast Asia and beyond.

2. What effort has the network made to make it sustainable?
-- We have made an effort to streamline our governance and operating structures and management. We also discussed how to expand our country membership to Cambodia, Laos, and Myanmar, and how we will become one of the ASEAN Secretariat partners to implement its Health Cluster 2 Agenda. We have an ongoing dialogue with the World Bank and are their potential partner to implement capacity building on health security financing. We applied and received the first grant - Lower Mekong Initiative (LMI) Embassy Regional Grant - to implement One Health workforce in Lao PDR from October 2018 to September 2019.

3. What ideas does the SEAOHUN Board of Directors have that would make the network sustainable after the USAID funding has ended?
-- We plan to formulate our five-year strategic plan 2019-2024 in February 2019 including how we will make SEAOHUN sustainable after the OHW-NextGen ends.

4. What effort has the network made to involve the private sector?
-- Very little. At the latest meeting on 15 November 2018, SEAOHUN Executive Board discussed how SEAOHUN might engage with the private sector after learning about the Global Health Security Agenda Private Sector Roundtable (GHSA PSRT). The Board cautioned about any conflict of interest in engaging with the private sector and agreed to invite private sector representatives as observers to the Executive Board on an ad-hoc basis.

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5. Any other ideas/suggestions that would make the network stronger and sustainable would be very much welcome.

-- In addition to engaging the private sectors, other ideas include a) strengthening SEAOHUN/OHUNs organizational capacity, b) establishing a consortium of donors, and c) fostering the ideas of cost-sharing among university members.

[END OF ATTACHMENT 1]

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Issue Date:	February 06, 2019
Deadline for Questions Date:	February 14, 2019
Deadline for Questions Time:	12 Noon Washington, DC Time
Closing Date:	April 08, 2019
Closing Time:	1:00 p.m. Washington, DC Time

Subject: Notice of Funding Opportunity Number: **7200AA19RFA00006**

Program Title: One Health Workforce - Next Generation (OHW-NG)

Catalog of Federal Domestic Assistance (CFDA) Number: 98.001

Ladies/Gentlemen:

The United States Agency for International Development (USAID) is seeking applications for a cooperative agreement from qualified entities to implement the One Health Workforce - Next Generation (OHW-NG) program. Eligibility for this award is not restricted.

USAID intends to make an award to the applicant(s) who best meets the objectives of this funding opportunity based on the merit review criteria described in this Notice of Funding Opportunity (NOFO) subject to a risk assessment. Eligible parties interested in submitting an application are encouraged to read this NOFO thoroughly to understand the type of program sought, application submission requirements, and selection process.

To be eligible for award, the applicant must provide all information as required in this NOFO and meet eligibility standards in Section C of this NOFO. This funding opportunity is posted on www.grants.gov, and may be amended. It is the responsibility of the applicant to regularly check the website to ensure they have the latest information pertaining to this notice of funding opportunity and to ensure that the NOFO has been received from the internet in its entirety. USAID bears no responsibility for data errors resulting from transmission or conversion processes. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via email at support@grants.gov for technical assistance.

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier and System for Award Management (SAM) requirements detailed in Section D.6.g. The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early in the process.

Please send any questions to the point(s) of contact identified in Section D. The deadline for questions is shown above. Responses to questions received prior to the deadline will be furnished to all potential applicants through an amendment to this notice posted to www.grants.gov.

Issuance of this notice of funding opportunity does not constitute an award commitment on the part of the Government nor does it commit the Government to pay for any costs incurred in preparation or submission of comments/suggestions or an application. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense.

Thank you for your interest in USAID programs.

Sincerely,

Patricia Bradley
Agreement Officer

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SECTION A: PROGRAM DESCRIPTION

This funding opportunity is authorized under the Foreign Assistance Act (FAA) of 1961, as amended. The resulting award will be subject to 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and USAID's supplement, 2 CFR 700, as well as the additional requirements found in Section F.

"ONE HEALTH WORKFORCE – NEXT GENERATION ACTIVITY"

1. Introduction

Through One Health Workforce - Next Generation (OHW-NG), the U.S. Agency for International Development (USAID) seeks to work through university networks to strengthen workforce capacities in Africa and Southeast Asia to prepare for, prevent, detect, and respond to public health emergencies of greatest concern, including infectious disease with an emphasis on zoonosis and antimicrobial resistance (AMR) health threats. OHW-NG will build on more than 15 years of USAID investments in promoting a multisectoral, One Health capacities to address infectious disease threats before they pose an overwhelming pandemic threat. OHW-NG also will continue 10-years of USAID support for partnerships between universities in developed countries with universities in select African and Southeast Asian countries to implement long-term changes in how health workforces function.

2. Background

Evolution of Emerging Threats Programming - A Decade of Learning and Adapting

For over 15 years, USAID has been a major leader in the global response to the dangers posed by emerging pandemic threats and has invested in programs with the dual goals of minimizing the impact of existing pandemic influenza threats, particularly from the highly pathogenic H5N1 avian influenza, and pre-empting the emergence and spread of novel pandemic and epidemic threats. The approach for achieving these goals was built around a suite of investments and targeted partnerships designed to give earlier insight into the emergence of new public health threats and enhance country-level capacities to mitigate their potential impact. The guiding principles for the Emerging Pandemic Threats (EPT) program have been to:

- build on the understanding that the future well-being of humans, animals, and the environment are inextricably linked, a concept known as One Health;
- promote a "One Health" approach that spans the animal health, public health, environmental, and conservation communities;
- target promotion of policies and strengthening of skills and capacities critical for both minimizing the risk of new disease emergence and the ability to limit their social, economic, and public health impact; and
- use a risk-based approach to target investments where the likelihood of disease emergence is greatest.

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EPT-1 (2009-2014): The first iteration of EPT complemented a One Health line of work supported by USAID since 2005 aimed at addressing the threat posed by highly pathogenic H5N1 avian influenza (AI). The EPT and AI portfolios were focused on building the capacities and evidence base needed to mitigate the impact of novel "high-consequence pathogens" arising from animals. Specifically, the EPT-1 portfolio consisted of four complementary activities, including strategic partnerships with the Food and Agricultural Organization of the United Nations (FAO) and World Health Organization (WHO) and was implemented in more than 20 countries across Africa, Asia, and Latin America:

- PREDICT-1: Focused on building a global early warning system for the emergence of diseases that move between wildlife and people, primarily through detection, and discovery of microbes at the wildlife-human interface.
- PREVENT: Aimed at characterizing risks associated with practices and behaviors that facilitate disease transmission between animals and people, and developing strategies for lowering the risk of disease spillover.
- IDENTIFY: A partnership between WHO, FAO, and the World Organisation for Animal Health (OIE), focused on strengthening laboratory capacities to safely diagnose and report priority animal and human pathogens.
- RESPOND: Focused on the central role of local universities to train professional cadres of "future leaders" responsible for supporting, promoting, and implementing the One Health approach.

EPT-2 (2014-2019): The second and current iteration of EPT builds on the investments, partnerships, and lessons from EPT-1. The focus remains on preventing, detecting, and responding to emerging viral diseases using a One Health approach, but broadens investments around preparedness. The scope of the program also was expanded to address the threats posed by antimicrobial resistance (AMR), as the the inappropriate use of antibiotics in animal husbandry and inappropriate "prescriber-user" practices associated with antibiotic use in clinical care were increasingly understood to be core drivers behind the emergence and global spread of antibiotic-resistant organisms. EPT-2 currently works in more than 30 countries across Africa, Asia, and the Middle East, and is comprised of three activities as well as partnerships with FAO and WHO:

- PREDICT-2: Consolidated the scopes of EPT-1's PREDICT-1 and PREVENT to more-precisely identify and characterize the zoonotic viruses in animals and people, as well as behaviors, practices, and conditions associated with viral evolution, spillover, amplification, and spread.
- Preparedness and Response (P&R): Assists countries in establishing and strengthening national One Health platforms to develop and maintain multisectoral collaboration, and develop plans for responding to public health events of unknown etiology.
- One Health Workforce: Focuses on building on the investments of EPT-1's RESPOND by strengthening One Health university networks to address the workforce needs of national ministries, the private sector, and the NGO sector, as well as focus on strengthening the operational capacities of the university networks.
- FAO: Focuses on activities to understand biological drivers of zoonotic virus spillover, amplification, and spread (risk characterization); promote policies and practices that reduce the risk of, spillover, amplification, and spread (risk mitigation); support national

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One Health platforms; strengthening national preparedness to respond to events of public health concern; and strengthening global surveillance networks.

- WHO: Focuses on strengthening surveillance, particularly in supporting a global database of respiratory pathogens; strengthening national preparedness to respond to events of public health significance; supporting One Health national platforms; and, investing in a One Health workforce.

Global Health Security Agenda (GHSA): In 2014, USAID joined other USG partners, including the National Security Council, Department of State, the Centers for Disease Control and Prevention (CDC), and the Department of Defense, in implementing the GHSA. At the core of both EPT-2 and GHSA is the goal of strengthening capacities for prevention, detection, and response for infectious disease outbreaks using a multisectoral approach that fosters collaboration across public health, medicine, agriculture, animal/veterinary health, environment, education/academia, and defense/security agencies. USAID's GHSA funds are geographically focused in 14 countries in Africa and are used to build workforce capacity and surveillance, laboratory capacity, and preparedness and response systems for addressing prioritized endemic and emerging threats.

The Legacy of Emerging Threats Programming - Results and Impact

EPT implementing partners and staff have been working with governments, in-country stakeholders, and regional and international partners to strengthen country-level capacities to enhance understanding of viral distribution and key drivers of disease emergence, from deforestation and land use change, to wildlife trade and livestock product demands. This information, along with other EPT investments to strengthen country-level capacities for routine infectious disease detection and outbreak response, are being used to improve surveillance, response, and risk-mitigation strategies. Over its lifespan, EPT programming has made a positive impact across more than 30 countries.

PREPARE:

- National One Health platforms (NOHPs) – formal groups of technical and administrative representatives from a broad range of sectors – have been established in 16 countries. This normative collaboration and coordination prepares countries to implement multisectoral responses during outbreaks or public health emergencies.
- Sixteen countries across Asia and Africa have developed or updated their national preparedness and response plans for emerging threats, and 12 countries have tested their plans via simulations and exercises.
- More than 170,000 units of personal protective equipment have been stockpiled and are available to deploy for outbreak responses.

PREVENT:

- EPT partners have conducted rigorous data collection, analysis, and risk forecasting to significantly refine our understanding of the "drivers" that underlie viral spillover, amplification, and spread. Using these virologic, behavioral, ecologic, and epidemiologic data, over 40 new risk factors have been identified for targeting surveillance, risk mitigation, and policy efforts.

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- Twelve countries have implemented or expanded their risk mitigation efforts, including improved vaccination, strengthened biosafety and biosecurity procedures, and improved hygiene practices.
- USAID's Avian Influenza efforts have contributed to dramatic downturns in poultry outbreaks and human infections and a significant reduction in the number of countries affected; with five of these countries (Indonesia, Vietnam, China, Bangladesh, and Egypt) as the primary reservoir of the virus.

DETECT:

- More than 60 laboratories across 27 countries have been strengthened and are able to test for viruses from high-consequence viral families in a safe and quality-assured manner.
- Approximately 1,000 unique viruses from viral families that have caused epidemics in the past have been identified and assessed for their risk to humans. This constitutes the most comprehensive viral detection and discovery effort to date.
- A tool to perform comprehensive assessments of capacity and to target improvements in animal laboratory systems, FAO's Laboratory Mapping Tool, has been developed. Thus far, a total of 121 assessments (initial and follow-up) have been conducted in 76 veterinary laboratories across 22 countries.

RESPOND:

- Since 2005, USAID has strengthened the capacities of more than 50 countries to monitor the spread of H5N1 avian influenza among wild bird populations, domestic poultry, and humans, to mount a rapid and effective containment of the virus when it is found, and to help countries prepare operational capacities in the event that a pandemic capable virus emerges.
- EPT partners have supported more than 200 outbreak responses, including distributing more than 25,000 units of personal protective equipment, providing laboratory support (including materials and testing), and providing technical assistance to county teams to conduct outbreak investigations.

WORKFORCE DEVELOPMENT (a cross-cutting area):

- One Health university networks have been developed across 12 countries in Africa and Asia and include 146 individual, multidisciplinary schools or faculties within 84 universities.
- More than 30,000 future and current professionals have been trained in One Health competencies needed to effectively prevent, detect, and respond to emerging threats.
- Six new graduate-level programs with a One Health focus have been developed in key universities in Africa and Asia including one graduate certificate program in Global Health in Kenya; one Master's of Wildlife Management and Health Surveillance in Senegal; and two Master's of Public Health Environmental Health majors, one International Master's of Public Health, and one Master's of Veterinary Medicine Public Health Specialization in Vietnam.

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Workforce Development in Emerging Threats Programming

The impacts of infectious diseases can be far reaching in terms of morbidity, mortality, disrupting local, regional, and global travel and trade, and threatening the economic and political stability of some of the world's most vulnerable countries. Most emerging infectious disease threats have been caused by zoonotic and AMR pathogens and arisen out of the complex interplay between humans, animals, and the environment. Addressing these complex, multidisciplinary problems requires cross-sectoral, multidisciplinary approaches. In designing these approaches, it is imperative to address the underlying issue that investments in the animal health and wildlife sectors often lag significantly behind the human health sector, and bolstering their capacities is critical to having effective multisectoral strategies.

Although universities play a key role as the primary educator of future professionals, traditional, siloed education systems do not sufficiently provide students with the multidisciplinary skills needed to work collaboratively across sectors to address complex infectious disease threats. USAID has long recognized the unique positioning of universities to transform workforces to be more agile and better prepared to address complex challenges, and to engage with governments and key decision makers to support workforce policies.

For these reasons, USAID has strategically invested for almost a decade in developing One Health university networks across Africa and Southeast Asia to systematically support multisectoral workforce transformation and increase the capacity of the animal health and wildlife sectors. The networks were founded on the premise that universities with common interests could synergistically benefit from working collaboratively by creating opportunities to share the strengths of individual schools and universities across the networks. Additionally, curricula, modules, and other teaching materials can be developed, refined, and validated at the regional level and then disseminated at the country-level to be adapted and modified to reflect local priorities and needs.

There are currently two regional and four country-level university networks in Africa and Southeast Asia to support workforce transformation, as described below:

- The **One Health Central and Eastern Africa (OHCEA)** network is comprised of 16 universities and 24 public health, veterinary, pathobiology, and environment schools and faculties that are located in 8 countries in the Eastern and Central Africa region-- a region that includes the Congo Basin and which is considered to be a "hot spot" for emerging and re-emerging infectious diseases. OHCEA member countries include Uganda, Kenya, Democratic Republic of Congo, Tanzania, Rwanda, Ethiopia, Senegal, and Cameroon. The Secretariat for OHCEA was incorporated on June 15, 2011, as a Company "limited by guarantee" under the Uganda Companies Act Chapter 110. OHCEA's Secretariat, which is located in Kampala, Uganda, serves as the main operations center for the regional network. Please refer to Annex 4 and http://ohcea.org/ for more information on OHCEA.

- The **Southeast Asia One Health University Network (SEAOHUN)** is comprised of 67 universities, including 120 faculties of public health, medicine, veterinary medicine, nursing, etc. from Indonesia, Malaysia, Thailand, and Vietnam. SEAOHUN serves as a platform for building One Health capacity within the Southeast Asia region, another "hot

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spot" for emerging infectious diseases. The regional university network, which was first founded in late 2011 with a secretariat office in Bangkok, officially registered as a foundation in Thailand in August 2014 and is now based in Chiang Mai, Thailand. The four SEAOHUN member countries have created national coordinating offices that serve as country-level One Health networks. These country networks are Indonesia One Health University Network (INDOHUN), Malaysia One Health University Network (MyOHUN), Thailand One Health University Network (THOHUN), and Vietnam One Health University Network (VOHUN). Please refer to Annex 5 and http://seaohun.org for more information on SEAOHUN.

NOTE: Any references to "university networks" and/or "African and Southeast Asian university networks" made in this notice of funding opportunity (NOFO) include the two regional university networks (OHCEA and SEAOHUN) and the four national networks (MyOHUN, INDOHUN, THOHUN, and VOHUN). Any references made to "regional university networks" or "regional networks" are limited to OHCEA and SEAOHUN.

Vision of Workforce Development in OHW-NG

It is envisioned that OHW-NG will continue to work through the university networks to integrate One Health skills and core competencies into university curricula and educational offerings, enhance faculty pedagogical skills, create experiential, field-based opportunities for learning, and support the sustainable development of the two regional university networks (OHCEA and SEAOHUN) to eventually transition them from beneficiaries to recipients of direct investment by USAID and other donors. It is also anticipated that through OHW-NG the scope of the university networks will be broadened within their respective regions by increasing continuing education opportunities for current professionals and by including additional universities; schools and faculties that fall outside the traditional One Health sectors, such as schools of business or anthropology; and other educational and training institutions, such as technical and vocational institutions. These new engagements and partners will act as multipliers to disseminate the skills, curricula, and knowledge generated by the networks to the broader One Health universe; build pipelines of graduates with One Health skills and competencies in sectors outside the "traditional" One Health disciplines; and deepen multisectoral capacity across different levels of the national, sub-national, and community workforces. Health professionals from a wide range of disciplines will share common training and field experiences, common approaches, vocabulary, and techniques for the detection, prevention, response, and control of zoonotic diseases and AMR health threats.

The impacts of OHW-NG will be cross-cutting across the portfolio of investments planned for the next iteration of USAID's Emerging Threats portfolio (2019-2024), and are integral to achieving its strategic objectives:

- Prepare: Improved multisectoral preparedness for epidemics and pandemics
- Prevent: Strengthened multisectoral partnerships to reduce animal and human risks for zoonotic and AMR threats
- Detect: Improved surveillance and lab capacity to monitor zoonotic and AMR threats
- Respond: Improved detection, response, and control of outbreaks

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- Workforce Development (cross-cutting): Strengthened pipeline of professionals with One Health competencies
- Sustainability (new, cross-cutting): Sustained local capacity to prevent, detect, and respond to prioritized zoonotic and AMR threats

USAID intends to support OHW-NG activities in the following countries in Africa (Cameroon, Democratic Republic of the Congo (DRC), Ethiopia, Kenya, Rwanda, Senegal, Tanzania, and Uganda) and in Southeast Asia (Indonesia, Malaysia, Thailand, and Vietnam). USAID also seeks to include training participants from the following African and Asian countries that have a high-risk of zoonotic disease emergence, including, but not limited to, Côte D'Ivoire, Liberia, Guinea, Sierra Leone, Bangladesh, Myanmar, Cambodia, and Laos. Subject to availability of funds, USAID will consider supporting multisectoral workforce strengthening activities in support of emerging threats and global health security in additional countries, including the non-network member countries listed above. Country selection will be finalized following the award and based on additional consultations with key stakeholders and development partners.

3. Goal, Expected Achievements, Objectives and Illustrative Activities

OHW-NG will build on the university network infrastructure, partnerships, and achievements of the last decade to address the workforce needs of national ministries and the private sector while strengthening the operational capacities of the regional university network. **The goal of OHW-NG is to empower SEAOHUN, OHCEA, and their member universities to develop and deliver sustainable training and programs that equip current and future professionals with multisectoral skills and competencies to address complex health issues, including zoonotic and antimicrobial resistant threats.** Building the organizational capacity of the two regional university networks to directly manage USAID and other donor funding around year three of OHW-NG is a critical component for reaching this goal.

It is expected that OHW-NG will collaborate closely with other local and international partners, including implementers of other activities in the Emerging Threats Division's portfolio, national governments, foundations, other donors, the private sector, and the non-governmental organization (NGO) sector (see Section A, Sub-Section 4 of this NOFO for more information on Collaboration with USAID/Other Partners.) Additionally, a number of workforce assessments and considerable curriculum development work have already taken place under previous investments, and OHW-NG should reference these resources to inform strategic planning, baseline analyses, and proposed activities, as well as to ensure OHW-NG activities are not duplicative of other efforts.

Expected Achievements

- Relevant stakeholders, including government ministries, national One Health Coordination Mechanisms (e.g., National One Health Platforms), and the private and NGO sectors, will be engaged to contribute to the development of up-to-date workforce strategies that describe the competencies, skills, types, and numbers of workers required to have a multisectoral, "One Health" workforce.

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- OHW-NG activities will address workforce gaps and priorities identified in country-specific assessments and/or strategies. These activities will support country advancement against relevant GHSA indicators and be consistent with international health standards.
- An adaptive management function will be embedded within the university networks to promote evidence-based learning on workforce integration, trainee performance, and impact on the workforce.
- Academic programs will be developed and institutionalized within African and Southeast Asian universities and potentially technical/vocational institutions to produce graduates with inter-disciplinary and technical competencies who are able to understand and address complex zoonotic, infectious disease, and AMR-related health threats.
- Continuing education programs for current workforce professionals will be created (and accredited where feasible) based on identified workforce gaps and priorities that will enable health workers to manage and respond to zoonotic, infectious disease, and AMR health threats. These programs will include post-training support for alumnae of One Health training.
- OHCEA and SEAOHUN will be capable of directly acquiring and managing diverse funding streams, including USAID funds, and will successfully pass an international audit and a USAID pre-award survey to become direct recipients of USAID funding around year three of OHW-NG.

Applicants are encouraged to read organizational capacity statements developed by the two regional networks which are included under Annex 4 (OHCEA) and Annex 5 (SEAOHUN).

Note: The term "program" as used in 2 CFR 200 and this NOFO is typically considered by USAID to be an Activity supporting one or more Project(s) pursuant to specific Development Objectives. Please see 2 CFR 700 for the USAID specific definitions of the terms "Activity" and "Project" as used in the USAID context for purposes of planning, design, and implementation of USAID development assistance.

Objectives and Illustrative Activities

Building on the partnerships forged through the African and Southeast Asia One Health university networks, OHW-NG will address the workforce needs of national ministries, the private sector, and NGOs while strengthening the operational capacities of the regional university networks. Objectives and illustrative activities for OHW-NG are presented below.

Objective 1: Develop, deliver, and institutionalize training and educational offerings in alignment with prioritized One Health core competencies and technical skills.

The multidisciplinary nature of infectious diseases requires workforces with the appropriate skills, behaviors, and attitudes to effectively engage and coordinate with human, animal, wildlife, and other One Health sectors. Under EPT-1's RESPOND project, 16 One Health Core Competencies (OHCCs) were identified as critical for improved multisectoral workforce capacity: (1) One Health Leadership; (2) Management; (3) Systems Thinking; (4) Collaboration and Partnership; (5) Communication; (6) Gender, One Health and Infectious Disease Management; (7) One Health Policy and Advocacy; (8) Behavior Change; (9) Culture, Beliefs, Values and Ethics; (10) One Health Principles and Concepts; (11) Infectious Disease Management; (12) Outbreak

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Investigation and Response; (13) Ecosystem Health; (14) Epidemiology; (15) Risk Analysis; and (16) One Health Research. Under OHW-NG, the university networks will continue to provide multisectoral education and training to build these One Health core competencies among the future and current workforces. Additionally, there will be an expanded scope to 1) target sub-national (e.g., provincial, district-level, etc) agriculture, forestry, wildlife, and public health officials, veterinary and public health paraprofessionals, and allied health professionals, 2) engage with technical and vocational training institutions as well as schools and faculties outside the "traditional" One Health disciplines, and 3) provide continuing education and teaching for adult learners.

The successful applicant will work with university networks to develop classroom, applied and experiential programming that is aligned with prioritized One Health competencies and local market needs, and aimed to reach a spectrum of One Health professionals. This can include, but is not limited to, integrating One Health concepts into curricula, developing One Health related certificate or degree programs, creating and/or enhancing experiential and field-based learning and research opportunities, providing continuing education professional development, and strengthening animal health/wildlife sector workforce training. Additionally, it is critical to have faculty that are equipped with the relevant classroom, technical and research skills needed to teach diverse learners using the most appropriate modalities and methodologies, so the successful applicant should support strategic faculty development to build relevant skills.

As regional university networks, the OHCEA and SEAOHUN secretariats have a functional role to serve participants from non-network member countries in their respective regions through scholarships, mini-grants, travel grants, fellowships, and other south-to-south technical assistance programming opportunities that promote One Health skills building. OHCEA also is in the process of creating a regional hub in Senegal to serve West Africa. USAID is interested in leveraging this regional hub to train participants from non-OHCEA member countries in West Africa, particularly in animal/wildlife health, forestry, and veterinary medicine.

In order to have the most sustainable impact, program development should be intentional and informed by relevant data and stakeholder engagement, and key educational programs, curricula, and field experiences developed or revised under OHW-NG should be fully institutionalized within the member universities. The successful applicant should clearly articulate structured processes to institutionalize and integrate OHW-NG programming into member university curricula within a learning plan. These processes should ensure university buy-in, follow university-specific approval processes, incorporate methods to collect and track key metrics for informing direction, target, scope, and content of curriculum development and delivery, and include procedures for assessing relevance and impact on workforce performance. The knowledge management system to be developed under OHW-NG Objective 2 should inform the direction, target, scope, and content of curriculum development and delivery of activities and training under OHW-NG Objective 1.

Illustrative Activities for Objective 1 include, but are not limited to:

- Jointly developing and implementing new and/or revised curricula and educational offerings based on the OHW-NG management systems developed under Objective 2.

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- Helping the African and Southeast Asian university networks institutionalize key educational offerings and field-based learning opportunities.
- Training of faculty to teach One Health topics using innovative, learner-centered methods.
- Training of graduates and alumnae of One Health training through programming designed to update and/or upgrade their skills.
- Bolstering of One Health capacity (e.g., veterinary, public health, agriculture, forestry, wildlife, etc.) through scholarships, targeted training, and field-based training programs for paravet professionals, veterinarians, and wildlife experts.
- Offering of field-based training and experiential learning opportunities to students and current professionals in One Health-related fields by increasing student participation in outbreak investigations and response efforts, One Health student club activities, applied research, case competitions, table top exercises, community outreach activities, and field attachment experiences.
- Supporting One Health fellowship opportunities across various sectors (e.g., lab technician placements in the African and Southeast Asian university networks' fellows programs).
- Supporting One Health, multidisciplinary research and its role in knowledge generation and faculty professional development by offering scholarships and mini-grants to faculty to conduct applied research on One Health issues.
- Developing programming and strategies to serve participants from non-network member countries through training and other educational programming offered through the regional networks.

Objective 2: Establish systems, policies, and procedures to assess and track multisectoral workforce placement, performance, and impact.

Workforce transformation goes beyond simply estimating the number of One Health workers required to meet the needs of the population. It requires comprehensive planning that synergistically engages university, government, private sector, NGO sector, and other relevant stakeholders in aligning training and education programs with employer needs, together identifying the desired skills and competencies need to be considered "One Health competent", and accounting for the ability of the labor market to absorb newly trained workers. Workforce transformation also requires that university networks have the appropriate knowledge management and learning systems in place to track workforce placement, assess multisectoral workforce performance and impact, and adapt activities and programs to remain aligned with country needs and desired objectives.

The successful applicant should work with the university networks to engage relevant stakeholders from public, private, and NGOs sectors to review existing workforce data and conduct multisectoral workforce assessments, as needed, to better understand current capacities and gaps for each country. Existing data sources include, but are not limited to, WHO's Joint External Evaluations (JEEs) under the International Health Regulations (IHR), the World Animal Health Organization's (OIE)'s Performance of Veterinary Services (PVS) tool, IHR-PVS National Bridging Workshops, and assessments conducted under EPT-1 and EPT-2 such as the One Health Assessment for Planning and Performance (OH-APP) tool developed under Preparedness & Response for multisectoral coordination mechanisms and national One Health platforms to self-assess their organizational capacity and performance. Additionally, the national

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One Health platforms in those countries where USAID has supported their development and/or strengthening (Bangladesh, Cameroon, Côte d'Ivoire, Ethiopia, Guinea, Indonesia, Kenya, Laos, Liberia, Mali, Rwanda, Senegal, Sierra Leone, Tanzania, Thailand, Uganda, and Vietnam), should be engaged, as feasible and appropriate given OHW-NG's final country selection, in the workforce planning discussions.

Information garnered from these local consultations should inform the direction of training and education offerings offered under Objective 1 and should be captured within ongoing knowledge management processes and systems that OHW-NG should embed within the networks to reinforce university programming, ensure continuous alignment with workforce needs, and form the basis of decision-making, activity planning, and knowledge dissemination. Ideally, the knowledge management system should 1) include intentional processes for activity planning based on employer needs, the core competencies needed for a workforce to be considered "One Health competent", and ongoing review of multisectoral workforce performance and impact; 2) incorporate systematic processes to collect, analyze, validate, disseminate, and use workforce and programmatic data to inform planning, implementation, and overall decision-making; 3) track alumnae of training programs in order to monitor placement and provide relevant post-training support; 4) be used, where feasible, to identify workforce gaps that could provide university networks opportunities to create income-generating programming; and 5) be used to generate and disseminate significant findings to university network members (south-to-south network collaboration), stakeholders, donors, and/or the wider universe of One Health partners.

As appropriate, OHW-NG should incorporate relevant aspects of design think tools, complexity aware approaches, and principles for digital development. See Principles for Digital Development.

Illustrative Activities for Objective 2 include, but are not limited to:

- Collaborating with the African and Southeast Asian university networks to establish data management systems to generate, analyze, use, and disseminate data on workforce performance and impact, assess effectiveness of current training and educational offerings, and revise OHW-NG activities as appropriate to increase their efficacy.
- Supporting the African and Southeast Asian university networks to develop and/or update One Health workforce strategies/plans based on prior workforce assessments, JEEs, PVS reports, national action plans, OH-APP, other relevant data, and consultations with public, private sector, and NGO stakeholders. In countries where the information is available, these planning processes should consider the administrative and operational workforce infrastructures required to operationalize multisectoral coordination, particularly during outbreaks and other major infectious disease events.
- Working with the African and Southeast Asian university networks to identify and invite relevant government, private sector, and NGO stakeholders to participate in OHW-NG activities in an advisory capacity and as appropriate within country contexts.
- Assisting the African and Southeast Asian university networks in their efforts to support regional and national One Health workforce policy, and advocacy activities.

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- Embedding within the African and Southeast Asian university networks the capacity to track One Health graduates and their performance and impact on the workforce and/or establish a One Health alumni network.
- Creating a platform, using appropriate digital technologies, for the regional university networks to promote collaboration and learning within and across the networks by sharing technical assistance and best practices.

Objective 3: Strengthen the functional and organizational capacities of the regional One Health university networks to ensure they are capable of acquiring and managing direct donor funding.

USAID views OHCEA and SEAOHUN as regional leaders and critical change agents for transforming the workforce to have One Health skills and competencies. The successful applicant will work with OHCEA and SEAOHUN to develop and implement a business plan that positions these regional university networks as independent, sustainable entities that are capable of acquiring and managing diverse funding streams. OHW-NG will not be considered a success if OHCEA and SEAOHUN are not capable of directly acquiring and managing diverse funding streams, including USAID funds. However, it is not necessary that the regional networks achieve this milestone simultaneously.

The process of transitioning the regional networks away from their reliance on a single donor will be multifaceted, and the successful applicant will work with OHCEA and SEAOHUN to 1) develop a clear mission, vision, and strategy; 2) review, modify, and/or create the financial, operational, organizational, and managerial systems needed to achieve the vision and mission, and independently mange direct donor funding; 3) develop a detailed plan to transition the networks to independent, sustainable entities, including benchmarks that must be achieved and governance procedures that satisfy international audit standards; 4) foster productive and sustainable partnerships with national university networks in order to improve processes for activity implementation, promote university ownership, and enable south-to-south technical assistance; and 5) leverage the unique breadth of technical expertise within the regional networks to build One Health skills in non-network member countries, including the creation of a regional hub in Senegal for OHCEA.

It is anticipated that around the start of Year 3 of OHW-NG, OHCEA and SEAOHUN will be able to pass an international audit, successfully complete a USAID pre-award survey, and meet a set of predetermined benchmarks that will be agreed upon in advance, thereby demonstrating sufficient capacity to become direct recipients of USAID funding via transition awards. These transition awards are designed exclusively for working with local partners for the purposes of promoting local engagement and sustainability. USAID may make a transition award without competition to a local organization that has previously been a sub-awardee under a USAID activity if certain criteria are met in accordance with ADS 303.3.6.5b(3). Although ADS 303.3.6.5b(3) currently limits transition awards to a maximum of $5 million over 5 years, USAID intends to request a waiver to exceed this limit.

As part of the implementation of OHW-NG, the successful applicant will make annual allocations through sub-awards to the regional networks to carry out activities up to the time that they become recipients of the transition awards. OHCEA will directly manage funds for its secretariat,

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eight country offices, and the to-be-established West Africa regional hub, while SEAOHUN will directly manage funds for its regional secretariat and the four national-level university networks (INDOHUN, MyOHUN, THOHUN, and VOHUN). Direct awards to members of the networks are not anticipated under this activity.

Annual allocations obligated to the prime and consortium partners through the Cooperative Agreement with the prime should start to decrease as yearly allocations to the regional university networks increase. A minimum of 50 percent of the annual obligation should be allocated to the regional networks in years 1-2 of the Cooperative Agreement. By year five, however, 70 percent of the annual obligation should be allocated to the regional networks through the transition awards and/or sub-awards (pending execution of the transition awards) with the remainder being allocated to the Cooperative Agreement to allow the prime and consortium partners to continue to provide technical assistance and shadow support to the regional networks as they directly manage the transition awards. For purposes of this NOFO, equal amounts of funding should be allocated to the regional networks. During implementation, funding will vary across the networks due to performance of the networks, country workforce needs, and USAID funding priorities.

Please note, USAID expects the annual incremental funding allocated to the regional networks to increase after Year 2, regardless of the status of the transition awards. If OHCEA and/or SEAOHUN do not achieve the benchmarks, the prime/consortium will continue to make sub-awards until the networks have the requisite capacity to manage transition awards.

Illustrative Activities for Objective 3 include, but are not limited to:

- Conducting an organizational assessment/audit, building off of previous audits, to determine the regional university networks' current financial, administrative, operational, and technical capacities.
- Working with the university networks to determine short-, medium-, and long-term visions for an organizational framework which recognizes diminishing USAID funding and positions the regional university networks to eliminate their reliance on a single donor.
- Creating a business plan with both regional university networks that reflects the vision, strategy, institutional capabilities, and organizational structures necessary to sustain operations independently. Particular attention should be given to the networks' ability to receive, manage, and track multiple funding streams, and how to plan its staffing accordingly.
- Developing organizational development benchmarks for the regional university networks that trigger a shift to direct USAID funding through transition awards around year three.
- Working with the regional university networks to establish and institutionalize policies and procure funding in support of expanding the networks to non-member countries, engaging wider regions (Senegal hub), and deepening country networks in Africa.
- Working with the country networks to evaluate partnerships with participating universities and government ministries to ensure university support for inclusion in the network beyond guaranteed USAID funding.
- Building capacity within the regional university networks to identify and engage private and NGO sector stakeholders within their governance structures.

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4. Collaboration with Other USAID/External Partners

USAID expects OHW-NG to engage with and leverage the Emerging Threats Division's portfolio, the Bureau for Global Health, and other USAID bureaus/offices in Washington and at missions. Examples of potential areas of collaboration include, but are not limited to, cross-cutting activities in the areas of in-service workforce strengthening across One Health competencies, research on environmental health and impacts of land use change, and innovative financing strategies for One Health efforts.

The Bureau for Global Health has recently awarded two new contracts: (1) the Infectious Disease Detection and Surveillance (IDDS) activity, led by ICF International and (2) the Medicines, Technologies, and Pharmaceutical Services (MTaPs) activity, led by Management Sciences for Health (MSH). IDDS is operationalizing global and U.S. Government initiatives and strategies aimed to reduce global health threats posed by infectious diseases, focusing on strengthening of disease detection networks and surveillance systems. Opportunities for collaboration could include OHW-NG supporting the development of innovative solutions to strengthen in-country diagnostic networks and surveillance systems by creating opportunities for lab technicians to participate in OH fellowships and supporting student engagement through internships at IDDS partner institutions.

MTaPs will provide opportunities for synergies in the area of AMR management. MTaPs is building on existing work in helping low- and middle-income countries to strengthen their pharmaceutical systems to ensure sustainable access to and appropriate use of safe, effective, quality-assured, and affordable essential medicines / other health technologies and medicines-related pharmaceutical services. OHW-NG and its member universities may have opportunities to work with MTaPs in the area of AMR for both human and animal health.

USAID Missions may also opt to buy-in to OHW-NG. During 2017, the One Health Workforce activity received $500,000 in funding from USAID/Indonesia's environment office to conduct an activity led by INDOHUN that researched the impact of land use change on the emergence of infectious diseases in three areas of Indonesia. USAID would support similar buy-ins to the Cooperative Agreement from USAID Missions under OHW-NG.

OHW-NG also is expected to coordinate with U.S. Government partner agencies that work on One Health, including the CDC and its Office of One Health and the Defense Threat Reduction Agency (DTRA). For instance, Field Epidemiology Training Programs (FETPs) are two-year, applied public health training programs that the CDC has helped establish within host country Ministries of Health to enhance the epidemiologic capacity of the public health workforce. OHW-NG in-service training activities for current public health professionals should clearly complement and not compete with this programming.

International Organizations

The Food and Agriculture Organization of the United Nations (FAO) is a key partner under the Emerging Threats and Global Health Security portfolios, working to strengthen the animal health sector's capacity to prepare, prevent, detect and respond to emerging threats including zoonotic diseases and antimicrobial resistance. Work includes strengthening core capacities of veterinary

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and animal health professionals in outbreak investigation and control and in laboratory strengthening. OHW-NG can work with FAO to further develop local capacity in these areas by establishing fellowships/internships for practical in-field experience.

As part of a whole-of-society, all hazards approach, the International Federation of Red Cross Red Crescent Societies (IFRC) is working to strengthen community-level epidemic and pandemic preparedness. OHW-NG can work with the IFRC and its National Societies to link their volunteers and community health workers with universities and higher education institutions to further identify and develop local capacity to better respond to outbreaks.

Bilateral and Multilateral Community

USAID anticipates that OHW-NG may find opportunities to collaborate with other bilateral and multilateral partners. The Republic of Korea, through its Safe Life for All Initiative, has pledged $100 million in 13 countries over five years, focusing on immunization, national laboratory systems, and workforce development. In 2017, with funding from this initiative, the Korean International Cooperation Agency (KOICA) and USAID/Cambodia entered into a partnership to provide $600,000 to One Health Workforce for health care workforce strengthening activities in Cambodia. KOICA has signaled interest in potentially continuing this partnership under OHW-NG. The Australian Government's Health Security Initiative for the Indo-Pacific region was launched in 2017 to support the prevention and containment of infectious disease threats with the potential to cause social and economic harms on a national, regional or global scale. Many of the countries that have been identified for support are OHW countries with active networks that could play a significant role under this initiative. Additionally, the World Bank has expressed interest in engaging the networks to develop curriculum and provide training for its One Health financing activities.

Other Collaborating Partners

USAID would like for OHW-NG to collaborate with other organizations engaged in One Health and related work, such as the African Public Health Leaders Fellowship programme at the Centre on Global Health Security, Chatham House; the Global Laboratory Leadership Program (GLLP), in tandem with CDC, WHO, FAO, the World Organization for Animal Health (OIE), and the Association of Public Health Laboratories (APHL); Sandia National Laboratories on biorisk management; and USAID's Young African Leaders Initiative (YALI) Regional leadership Centers. These engagements would create opportunities to collaborate and create a short term training and/or integrate parts of the training curriculum into OHW networks.

SEAOHUN has identified expanding its membership to additional countries in the region as a strategic priority for the network. The ASEAN Secretariat is a potential platform for SEAOHUN to engage universities in non-member countries in the region. In addition, the ASEAN University Network (AUN) and the Southeast Asian Ministers of Education Organization Regional Center for Higher Education Development (SEAMEO RIHED) provide opportunities for collaboration. Both organizations are key players in higher education in Southeast Asia and have extensive experience in quality assurance.

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5. Monitoring, Evaluation & Learning

In accordance with ADS 201.2.5, OHW-NG will include a robust monitoring, evaluation and learning (MEL) system that aligns with USAID priorities, including global health security, higher education, and self-reliance. The MEL plan will include qualitative and quantitative indicators to illustrate progress against activity-specific objectives and relevant technical areas within the Joint External Evaluation (JEE).

Indicators should be developed, along with targets, during the work planning process. Routine monitoring and reporting should document progress against these indicators and targets, highlight any expected or unexpected deviations, and layout any necessary adjustments to targets and/or activities. As appropriate, indicators should be gender-sensitive and gender-responsive, and relevant program data should be disaggregated by age and sex when collected and reported. The MEL should be a living document that is regularly referenced, revisited, and used to guide work planning, activity implementation, and improvement.

One Health Workforce – Next Generation

Monitoring, Evaluation and Learning Plan

Goal: To empower One Health university networks and their member universities to develop and deliver sustainable training and programs that equip current and future professionals with multisectoral skills and competencies to address complex health issues, including zoonotic and antimicrobial resistant threats

Objective 1:	**Objective 2:**	**Objective 3:**
Develop, deliver, institutionalize training and educational offerings aligned with prioritized One Health skills and competencies	Establish systems, policies and procedures to assess and track multisectoral workforce placement, performance and impact	Strengthen functional and organizational capacities of networks to ensure they are capable of acquiring and managing direct donor funding

Illustrative Indicators

• # of students trained using updated/revised curricula • # professionals (private sector, public sector) trained • # faculty trained • # of university graduates with OH core competencies • # of new programs developed and #, % of enrolled trainees completing these programs • # courses developed or updated to include OH content (% institutionalized)	• % of graduates employed in targeted sectors (within 3, 12, 36 months of graduation) • % of sector-specific training targets met or exceeded • #, % of universities with information systems in place to track trainees and alumna • # of countries with multisectoral workforce strategies developed or updated using workforce performance data	• Organizational structure, governance procedures, and external advisory board developed • Technical skills and appropriate staff in place • Systems for receiving and managing funds (financial systems with internal audit controls) in place • Branding, communications and marketing plans developed • USAID pre-award survey and international audit passed • Direct recipient of external donor funding (indicate amount)

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6. Gender

In accordance with USAID's Gender Equality and Female Empowerment Policy, and with the intent to support sustainable development outcomes, USAID conducted a contextual gender analysis to inform the design, implementation, and evaluations of OHW-NG. The analysis revealed that although males and females are equally susceptible, biologically, to emerging disease and AMR threats, the impact of those infections are experienced differently by each group. This variability is due to the gendered nature of inequitable access to healthcare and differences in risk profiles and cultural norms that place extra burden on women to provide care (including caring for sick family members in addition to general care at home). The variability experienced by men and women also is a result of differences in risky behavior as a result of subsistence livelihoods. Thus, efforts to address infectious disease and AMR threats must consider the multiple gender constraints to implementation, and positive and sustainable development outcomes.

Disadvantaged socioeconomic status can translate into the lack of women's participation in health programs, outreach and education, One Health training, and animal health resources. Training and education are instrumental to moving the needle for women to gain access to One Health assets and resources. EPT-2 has been addressing this disparity over access to assets and resources through its One Health Workforce (OHW) project. For example, OHW is in the process of finalizing a One Health and Gender module that is expected to be completed in the beginning of 2019. OHW also committed to actively encourage governments and universities to include female participation when hiring and selecting experts and/or leaders, to the extent that they are qualified and available. This commitment is evidenced by the fact that 48% of professionals trained as part of OHW were female. OHW-NG is expected to build on this commitment through the evolution of a gender strategy as part of multisectoral workforce assessments, the training of nontraditional students (including women, indigenous people, people with disabilities, LGBTI, and other minorities and/or marginalized groups), and through the cultivation of expertise from women in public, private, and NGO sectors. OHW-Next Gen program should continue to support gender equity by increasing the percentage of female professionals trained in One Health competencies.

Important cultural differences exist with regard to the roles of women and men in the community; and those important cultural differences change as a person moves through the life stages, from child to adolescence, young adulthood, to seniority. When it comes to women's participation in the animal sector, the ratio of female to male veterinarians in North America has already begun to swing in favor of women, with a current ratio of 55:45 female to male veterinarians in public or private practice.[1] However, the veterinary sector in the developing world is still male dominated, and the public sector is dramatically under-resourced compared to other ministries. OHW-NG should further this cultural shift through a continued focus on ensuring female students and professionals are included in leadership and training programs.

Women and girls may be less likely to engage in OHW-NG activities given their traditional roles as caregivers for family members and small livestock holding- especially poultry, ruminants, or other small livestock. OHW-NG activities should examine and take into account time constraints and participation limitations for women and men in OHW-NG training and private sector work to

[1] http://www.vmdtoday.com/news/veterinary-medicine-is-a-womans-world

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prevent animal diseases and AMR in the animal sector. OHW-NG is expected to reach out to women who live outside of traditional gender roles to seek their input, guidance, and advice on how programming can expand the role and power of women in these areas.

OHW-NG also should work closely with the networks and the coalition of partners to advocate for national, regional, and global policies to ensure that women who participate in One Health training are provided the same opportunities to enter the job market as their male counterparts. This advocacy work should include an in-depth analysis of existing laws and policies in these areas to identify gender constraints and opportunities to improve gender-responsive policy, development, training, and advocacy.

7. Climate Risk Management

Climate risk management (CRM) is required for all USAID-supported activities, with limited exceptions (see ADS 201 Mandatory Reference, https://www.usaid.gov/ads/policy/200/201mal). Climate risk is the potential for negative consequences on activity objectives and/or outcomes due to changing climatic conditions. Climate risks can be manifested through potentially severe adverse consequences for development programs resulting from the interaction of climate-related hazards with the vulnerability of societies and systems. A climate risk may arise when an activity element, target, or beneficiary is exposed to a climate hazard such as higher temperatures, flooding, or drought. For OHW-NG, climate risks could impact the execution of planned trainings and stakeholder convening towards the development of multisectoral and technical competencies needed to address zoonotic and AMR threats.

USAID will work with the successful applicant to identify climate risks that can affect the successful implementation of this program. The successful applicant will be encouraged to complete the Climate Risk Tool for any activities that meet the moderate to high risk rating. Per instructions in the award documentation, the successful applicant will be expected to ensure that subgrantees and subcontractors have the capability to implement CRM. The successful applicant will, if appropriate, provide orientation to subgrantees and subcontractors on climate risk management. Per Mandatory Reference for ADS Chapter 201 Climate Risk Management for USAID Projects and Activities, the successful applicant may integrate "documentation" of the benefits of taking action to reduce climate change impacts and/or increase adaptive capacity" in their performance monitoring in program elements with moderate or high risk ratings.

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SECTION B: FEDERAL AWARD INFORMATION

1. Estimate of Funds Available and Number of Awards Contemplated

USAID intends to award one (1) Cooperative Agreement pursuant to this notice of funding opportunity. Subject to funding availability and at the discretion of the Agency, USAID intends to provide up to $85 million in total USAID funding over a five (5) year period. The total estimated funding includes allocations to the university networks under sub-awards with the prime and direct agreements with USAID through the transition awards. This Activity will be incrementally funded over the life of the Activity, subject to the availability of funds.

2. Start Date and Period of Performance for Federal Awards

The anticipated period of performance is five (5) years. The estimated start date will be upon signature of the award, on or around September 30, 2019.

3. Substantial Involvement

USAID's substantial involvement during the implementation of OHW-NG will be limited to approval by the Agreement Officer's Representative (AOR)-- delegated to the AOR by the Agreement Officer (AO)-- of the elements listed below, except for any changes to the program description, the approved budget, and/or key personnel that require AO approval.

a. Approval of all implementation plans, performance reports, and modifications to be carried out under the Agreement and sub-agreements. The AOR will ensure that the implementation plan fits within the scope, terms, and conditions of the Agreement.

b. Designation of key positions and approval of key personnel and any changes for the positions listed below.

- Project Director/Chief of Party
- Technical Director /Deputy Chief of Party
- Senior Workforce and Curriculum Development Advisor (Objectives 1 and 2)
- Senior Organizational Development Advisor (Objective 3)

c. Collaboration or joint participation of USAID with the recipient in accomplishing specific elements in the program description; where there are specific elements in the Program Description for which USAID's technical knowledge would benefit the recipient's successful accomplishment of stated program objectives, to include:

(1) Collaborative involvement in the selection of advisory committee members, if the recipient establishes an advisory committee that provides advice to the recipient. The AOR may participate as a member of this committee.

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(2) Concurrence on the substantive provisions of sub-awards, including work plans; monitoring, evaluation and learning plans; budgets; timelines; personnel; reporting (programmatic and financial); and any modifications.

(3) Collaborative involvement in the selection of sub-awardees, grantees, and other partners.

(4) USAID review and approval of monitoring, evaluation, and learning plans.

(5) USAID will be involved in the substantive direction/re-direction of interrelationships with other projects.

(6) USAID involvement in monitoring of progress toward achievement of the Objectives and Expected Achievements during the course of the Agreement(s) and in monitoring of financial expenditures.

4. Authorized Geographic Code

The geographic code for the procurement of commodities and services under this program is Code 937 (the United States, the recipient country, and developing countries other than advanced developing countries, but excluding any country that is a prohibited source).

5. Nature of the Relationship between USAID and the Recipient

The principal purpose of the relationship with the recipient and under the subject program is to transfer funds to accomplish a public purpose of support or stimulation of the One Health Workforce - Next Generation (OHW-NG) which is authorized by Federal statute. The successful recipient will be responsible for ensuring the achievement of the program objectives and the efficient and effective administration of the award through the application of sound management practices. The recipient will assume responsibility for administering Federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of the Federal award.

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SECTION C: ELIGIBILITY INFORMATION

1. Eligible Applicants

Eligibility for this NOFO is not restricted.

Qualified U.S. and non-U.S. organizations may apply for award under this NOFO. All types of organizations, including colleges and universities, non-governmental organizations, not for-profit organizations, for-profit organizations, small businesses, private voluntary organizations, local organizations, and faith-based organizations, are eligible. Minority-serving institutions of higher education also are encouraged to apply.

Applicants are encouraged to apply in a consortium. As a higher education activity, the consortium should include, but is not limited to, faculties and schools of public health, animal health, medicine, the environment, and public administration at tertiary higher education institutions in the United States and/or overseas. The African and Southeast Asian One Health university networks and member institutions in their countries are not eligible to apply because they are recipients of OHW-NG.

Individuals, foreign governments and foreign government-owned parastatal organizations, United States government (USG) departments and agencies (at the federal, state, or local levels), and Public International Organizations (PIOs) (as defined by ADS 303) are not eligible to apply for funding under this program.

USAID welcomes applications from organizations which have not previously received financial assistance from USAID.

2. Cost Sharing or Matching

USAID has established a mandatory minimum recipient cost share of 5% for the award excluding funds provided to the networks. Such funds may be provided directly by the recipient; other multilateral, bilateral, and foundation donors; host governments; and local organizations, communities and private businesses that contribute financially and in-kind to implementation of activities at the country level. This may include contribution of staff level of effort, office space or other facilities or equipment which may be used for the program, provided by the recipient. For guidance on cost sharing in grants and cooperative agreements see 2 CFR 200.306.

3. Other

An applicant may submit only one application under this NOFO.

In accordance with ADS 303.3.10.2 Cost Sharing in RFAs and APS, applications that do not meet the minimum cost share requirement, when applicable, are not eligible for award consideration.

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SECTION D: APPLICATION AND SUBMISSION INFORMATION

1. Agency Point of Contact

For submission of Questions and Applications: ohwnextgen@usaid.gov.

2. Questions and Answers

Questions regarding this NOFO should be submitted by email to ohwnextgen@usaid.gov no later than the date and time indicated on the cover letter, as amended. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment to this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicant.

3. General Content and Form of Application

Preparation of Applications:
Each applicant must furnish the information required by this NOFO. Applications must be submitted in two separate parts: the Technical Application and the Business (Cost) Application. This subsection addresses general content requirements applying to the full application. Please see subsections 5 and 6, below, for information on the content specific to the Technical and Business (Cost) applications. The Technical application must address technical aspects only, while the Business (Cost) Application must present the costs, and address risk and other related issues.

Both the Technical and Business (Cost) Applications must include a cover page containing the following information:

- Name of the organization(s) submitting the application;
- Identification and signature of the primary contact person (by name, title, organization, mailing address, telephone number and email address) and the identification of the alternate contact person (by name, title, organization, mailing address, telephone number and email address);
- Program name;
- Notice of Funding Opportunity number;
- Date of submission; and,
- Name of any proposed subrecipients or partnerships (identify if any of the organizations are local organizations, per USAID's definition of 'local entity' under ADS 303.

Any erasures or other changes to the application must be initialed by the person signing the application. Applications signed by an agent on behalf of the applicant must be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.

Applicants may choose to submit a cover letter in addition to the cover pages, but it will serve only as a transmittal letter to the Agreement Officer. The cover letter will not be reviewed as part of the merit review criteria.

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Applications must comply with the following:

- USAID will not review any pages in excess of the page limits noted in the subsequent sections. Please ensure that applications comply with the page limitations.
- Written in English.
- Use standard 8 ½" x 11", single sided, single-spaced, 12 point Times New Roman font, 1" margins, left justification, vertical page orientation (except for full page tables), and headers and/or footers on each page that include consecutive page numbers, date of submission, and applicant's name.
- 10 point font can be used for graphs and charts. Tables, however, must comply with the 12 point Times New Roman requirement. In the event that a graph, chart, or figure cannot be edited or easily recreated, another legible font is acceptable.
- Submitted via Microsoft Word or PDF formats, except budget files which must be submitted in Microsoft Excel.
- The estimated start date identified in Section B of this NOFO must be used in the cost application.
- The technical application must be a searchable and editable Word or PDF format as appropriate.
- The Cost Schedule must include an Excel spreadsheet with all cells unlocked and no hidden formulas or sheets. A PDF version of the Excel spreadsheet may be submitted in addition to the Excel version at the applicant's discretion, however, the official cost application submission is the unlocked Excel version.

Applicants must review, understand, and comply with all aspects of this NOFO. Failure to do so may be considered as being non-responsive and may be evaluated accordingly. Applicants should retain a copy of the application and all enclosures for their records.

4. Application Submission Procedures

Applications in response to this NOFO must be submitted no later than the closing date and time indicated on the cover letter, as amended. Late applications will not be reviewed nor considered. Applicants must retain proof of timely delivery in the form of system generated documentation of delivery receipt.

Applications must be submitted by email to ohwnextgen@usaid.gov. Email submissions must include the NOFO number and applicant's name in the subject line heading. In addition, for an application sent by multiple emails, the subject line must also indicate whether the email relates to the technical or cost application, and the desired sequence of the emails and their attachments (e.g. "No. 1 of 4", etc.). For example, if your cost application is being sent in two emails, the first email should have a subject line that states: "[NOFO number], [organization name], Cost Application, Part 1 of 2".

USAID's preference is that the technical application and the cost application each be submitted as consolidated email attachments, e.g. that you consolidate the various parts of a technical application into a single document before sending it. If this is not possible, please provide

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instructions on how to collate the attachments. USAID will not be responsible for errors in compiling electronic applications if no instructions are provided or are unclear.

After submitting an application electronically, applicants should immediately check their own email to confirm that the attachments were indeed sent. If an applicant discovers an error in transmission, please send the material again and note in the subject line of the email that it is a "corrected" submission. Do not send the same email more than once unless there has been a change, and if so, please note that it is a "corrected" email.

Applicants are reminded that email is NOT instantaneous, and in some cases delays of several hours occur from transmission to receipt. Therefore, applicants are requested to send the application in sufficient time ahead of the deadline. For this NOFO, the initial point of entry to the government infrastructure is the USAID mail server.

There may be a problem with the receipt of *.zip files due to anti-virus software. Therefore, applicants are discouraged from sending files in this format as USAID/GH cannot guarantee their acceptance by the internet server. File size must not exceed 10MB per email.

5. Technical Application Format

The technical application will be the most important factor in selecting the awardee for the proposed cooperative agreement. The technical application should be specific, complete, and concise. The application must demonstrate the applicant's capabilities and expertise with respect to achieving the goals and objectives of this Activity. The application should take into account the requirements of the program and merit review criteria found in this NOFO.

The narrative for the technical application must be no more than 30 pages. Pages exceeding this limit will not be evaluated. The cover page, acronyms list, table of contents, executive summary, and annexes are not subject to the page limitation. Any figures and tables within the technical application (not the annexes) must fit within the 30 page limit.

The format of the technical application must follow the outline and order specified below.

a) Cover Page (not included in the page limit)

See Section D.3 for requirements.

b) Acronyms (not included in the page limit)

The Acronyms Page must include a list of acronyms from the technical application.

c) Table of Contents (not included in the page limit)

Include major sections and page numbering to easily cross-reference and identify merit review criteria.

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d) Executive Summary (no more than 2 pages) (not included in the page limit)

The Executive Summary must provide a high-level overview of key elements of the Technical Application. This section should contain the information that the applicant believes best represents its proposed approach, anticipated results, and how the overall Activity will be managed. It should put forth in sufficient detail the conceptual approach, methodology, and techniques for the implementation and evaluation of OHW-NG activities. This information may describe the expertise and experience of the prime applicant and the proposed consortium partner(s)/sub-recipient(s), the management approach, and the technical and managerial resources to achieve the goal and objectives of OHW-NG.

e) Technical Understanding and Proposed Approach (no more than 15 pages)

In this section, the applicant should demonstrate a clear understanding of the technical requirements and development issues that the Activity seeks to address. The applicant should consider the Program Description in its entirety and provide a full description of the approach being proposed that spells out a credible strategy for achieving OHW-NG's objectives and describes the results being anticipated.

For application purposes, the applicant should assume that OHW-NG will be working in the following countries: Cameroon, Democratic Republic of the Congo, Ethiopia, Kenya, Rwanda, Senegal, Tanzania, Uganda, Indonesia, Malaysia, Thailand, and Vietnam. The applicant also should assume that OHW-NG will engage in a more limited capacity in the following countries through the regional networks: Côte D'Ivoire, Cambodia, Laos, and Myanmar. Country selection will be finalized following additional consultations with key stakeholders and development partners.

The technical requirements and development issues addressed in this application should include the following subsections in the order presented.

- **Strategy and Approach.** Summarize the strategy and activities to be used to achieve OHW-NG's objectives and expected accomplishments, as outlined in the NOFO's Program Description, and provide a timeline. The proposed approach should include a realistic approach for initial activities that includes a baseline analysis of existing workforce assessments, a gap analysis of One Health related curricula, and a plan to use these findings to develop and refine implementation plans. The proposed approach also should reflect an understanding of the challenges, limitations, and opportunities facing the university networks and their members within their varying cultural contexts, and be based on evidence and a sound theory of change, apply lessons from previous work, and incorporate innovation where appropriate.

- **Transition Plan**. Include a detailed transition plan for building the capacity of the regional networks to transition into direct awards with USAID around Year 3. The transition plan should propose key benchmarks that the regional university networks must meet in order for the transitions to occur, procedures for making the direct awards, and propose an early warning system that will alert both regional networks and USAID if

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progress is not sufficient for the transitions to occur around Year Three. Using a phased approach, the transition plan should identify responsibilities and activities for which the networks will be independently responsible, consistent with the following annual allocation levels:

	Year 1	Year 2	Year 3	Year 4	Year 5
Prime/Consortium	50%	50%	45%	35%	30%
OHCEA	25%	25%	27.5%	32.5%	35%
SEAOHUN	25%	25%	27.5%	32.5%	35%

- **Performance Monitoring, Evaluation, and Learning (MEL).** Depict a well-designed and cost-effective MEL plan based on the strategy and approach being proposed for OHW-NG. The draft MEL plan should include sample output, outcome, and impact indicators for monitoring and measuring progress, results, and sustainability; baseline and targets for each year of activity implementation; a description of how data will be collected; and a process for incorporating these data into activity design and decision making to improve performance. It is the applicant's responsibility to ensure that all costs associated with the implementation of the MEL plan are included in the Business (Cost) Application.

- **Gender.** Describe how gender issues will be identified, analyzed, addressed, and tracked, including how OHW-NG may impact or be impacted by gender norms, roles, and relationships; power dynamics; and the different constraints, needs, and responsibilities of men and women.

f) Management Approach (no more than 10 pages)

The applicant should provide a detailed description of the proposed management approach for implementing OHW-NG, including a description of the role of each consortium member. The management approach should describe:

- **Management Structure and Organizational Capacity.** Present a clear and efficient organizational structure that maximizes the strength of the applicant and consortium partners to achieve all aspects of this Activity. Applicants are encouraged to use organizational charts to illustrate the management structure. The management plan should include a concise description of the roles for each consortium member and their associated technical capacities. It should describe how the Activity's internal coordination, communication, and management will work and how the prime and its consortium partners plan to engage the networks and create linkages that support technical assistance and collaboration among the networks. The applicant also should explain how it plans to apply the principles of adaptive programming and management to implementation and work planning.

- **Network Bridging Plan.** Include a bridging plan that outlines a realistic process for minimizing disruptions and ensuring a continuity of network operations for the African

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and Southeast Asian networks as they transition from sub-recipients under the current OHW activity to sub-recipients under OHW-NG. The bridging plan should ensure there are contract mechanisms in place to guarantee that the networks have immediate and adequate financial support for sustaining network structures, staff, and functions. The network bridging plan will be finalized post-award with the AOR.

- **Engaging External Partners.** Outline an outreach strategy for the university networks and consortium partners to communicate, engage, and collaborate with partners and stakeholders outside of OHW-NG, including national One Health platforms, USAID, other U.S. Government agencies, local private and public sector partners and employers, international donors, local communities, and the wider One Health universe.

g) Staffing Plan and Key Personnel (no more than 5 pages)

Applicants are expected to develop a comprehensive staffing plan that will enable achievement of OHW-NG objectives and results as well as demonstrate an appropriate balance of skills within the consortium partners. The applicant should propose individuals whom they deem appropriate for the role of each position. These individuals should have sufficient managerial and technical capacity, expertise, experience, and academic qualifications to meet the minimum requirements of the positions and effectively manage and support the overall Activity. The staffing plan also should include highly experienced individuals who are highly respected in their fields.

USAID highly encourages applicants to maximize the amount of funding that directly supports partners in developing countries to be as efficient and as effective as possible in the use of funding for headquarters-based costs and field infrastructure. Therefore, with that perspective in mind, the staffing plan should outline how applicants can most effectively and strategically organize, place, and manage personnel.

- **Key Personnel.** Key personnel are those individuals whose performance are critical to the success of the OHW-NG Activity. The applicant shall designate four (4) key personnel for the positions, as listed below. The Senior Organizational Development Advisor and the Senior Workforce and Curriculum Development Advisor are being prioritized as key personnel, as they will be directly accountable for achieving their respective objectives.

    - Project Director/Chief of Party
    - Technical Director /Deputy Chief of Party
    - Senior Workforce and Curriculum Development Advisor (Objectives 1 and 2)
    - Senior Organizational Development Advisor (Objective 3)

    The proposed key personnel must have appropriate qualifications and demonstrated ability to manage the various complex organizational, personnel, administrative, financial, and cross-cultural aspects of OHW-NG. The key personnel should have an advanced degree (at least master's level) in a relevant field, at least 10 years of relevant experience in senior leadership positions within higher education institutions and/or other international development organizations. They also should have demonstrated experience bringing subject matter expertise and international best practices to their respective fields.

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In this section, the applicant must provide a summary of key personnel (no more than 1 paragraph per key personnel), describe their roles and responsibilities, and outline their qualifications. In the annex, the applicant must provide the following information for each key personnel: name, position, title, resume (no more than 3 pages), and signed letters of commitment (no more than 1 page) that include their levels of effort and the date the proposed individual is available to begin work.

Non-Key Personnel. The staffing plan described by the applicant for non-key personnel should have a minimum of qualified core staff, but allow for the flexibility to augment and/or reduce technical staff in response to evolving needs-- including the realignment of responsibilities as annual allocations to the regional networks increase. The proposed staffing plan also should address how the applicant will mobilize staff during start-up activities and access expertise and skills while keeping staff costs reasonable in view of achieving desired results throughout OHW-NG. USAID encourages the maximum use of qualified local staff in OHW-NG focus countries (i.e., with Africa and Southeast Asia). The annex should include a table (no more than 2 pages) that identifies all staff positions, the percentage of time that each staff member would work on this Activity, their areas of expertise, and their geographic regions of focus.

h) Annexes (not included in the page limit)

The annexes should include:

- Organizational chart (maximum 2 pages)
- Staffing Table (maximum 2 pages)
- Key Personnel CVs and Letters of Commitment (maximum 4 pages per key personnel)
- Organizational Past Performance Reference Information (see Section D6.(h))
- If applicable, Consortium Partner Letters of Commitment describing the anticipated role in the consortium as well as any resources the partner intends to bring to the activity (maximum 2 pages per letter)

DO NOT SUBMIT promotional literature and materials regarding the applicant or any of the proposed consortium partners, and/or other unsolicited material. Additionally, applicants should not request or submit letters of support from the Africa and Southeast Asia university networks and individual member organizations. Additional annexes to the Technical Application will not be reviewed.

6. Business (Cost) Application Format

The Business (Cost) Application must be submitted separately from the Technical Application. While no page limit exists for the full cost application, applicants are encouraged to be as concise as possible while still providing the necessary details. The business (cost) application must illustrate the entire period of performance, using the budget format shown in the SF-424A.

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Prior to award, applicants may be required to submit additional documentation deemed necessary for the Agreement Officer to assess the applicant's risk in accordance with 2 CFR 200.205. Applicants should not submit any additional information with their initial application.

The Cost Application must contain the following sections (which are further elaborated below this listing with the letters for each requirement):

a) Cover Page (See Section D.3 above for requirements)

b) SF 424 Form(s)

The applicant must sign and submit the cost application using the SF-424 series. Standard Forms can be accessed electronically at www.grants.gov or using the following links:

Instructions for SF-424	http://www.grants.gov/web/grants/form-instructions/sf-424-instructions.html
Application for Federal Assistance (SF-424)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424A	http://www.grants.gov/web/grants/form-instructions/sf-424a-instructions.html
Budget Information (SF-424A)	https://www.grants.gov/web/grants/forms/sf-424-family.html
Instructions for SF-424B	http://www.grants.gov/web/grants/form-instructions/sf-424b-instructions.html
Assurances (SF-424B)	https://www.grants.gov/web/grants/forms/sf-424-family.html

Failure to accurately complete these forms could result in the rejection of the application.

c) Required Certifications and Assurances

The applicant and major sub-applicants must complete the following documents and submit a signed copy with their application:

(1) "Certifications, Assurances, Representations, and Other Statements of the Recipient" document found at http://www.usaid.gov/sites/default/files/documents/1868/303mav.pdf
(2) Assurances for Non-Construction Programs (SF-424B)
(3) Certificate of Compliance: Please submit a copy of your Certificate of Compliance if your organization's systems have been certified by USAID/Washington's Office of Acquisition and Assistance (M/OAA).

d) Budget and Budget Narrative

The Budget must be submitted as one unprotected Excel file (MS Office 2000 or later versions) with visible formulas and references and must be broken out by Activity year, including

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itemization of the federal and non-federal (cost share) amount. Files must not contain any hidden or otherwise inaccessible cells. Budgets with hidden cells lengthen the cost analysis time required to make award, and may result in a rejection of the cost application. The Budget Narrative must contain sufficient detail to allow USAID to understand the proposed costs. The applicant must ensure the budgeted costs address any additional requirements identified in Section F, such as Branding and Marking. The Budget Narrative must be thorough, including sources for costs to support USAID's determination that the proposed costs are fair and reasonable.

The Budget must include the following worksheets or tabs, and contents, at a minimum:

- Summary Budget, inclusive of all program costs (federal and non-federal), broken out by major budget category and by year for activities implemented by the applicant and any potential sub-applicants for the entire period of the program.
- Detailed Budget, including a breakdown by year, sufficient to allow the Agency to determine that the costs represent a realistic and efficient use of funding to implement the applicant's program and are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.
- Detailed Budgets for each major subrecipient, for all federal funding and cost share, broken out by budget category and by year, for the entire implementation period of the project.

*Major sub-recipient is defined as any entity receiving 20% of more of the total estimated budget, excluding funding to the networks.

A sample summary budget is shown below:

Cost Element	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Salaries and Wages						
Fringe Benefits						
Travel						
Equipment						
Supplies						
Contractual						
Major Sub-awards						
Minor Sub-awards						
Consultants						
Other Direct Costs						
Meetings/Workshops						

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Cost Element	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Expat Allowances						
Total Direct Costs						
Total Indirect Costs						
TOTAL						

The Detailed Budget **must** contain the following budget categories and information, at a minimum:

1) **Salaries and Allowances** – Must be proposed consistent with 2 CFR 200.430 Compensation - Personal Services. The applicant's budget must include position title, salary rate, level of effort, and salary escalation factors for each position. Allowances, when proposed, must be broken down by specific type and by position. Applicants must explain all assumptions in the Budget Narrative. The Budget Narrative must demonstrate that the proposed compensation is reasonable for the services rendered and consistent with what is paid for similar work in other activities of the applicant. Applicants must provide their established written policies on personnel compensation. If the applicant's written policies do not address a specific element of compensation that is being proposed, the Budget Narrative must describe the rationale used and supporting market research.

2) **Fringe Benefits** – (if applicable) If the applicant has a fringe benefit rate approved by an agency of the U.S. Government, the applicant must use such rate and provide evidence of its approval. If an applicant does not have a fringe benefit rate approved, the applicant must propose a rate and explain how the applicant determined the rate. In this case, the Budget Narrative must include a detailed breakdown comprised of all items of fringe benefits (e.g., superannuation, gratuity, etc.) and the costs of each, expressed in U.S. dollars and as a percentage of salaries.

3) **Travel and Transportation** – Provide details to explain the purpose of the trips, the number of trips, the origin and destination, the number of individuals traveling, and the duration of the trips. Per Diem and associated travel costs must be based on the applicant's normal travel policies. When appropriate please provide supporting documentation as an attachment, such as company travel policy, and explain assumptions in the Budget Narrative.

4) **Procurement or Rental of Goods (Equipment & Supplies), Services, and Real Property** – Must include information on estimated types of equipment, models, supplies and the cost per unit and quantity. The Budget Narrative must include the purpose of the equipment and supplies and the basis for the estimates. The Budget Narrative must support the necessity of any rental costs and reasonableness in light of such factors as: rental costs of comparable property, if any; market conditions in the area; alternatives available; and the type, life expectancy, condition, and value of the property leased.

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5) **Subawards** – Specify the budget for the portion of the program to be passed through to any subrecipients. See 2 CFR 200.330 for assistance in determining whether the sub-tier entity is a subrecipient or contractor. The subrecipient budgets must align with the same requirements as the applicant's budget, including those related to fringe and indirect costs. Detailed budgets are not required for sub-awards to the networks; however plug figures consistent with the percentages provided in Section D.5(e) should be provided.

6) **Construction** – Not applicable

7) **Other Direct Costs** – This may include other costs not elsewhere specified, such as report preparation costs, passports and visas fees, medical exams and inoculations, as well as any other miscellaneous costs which directly benefit the program proposed by the applicant. The applicant should indicate the subject, venue and duration of any proposed conferences and seminars, and their relationship to the objectives of the program, along with estimates of costs. Otherwise, the narrative should be minimal.

8) **Indirect Costs** – Applicants must indicate whether they are proposing indirect costs or will charge all costs directly. In order to better understand indirect costs please see Subpart E of 2 CFR 200.414. The application must identify which approach they are requesting and provide the applicable supporting information. Below are the most commonly used Indirect Cost Rate methods:

Method 1 - Direct Charge Only
Eligibility: Any applicant
Initial Application Requirements: See above on direct costs

Method 2 - Negotiated Indirect Cost Rate Agreement (NICRA)
Eligibility: Any applicant with a NICRA issued by a USG Agency must use that NICRA
Initial Application Requirements: If the applicant has a current NICRA, submit your approved NICRA and the associated disclosed practices. If your NICRA was issued by an Agency other than USAID, provide the contact information for the approving Agency. Additionally, at the Agency's discretion, a provisional rate may be set forth in the award subject to audit and finalization. See USAID's Indirect Cost Rate Guide for Non Profit Organizations for further guidance.

Method 3 - De minimis rate of 10% of modified total direct costs (MTDC)
Eligibility: Any applicant that has never received a NICRA
Initial Application Requirements: Costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate an indirect rate, which the non-Federal entity may apply to do at any time. The applicant must describe which cost elements it charges indirectly vs. directly. See 2 CFR 200.414(f) for further information.

Method 4 - Indirect Costs Charged As A Fixed Amount
Eligibility: Non U.S. non-profit organizations without a NICRA may request, but approval is at the discretion of the AO

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Initial Application Requirements: Provide the proposed fixed amount and a worksheet that includes the following:

- Total costs incurred by the organization for the previous fiscal year and estimates for the current year.
- Indirect costs (common costs that benefit the day-to-day operations of the organization, including categories such as salaries and expenses of executive officers, personnel administration, and accounting, or that benefit and are identifiable to more than one program or activity, such as depreciation, rental costs, operations and maintenance of facilities, and telephone expenses) for the previous fiscal year and estimates for the current year
- Proposed method for prorating the indirect costs equitably and consistently across all programs and activities of using a base that measures the benefits of that particular cost to each program or activity to which the cost applies.

If the applicant does not have an approved NICRA and does not elect to utilize the 10% de minimis rate, the Agreement Officer will provide further instructions and may request additional supporting information, including financial statements and audits, should the application still be under consideration after the merit review. USAID is under no obligation to approve the applicant's requested method.

9) **Cost Sharing** – The applicant should estimate the amount of cost-sharing resources to be provided over the life of the agreement and specify the sources of such resources, and the basis of calculation in the budget narrative. Applicants should also provide a breakdown of the cost share (financial and in-kind contributions) of all organizations involved in implementing the resulting award.

e) Prior Approvals in accordance with 2 CFR 200.407

Inclusion of an item of cost in the detailed application budget does not satisfy any requirements for prior approval by the Agency. If the applicant would like the award to reflect approval of any cost elements for which prior written approval is specifically required for allowability, the applicant must specify and justify that cost. See 2 CFR 200.407 for information regarding which cost elements require prior written approval.

f) Approval of Subawards

The applicant must submit information for all subawards that it wishes to have approved at the time of award. For each proposed subaward the applicant must provide the following:

- Name of organization
- DUNS Number
- Confirmation that the subrecipient does not appear on the Treasury Department's Office of Foreign Assets Control (OFAC) list
- Confirmation that the subrecipient does not have active exclusions in the System for Award Management (SAM)

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- Confirmation that the subrecipient is not listed in the United Nations Security designation list
- Confirmation that the subrecipient is not suspended or debarred
- Confirmation that the applicant has completed a risk assessment of the subrecipient, in accordance with 2 CFR 200.331(b)
- Any negative findings as a result of the risk assessment and the applicant's plan for mitigation.

g) Dun and Bradstreet and SAM Requirements

USAID may not award to an applicant unless the applicant has complied with all applicable unique entity identifier (DUNS number) and System for Award Management (SAM) requirements. Each applicant (unless the applicant is an individual or Federal awarding agency that is exempted from requirements under 2 CFR 25.110(b) or (c), or has an exception approved by the Federal awarding agency under 2 CFR 25.110(d)) is required to:

1. Provide a valid DUNS number for the applicant and all proposed subrecipients;
2. Be registered in SAM before submitting its application. SAM is streamlining processes, eliminating the need to enter the same data multiple times, and consolidating hosting to make the process of doing business with the government more efficient (www.sam.gov).
3. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin the process early. If an applicant has not fully complied with the requirements above by the time USAID is ready to make an award, USAID may determine that the applicant is not qualified to receive an award and use that determination as a basis for making an award to another applicant.

DUNS number: http://fedgov.dnb.com/webform
SAM registration: http://www.sam.gov

Non-U.S. applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video on how to obtain an NCAGE code, on www.sam.gov, navigate to Help, then to International Registrants. See Section H.3 for additional resources.

h) History of Performance

The applicant and major sub-applicants must provide information regarding its recent history of performance for all its cost-reimbursement contracts, grants, or cooperative agreements involving similar or related programs, not to exceed 3 years as follows:
• Name of the Awarding Organization;
• Award Number;
• Activity Title;
• A brief description of the Activity;

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• Period of Performance;
• Award Amount;
• Reports and findings from any audits performed in the last 3 years; and
• Name of at least two (2) updated professional contacts who most directly observed the work at the organization for which the service was performed with complete current contact information including telephone number, and e-mail address for each proposed individual.

If the applicant encountered problems on any of the referenced Awards, it may provide a short explanation and the corrective action taken. The applicant should not provide general information on its performance. USAID reserves the right to obtain relevant information concerning an applicant's history of performance from any sources and may consider such information in its review of the applicant's risk. The Agency may request additional information and conduct a pre-award survey if it determines that it is necessary to inform the risk assessment.

Applicants should use the format provided in Annex 3: Past Performance Information of the NOFO to document the detailed information as requested. The completed forms should be included in the application's appendix/annex.

i) Branding Strategy & Marking Plan

The apparently successful applicant will be asked to provide a Branding Strategy and Marking Plan to be evaluated and approved by the Agreement Officer and incorporated into any resulting award.

1. Branding Strategy – Assistance (June 2012)

a. Applicants recommended for an assistance award must submit and negotiate a "Branding Strategy," describing how the program, project, or activity is named and positioned, and how it is promoted and communicated to beneficiaries and host country citizens.

b. The request for a Branding Strategy, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

c. Failure to submit and negotiate a Branding Strategy within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Branding Strategy must include, at a minimum, all of the following:

(1) All estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth.

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(2) The intended name of the program, project, or activity.

(i) USAID requires the applicant to use the "USAID Identity," comprised of the USAID logo and brandmark, with the tagline "from the American people" as found on the USAID Web site at http://www.usaid.gov/branding, unless Section VI of the RFA or APS states that the USAID Administrator has approved the use of an additional or substitute logo, seal, or tagline.

(ii) USAID prefers local language translations of the phrase "made possible by (or with) the generous support of the American People" next to the USAID Identity when acknowledging contributions.

(iii) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.

(iv) If branding in the above manner is inappropriate or not possible, the applicant must explain how USAID's involvement will be showcased during publicity for the program or project.

(v) USAID prefers to fund projects that do not have a separate logo or identity that competes with the USAID Identity. If there is a plan to develop a separate logo to consistently identify this program, the applicant must attach a copy of the proposed logos. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

(3) The intended primary and secondary audiences for this project or program, including direct beneficiaries and any special target segments.

(4) Planned communication or program materials used to explain or market the program to beneficiaries.

(i) Describe the main program message.

(ii) Provide plans for training materials, posters, pamphlets, public service announcement, billboards, Web sites, and so forth, as appropriate.

(iii) Provide any plans to announce and promote publicly this program or project to host country citizens, such as media releases, press conferences, public events, and so forth. Applicant must incorporate the USAID Identity and the message, "USAID is from the American People."

(iv) Provide any additional ideas to increase awareness that the American people support this project or program.

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(5) Information on any direct involvement from host-country government or ministry, including any planned acknowledgement of the host-country government.

(6) Any other groups whose logo or identity the applicant will use on program materials and related materials. Indicate if they are a donor or why they will be visibly acknowledged, and if they will receive the same prominence as USAID.

e. The Agreement Officer will review the Branding Strategy to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

f. If the applicant receives an assistance award, the Branding Strategy will be included in and made part of the resulting grant or cooperative agreement

(END OF PRE-AWARD TERM)

2. Marking Plan – Assistance (June 2012)

a. Applicants recommended for an assistance award must submit and negotiate a "Marking Plan," detailing the public communications, commodities, and program materials, and other items that will visibly bear the "USAID Identity," which comprises of the USAID logo and brandmark, with the tagline "from the American people." The USAID Identity is the official marking for the Agency, and is found on the USAID Web site at http://www.usaid.gov/branding. Section VI of the RFA or APS will state if an Administrator approved the use of an additional or substitute logo, seal, or tagline.

b. The request for a Marking Plan, by the Agreement Officer from the applicant, confers no rights to the applicant and constitutes no USAID commitment to an award.

c. Failure to submit and negotiate a Marking Plan within the time frame specified by the Agreement Officer will make the applicant ineligible for an award.

d. The applicant must include all estimated costs associated with branding and marking USAID programs, such as plaques, stickers, banners, press events, materials, and so forth, in the budget portion of the application. These costs are subject to the revision and negotiation with the Agreement Officer and will be incorporated into the Total Estimated Amount of the grant, cooperative agreement or other assistance instrument.

e. The Marking Plan must include all of the following:

(1) A description of the public communications, commodities, and program materials that the applicant plans to produce and which will bear the USAID Identity as part of the award, including:

(i) Program, project, or activity sites funded by USAID, including visible infrastructure projects or other sites physical in nature;

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(ii) Technical assistance, studies, reports, papers, publications, audiovisual productions, public service announcements, Web sites/Internet activities, promotional, informational, media, or communications products funded by USAID;

(iii) Commodities, equipment, supplies, and other materials funded by USAID, including commodities or equipment provided under humanitarian assistance or disaster relief programs; and

(iv) It is acceptable to cobrand the title with the USAID Identity and the applicant's identity.

(v) Events financed by USAID, such as training courses, conferences, seminars, exhibitions, fairs, workshops, press conferences and other public activities. If the USAID Identity cannot be displayed, the recipient is encouraged to otherwise acknowledge USAID and the support of the American people.

(2) A table on the program deliverables with the following details:

(i) The program deliverables that the applicant plans to mark with the USAID Identity;

(ii) The type of marking and what materials the applicant will use to mark the program deliverables;

(iii) When in the performance period the applicant will mark the program deliverables, and where the applicant will place the marking;

(iv) What program deliverables the applicant does not plan to mark with the USAID Identity , and

(v) The rationale for not marking program deliverables.

(3) Any requests for an exemption from USAID marking requirements, and an explanation of why the exemption would apply. The applicant may request an exemption if USAID marking requirements would:

(i) Compromise the intrinsic independence or neutrality of a program or materials where independence or neutrality is an inherent aspect of the program and materials. The applicant must identify the USAID Development Objective, Interim Result, or program goal furthered by an appearance of neutrality, or state why an aspect of the award is presumptively neutral. Identify by category or deliverable item, examples of material for which an exemption is sought.

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(ii) Diminish the credibility of audits, reports, analyses, studies, or policy recommendations whose data or findings must be seen as independent. The applicant must explain why each particular deliverable must be seen as credible.

(iii) Undercut host-country government "ownership" of constitutions, laws, regulations, policies, studies, assessments, reports, publications, surveys or audits, public service announcements, or other communications. The applicant must explain why each particular item or product is better positioned as host-country government item or product.

(iv) Impair the functionality of an item. The applicant must explain how marking the item or commodity would impair its functionality.

(v) Incur substantial costs or be impractical. The applicant must explain why marking would not be cost beneficial or practical.

(vi) Offend local cultural or social norms, or be considered inappropriate. The applicant must identify the relevant norm, and explain why marking would violate that norm or otherwise be inappropriate.

(vii) Conflict with international law. The applicant must identify the applicable international law violated by the marking.

f. The Agreement Officer will consider the Marking Plan's adequacy and reasonableness and will approve or disapprove any exemption requests. The Marking Plan will be reviewed to ensure the above information is adequately included and consistent with the stated objectives of the award, the applicant's cost data submissions, and the performance plan.

g. If the applicant receives an assistance award, the Marking Plan, including any approved exemptions, will be included in and made part of the resulting grant or cooperative agreement, and will apply for the term of the award unless provided otherwise.

(END OF PRE-AWARD TERM)

j) Funding Restrictions

Profit is not allowable for recipients or subrecipients under this award. See 2 CFR 200.330 for assistance in determining whether a sub-tier entity is a subrecipient or contractor.

Construction will not be authorized under this award.

USAID will not allow the reimbursement of pre-award costs under this award without the explicit written approval of the Agreement Officer.

Except as may be specifically approved in advance by the AO, all commodities and services that will be reimbursed by USAID under this award must be from the authorized geographic code

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specified in Section B.4 of this NOFO and must meet the source and nationality requirements set forth in 22 CFR 228.

k) Conflict of Interest Pre-Award Term (August 2018)

a. Personal Conflict of Interest

1. An actual or appearance of a conflict of interest exists when an applicant organization or an employee of the organization has a relationship with an 8 Agency official involved in the competitive award decision-making process that could affect that Agency official's impartiality. The term "conflict of interest" includes situations in which financial or other personal considerations may compromise, or have the appearance of compromising, the obligations and duties of a USAID employee or recipient employee.

2. The applicant must provide conflict of interest disclosures when it submits an SF-424. Should the applicant discover a previously undisclosed conflict of interest after submitting the application, the applicant must disclose the conflict of interest to the AO no later than ten (10) calendar days following discovery.

b. Organizational Conflict of Interest The applicant must notify USAID of any actual or potential conflict of interest that they are aware of that may provide the applicant with an unfair competitive advantage in competing for this financial assistance award. Examples of an unfair competitive advantage include but are not limited to situations in which an applicant or the applicant's employee gained access to non-public information regarding a federal assistance funding opportunity, or an applicant or applicant's employee was substantially involved in the preparation of a federal assistance funding opportunity. USAID will promptly take appropriate action upon receiving any such notification from the applicant.

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SECTION E: APPLICATION REVIEW INFORMATION

1. Criteria

The merit review criteria prescribed here are tailored to the requirements of this particular NOFO. Applicants should note that these criteria serve to: (a) identify the significant matters which the applicants should address in their applications, and (b) set the standard against which all applications will be evaluated.

Technical and other factors will be evaluated relative to each other, as described here and prescribed by the Technical Application Format. The Technical Application will be scored by a Selection Committee (SC) using the criteria described in this section.

2. Review and Selection Process

a. Merit Review

USAID will conduct a merit review of all applications received that comply with the instructions in this NOFO. In terms of relative importance, applications will be reviewed and evaluated in accordance with the criteria listed below, in descending order of importance. The Technical Understanding and Proposed Approach Criteria (Criterion #1) will be weighted more than the Management Approach and Institutional Capability Criteria (Criterion #2), and the Management Approach and Institutional Capability Criteria will be weighted more than the Key Personnel and Staffing Criteria (Criterion #3). Sub-criteria also are listed in descending order of importance within each main criterion. Each main merit review criteria and sub-criteria will be assigned an adjectival rating. While cost may be a determining factor in the final award decision, the technical merit of the application is substantially more important under this NOFO.

Criterion #1: Technical Understanding and Proposed Approach

- The application demonstrates a clear understanding and strategy for achieving the goal and objectives outlined in the Program Description; demonstrates a full understanding of and experience working with higher education institutions/systems and describes a convincing process for effecting positive impacts within them; describes a clear process for bringing appropriate private, public sector, and NGO partners into OHW-NG activities, as appropriate. The application includes a clear phased transition of the networks from sub-recipients to direct agreements with USAID. It proposes appropriate organizational development benchmarks.
- The application describes a thorough process for collecting and analyzing performance/impact data, including how lessons learned and data will be used. The application outlines how the applicant partners will integrate adaptive programming and management; describes how learnings will be disseminated across the networks and One Health partners; explains how USAID's reporting requirements will be met; and demonstrates how the MEL plan contributes to knowledge management systems and learning plans.

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- The application demonstrates an understanding of how gender constraints and norms will affect Activity design and implementation and describes how opportunities to enhance women's participation and leadership will be incorporated throughout the activity.

Criterion #2: Management Approach and Institutional Capability Criteria

- The applicant partners demonstrate institutional capabilities in One Health and the ability to influence curricular and cultural adaptations within relevant higher education institutions/systems. The applicant has a track record of university partnership and engagement; demonstrates understanding of university culture, experience working within higher education institutions/systems; and the ability to effect positive impacts within higher education institutions/systems. The applicant has structures in place for technical, financial, and administrative oversight, including with managing complex sub-awards in developing countries and the capacity to transfer substantial amounts of funding to multiple sub-recipients.
- The application presents a strong organizational management structure consistent with the proposed technical approach that maximizes the strengths of all partners; demonstrates cost-effective, consistent, and proactive engagement regionally and in countries; and thoroughly describes the integration of partners, including lines of communication, roles and responsibilities, and coordination processes. The plan for the mobilization and staffing of OHW-NG is effective, efficient, and feasible; minimizes headquarters costs and optimizes local/regional technical expertise in key roles; and demonstrates that all partners can efficiently adapt as the regional networks transition to direct funding agreements with USAID.
- The applicant's network bridging plan is realistic and will prevent gaps in staff coverage, network functions, and key activities; the bridging plan minimizes disruptions for the networks by mitigating foreseeable challenges.

Criterion #3: Key Personnel and Staffing

- The extent to which key personnel meet or exceed the minimum requirements stated in Section D.5(g) and possess the ability to oversee the administrative, contracting, financial, and logistical aspects of the Activity. The key personnel exhibit relevant experience, expertise, and academic credentials; the ability to understand academia, development, and government; expertise with organizational development in the context of higher education and academic networks; knowledge of the latest pedagogical methods; and/or experience with adaptive management and effective monitoring, evaluation, and learning techniques.
- The degree to which the staffing plan for non-key personnel exhibits appropriate range of technical, administrative, and managerial expertise required to implement the proposed technical approach and support the university networks. The staffing plan is comprehensive, realistic, and clearly describes how the capabilities of partners will be utilized.

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The evaluation of the Merit Review Criteria will be adjectival and rated according to the following descriptions:

RATING DEFINITIONS

Adjective	Merit Review Criterion
Exceptional	An **Exceptional** application has the following characteristics: ● A comprehensive and thorough application of exceptional merit. ● Application meets and fully exceeds the Government expectations or exceeds NFO objectives and presents very low risk or **no** overall degree of risk of unsuccessful performance. ● Strengths **significantly outweigh** any weaknesses that may exist.
Very Good	A **Very Good** application has the following characteristics**:** ● An application demonstrating a **strong** grasp of the objectives. ● Application meets NFO objectives and presents a **low** overall degree of risk of unsuccessful project performance. ● **Strengths significantly outweigh any weaknesses that exist.**
Satisfactory	A **Satisfactory** application has the following characteristics: ● An application demonstrating a reasonably sound response and a **good** grasp of the objectives. ● Application meets NFO objectives and presents a **moderate** overall degree of risk of unsuccessful project performance. ● **Strengths outweigh weaknesses.**
Marginal	A **Marginal** application has the following characteristics: ● The application shows a **limited** understanding of the objectives. ● Application meets some or most of the NFO objectives, but presents a **significant** overall degree of risk of unsuccessful project performance. ● Weaknesses **equal or outweigh** any strength that exists.
Unsatisfactory	An **Unsatisfactory** application has the following characteristics: ● The Application **does not meet** the NFO objectives or requires a major rewrite of the application. ● Presents an **unacceptable** degree of risk of unsuccessful project performance. ● Weaknesses demonstrate a **lack of understanding** of the Government's needs. ● Weaknesses **significantly outweigh** any strength that exists.

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a) Business Review

The Agency will evaluate the cost application of the applicant(s) under consideration for an award as a result of the merit criteria review to determine whether the costs are allowable in accordance with the cost principles found in 2 CFR 200 Subpart E.

The Agency will also consider (1) the extent of the applicant's understanding of the financial aspects of the program and the applicant's ability to perform the activities within the amount requested; (2) whether the applicant's plans will achieve the program objectives with reasonable economy and efficiency; and (3) whether any special conditions relating to costs should be included in the award.

Proposed cost share, if provided, will be reviewed for compliance with the standards set forth in 2 CFR 200.306, 2 CFR 700.10, and the Standard Provision "Cost Sharing (Matching)" for U.S. entities, or the Standard Provision "Cost Share" for non-U.S. entities.

The AO will perform a risk assessment (2 CFR 200.205). The AO may determine that a pre-award survey is required to inform the risk assessment in determining whether the prospective recipient has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Depending on the result of the risk assessment, the AO will decide to execute the award, not execute the award, or award with "specific conditions" (2 CFR 200.207).

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SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

1. Federal Award Notices

Award of the agreement contemplated by this NOFO cannot be made until funds have been appropriated, allocated and committed through internal USAID procedures. While USAID anticipates that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for the award.

The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. No costs chargeable to the proposed Agreement may be incurred before receipt of either a fully executed Agreement or a specific, written authorization from the Agreement Officer.

USAID may notify the apparently successful Applicant that it has been recommended for funding, but only a signed Award will constitute an obligation by USAID to reimburse any costs incurred in the performance and implementation of a project/program. The signed Award(s) will be e-mailed to the apparently successful Applicant.

The USAID Agreement Officer is the only individual who may legally obligate USAID to the expenditure of public funds. The Agreement Officer may authorize pre-award costs in accordance with 2 CFR 200.209, but such pre-award costs will be incurred at the Applicant's sole risk in the event the award is not signed by the Agreement Officer, or is less than the amount proposed by the apparently successful Applicant.

Once USAID decides which Applicant(s) will not be considered for an Award(s), USAID will notify all such unsuccessful applicants that will not be considered further and briefly explain why USAID did not select their application.

Additional information may be provided at the discretion of the USAID Agreement Officer. USAID, in its sole discretion, may respond orally or in writing.

2. Administrative & National Policy Requirements

The resulting award from this NOFO will be administered in accordance with the following policies and regulations.

For US organizations: ADS 303, 2 CFR 700, 2 CFR 200, and Standard Provisions for U.S. Non-governmental organizations.

For Non US organizations: Standard Provisions for Non-U.S. Non-governmental Organizations.

See Annex 1, for a list of the Standard Provisions that will be applicable to any awards resulting from this NOFO.

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3. Reporting Requirements

- **Financial Reporting:**

The recipient must submit the Federal Financial Form (SF-425) on a quarterly basis via electronic format to the U.S. Department of Health and Human Services. The recipient also must submit a copy of the SF-425 to the Agreement Officer (AO) and the Agreement Officer's Representative (AOR). These financial reports are due no later than 30 calendar days at the end of each quarter based on the federal fiscal calendar.

The recipient must submit the original and two copies of all final financial reports to USAID/Washington, M/CFO/CMP-LOC Unit, the AO, and the AOR. The recipient must submit an electronic version of the final financial report to the U.S. Department of Health and Human Services in accordance with the paragraph above.

- **Performance Reporting**

The recipient must submit via email a copy of semi-annual, annual, and final performance reports, in English, to the AOR in accordance with 2 CFR 200.328.

Semi-Annual and Annual Reports
The recipient will submit semi-annual and annual progress reports based on the federal fiscal calendar. The semi-annual report will be due within 30 days after the end of the reporting period and will cover the first six months of the year (October 1 - March 31). The annual report will cover the entire fiscal year (October 1 - September 30) and will be due within 90 days of the end of the federal fiscal year.

At a minimum, both semi-annual and annual reports will contain:

- Narrative description of activities completed and major accomplishments achieved during the reporting period in all countries and regions supported by OHW-NG, presented by objective
- Qualitative data on program achievements and results
- Progress on standard and agreed upon indicators, as outlined in the MEL plan, including status towards achieving targets and explanations for significant deviations
- Progress on the knowledge management and learning plans, the transition plan, the business plan, the gender action plan, and the MEL plan
- Problems encountered and whether they were solved or are still outstanding
- Proposed solutions to ongoing or new problems
- Success stories, blogs, articles, publications, press releases, and photographs, if available
- Update on expenditures for the reporting period against the pipeline
- Analysis and explanation of cost overruns or high unit costs, when applicable
- Planned activities for the next performance period

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The annual report also will contain:

- Updated MEL plan, as an attachment

Final Report
Within ninety (90) calendar days after the period performance date, the recipient will submit one (1) original and two (2) copies of the Final Report to the AOR and one (1) copy to the Agreement Officer. In addition, one (1) copy will be submitted to the Development Experience Clearinghouse:

1) Electronically: http://www.usaid.gov/results-and-data/informationresources/developmentexperience-clearinghouse-dec

2) By U.S. Postal Service delivery to:
U.S. Agency for International Development
Development Experience Clearinghouse
M/ClO/ITSD/KM
Ronald Reagan Building M. 01-010
Washington, DC 20523-6100

The final report must include a narrative report and summary table of results, a comparison of actual accomplishments to the objectives established for the period of performance, and a gender analysis that describes how gender equality issues were tracked and addressed. It should highlight accomplishments against implementation plans; outline progress of benchmarks against targets; describe results; document lessons learned during implementation; and recommend strategies for sustaining the networks and their activities. The Final Report also must contain a three-page executive summary, an index of all reports and information products produced under the agreement, and a summary of the program's finances. More details on the format of the final report will be provided after the award.

- **Implementation Plans**

Annual implementation plans serve as a guide to activity implementation and detail how the recipient will use the implementation year to achieve the objectives of OHW-NG. The implementation plan is intended to be an annual roadmap for USAID and the recipient. Upon consultation with the AOR, reasonable and justifiable modifications can be made to improve the chances of achieving the medium- and long-term results of the award. The recipient must submit the following implementation and reporting documents in English. The AOR and recipient will agree on the appropriate format and length.

First Year Work Plan and Budget
The recipient will submit a draft work plan for the first year within the 90 calendar days of executing the award. Depending on the start date of the agreement, the first year work plan may be less than a full year or more than a full year. The first year work plan must include a detailed budget for the first year.

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Annual Work Plan and Budget
Starting with the second year of the award and for each subsequent year of performance thereafter, the recipient will submit annual work plans to the AOR for the next federal fiscal year within 30 calendar days prior to the end of the current federal fiscal year in a format agreed upon by the AOR and the recipient.

Knowledge Management and Learning Plans
As soon as the award has been executed, the recipient will begin working with the African and Southeast Asian university networks to create a learning plan and a plan to create knowledge management systems for the networks. Initial, draft plans will be finalized within the first 90 days of the agreement and updated annually as part of the annual implementation plan submission.

- The knowledge management plan should describe types of workforce performance/impact and programmatic information and data that will be collected, methods for collecting and housing this information, and plans for validating, analyzing, using, and disseminating the data collected.
- The learning plan should propose a standardized, tiered approach to activity planning that outlines country-level and regional strategies for targeting curricula and faculty professional development activities under OHW-NG. Country-level strategies should highlight the steps necessary for the institutionalization and/or accreditation of educational programming and field experiences developed as part of OHW-NG.

Transition Plan
The recipient will develop a transition plan for the regional networks to enter into direct awards with USAID around Year Three in line with the phased approach described under Objective 3 of the Program Description. The transition plan should clearly identify responsibilities and activities for which the regional networks will be independently responsible, recommend funding levels across the last 3 years of the Activity, and propose organizational development benchmarks that must be met in order for the transition to occur. The recipient will submit an initial transition plan to the AOR within 90 calendar days of the start of the Agreement and revise the transition plan at least annually thereafter. The process for creating and revising the transition plan should be participatory and reflect the interests of the regional university networks. Progress on implementation of the transition plan will be reported semi-annually and annually as part of regular performance reporting.

Business Plan
The recipient will submit a business plan for the regional university networks and their key activities within the first year of execution of the Agreement. The business plan should include resource mobilization strategies unique to each regional university networks to help them acquire diverse funding streams and describe specific interventions and activities that are expected to be sustained after the Agreement ends. The business plan will be revised in concert with the regional networks on an annual basis and submitted with the annual implementation plan. Updates on implementation of the business plan will be reported semi-annually and annually as part of regular performance reporting.

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Monitoring, Evaluation and Learning (MEL) Plan
The recipient will finalize a MEL plan for the life of OHW-NG that derives from the activities outlined in the Program Description and submit it to the AOR within 90 calendar days of the award for approval. The MEL plan will outline key program interventions, indicators of achievement, and associated annual and life-of-Activity targets. The MEL plan must track gender equality issues in implementing activities. The recipient will update the MEL plan annually and submit it as an attachment to the annual report.

Gender Action Plan
The recipient will conduct a gender analysis that assesses context and gender needs, including time constraints and participation limitations. This analysis will inform a subsequent gender action plan, which will be developed in collaboration with USAID management team and finalized within 90 calendar days of the award. The gender action plan will inform the Activity's technical approach as it relates to gender throughout the life of the Activity. It also will be used to inform the design of activities that seek to reduce opportunity gaps between men and women or address power differentials to promote gender equity. The gender action plans should be developed in conjunction with the Activity's monitoring, evaluation and learning plan, and progress should be reflected in annual work plans and performance reports.

Closeout Plan
No later than six (6) months prior to the completion date of the agreement, the recipient will submit a demobilization plan for Agreement Officer's approval. The demobilization plan shall include: 1) a draft property disposition plan, 2) a plan for the phase-out of in-country operations, 3) a staffing discharge plan, 4) a delivery schedule for all reports or other deliverables required under the agreement, and 5) a timetable for completing all required actions in the demobilization plan, including the submission date of the final property disposition plan to the Agreement Officer.

4. Program Income

Income earned during the Activity's period of performance must be added to the total program amount and used to further eligible objectives for the Activity.

5. Environmental Compliance

As required by the 22 CFR 216, an Initial Environmental Examination (IEE) was completed by the USAID/GH/ETD Office to ensure that proposed interventions adhere to U.S. and host countries' environmental requirements, and that appropriate environmental safeguards are adopted to prevent negative environmental consequences of USAID investment. The environmental determination for this IEE was a "categorical exclusion," given the activities focus on workforce planning and strategy development; training, faculty and institutional development; and, organizational development.

An annual screening must be conducted to determine whether activities under the One Health Workforce contained in the categorical exclusion justification remain within the Activity's scope. Changes to the Activity require an environmental review and possible amendment of the

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categorical exclusion justification to reflect the new activities.

Per ADS 204, the IEE will need to be amended and environmental determination reviewed if there is any new information or changes in interventions that might require revision of the determination.

6. Other Requirements

During the life of the award, the recipient may be required to prepare and submit other special reports concerning specific activities and/or analyses. These requests will be in writing and will specify the due date.

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SECTION G: FEDERAL AWARDING AGENCY CONTACT(S)

For submission of Questions and Applications: ohwnextgen@usaid.gov.

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SECTION H: OTHER INFORMATION

1. Other Information

USAID reserves the right to fund any or none of the applications submitted. The Agreement Officer is the only individual who may legally commit the Government to the expenditure of public funds. Any award and subsequent incremental funding will be subject to the availability of funds and continued relevance to Agency programming.

Applications with Proprietary Data

Applicants who include data that they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purpose, should mark the cover page with the following:

> "This application includes data that must not be disclosed duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this application. If, however, an award is made as a result of – or in connection with – the submission of this data, the U.S. Government will have the right to duplicate, use, or disclose the data to the extent provided in the resulting award. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets {insert sheet numbers}."

Additionally, the applicant must mark each sheet of data it wishes to restrict with the following:

> "Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."

2. List of Annexes

Annex 1: Standard Provisions
Annex 2: List of Acronyms
Annex 3: Past Performance Information
Annex 4: OHCEA Organizational Capacity Statement
Annex 5: SEAOHUN Organizational Capacity Statement
Annex 6: List of Network Institutions

3. Other Resources

SAM: Quick Start Guide for New Grantee Registration
https://www.sam.gov/sam/transcript/Quick_Guide_for_Grants_Registrations.pdf

SAM: Quick Start Guide for International Registrants
https://www.sam.gov/SAM/transcript/Quick_Guide_for_International_Entity_Registration.pdf

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ANNEX 1 - STANDARD PROVISIONS

(Note: the full text of these provisions may be found at: https://www.usaid.gov/ads/policy/300/303maa and https://www.usaid.gov/ads/policy/300/303mab). The actual Standard Provisions included in the award will be dependent on the organization that is selected. The award will include the latest Mandatory Provisions for either U.S. or non-U.S. Nongovernmental organizations. The award will also contain the following "required as applicable" Standard Provisions:

REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL ORGANIZATIONS

Required	Not Required	Standard Provision
TBD		RAA1. NEGOTIATED INDIRECT COST RATES - PREDETERMINED (DECEMBER 2014)
		RAA2. NEGOTIATED INDIRECT COST RATES - PROVISIONAL (Nonprofit) (DECEMBER 2014)
		RAA3. NEGOTIATED INDIRECT COST RATE - PROVISIONAL (Profit) (DECEMBER 2014)
X		RAA4. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	X	RAA5. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
X		RAA6. PROTECTION OF THE INDIVIDUAL AS A RESEARCH SUBJECT (APRIL 1998)
X		RAA7. CARE OF LABORATORY ANIMALS (MARCH 2004)
X		RAA8. TITLE TO AND CARE OF PROPERTY (COOPERATING COUNTRY TITLE) (NOVEMBER 1985)
X		RAA9. COST SHARING (MATCHING) (FEBRUARY 2012)
X		RAA10. PROHIBITION OF ASSISTANCE TO DRUG TRAFFICKERS (JUNE 1999)
	X	RAA11. INVESTMENT PROMOTION (NOVEMBER 2003)
X		RAA12. REPORTING HOST GOVERNMENT TAXES (DECEMBER 2014)
X		RAA13. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	X	RAA14. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	X	RAA15. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	X	RAA16. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING (ASSISTANCE) (SEPTEMBER 2014)
X		RAA17. USAID DISABILITY POLICY - ASSISTANCE (DECEMBER 2004)
	X	RAA18. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
	X	RAA19. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	X	RAA20. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	X	RAA21. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)

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Required	Not Required	Standard Provision
X		RAA22. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)
X		RAA23. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
X		RAA24. PATENT REPORTING PROCEDURES (DECEMBER 2014)
	X	RAA25. ACCESS TO USAID FACILITIES AND USAID'S INFORMATION SYSTEMS (AUGUST 2013)
X		RAA26. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
X		RAA27. AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
X		RAA28. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2017)

REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR NON-U.S. NONGOVERNMENTAL ORGANIZATIONS

Required	Not Required	Standard Provision
TBD		RAA1. ADVANCE PAYMENT AND REFUNDS (DECEMBER 2014)
		RAA2. REIMBURSEMENT PAYMENT AND REFUNDS (DECEMBER 2014)
TBD		RAA3. INDIRECT COSTS – NEGOTIATED INDIRECT COST RATE AGREEMENT (NICRA) (DECEMBER 2014)
		RAA4. INDIRECT COSTS – CHARGED AS A FIXED AMOUNT (NONPROFIT) (JUNE 2012)
X		RAA5. UNIVERSAL IDENTIFIER AND SYSTEM OF AWARD MANAGEMENT (July 2015)
X		RAA6. REPORTING SUBAWARDS AND EXECUTIVE COMPENSATION (DECEMBER 2014)
X		RAA7. SUBAWARDS (DECEMBER 2014)
X		RAA8. TRAVEL AND INTERNATIONAL AIR TRANSPORTATION (DECEMBER 2014)
X		RAA9. OCEAN SHIPMENT OF GOODS (JUNE 2012)
X		RAA10. REPORTING HOST GOVERNMENT TAXES (JUNE 2012)
X		RAA11. PATENT RIGHTS (JUNE 2012)
X		RAA12. EXCHANGE VISITORS AND PARTICIPANT TRAINING (JUNE 2012)
	X	RAA13. INVESTMENT PROMOTION (NOVEMBER 2003)
X		RAA 14. COST SHARE (JUNE 2012)
X		RAA15. PROGRAM INCOME (DECEMBER 2014)
X		RAA16. FOREIGN GOVERNMENT DELEGATIONS TO INTERNATIONAL CONFERENCES (JUNE 2012)
	X	RAA17. STANDARDS FOR ACCESSIBILITY FOR THE DISABLED IN USAID ASSISTANCE AWARDS INVOLVING CONSTRUCTION (SEPTEMBER 2004)
X		RAA18. PROTECTION OF HUMAN RESEARCH SUBJECTS (JUNE 2012)
	X	RAA19. STATEMENT FOR IMPLEMENTERS OF ANTI-TRAFFICKING ACTIVITIES ON LACK OF SUPPORT FOR PROSTITUTION (JUNE 2012)
	X	RAA20. ELIGIBILITY OF SUBRECIPIENTS OF ANTI-TRAFFICKING FUNDS (JUNE 2012)
	X	RAA21. PROHIBITION ON THE USE OF ANTI-TRAFFICKING FUNDS TO PROMOTE, SUPPORT, OR ADVOCATE FOR THE LEGALIZATION OR PRACTICE OF PROSTITUTION (JUNE 2012)

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Required	Not Required	Standard Provision
	X	RAA22. VOLUNTARY POPULATION PLANNING ACTIVITIES – SUPPLEMENTAL REQUIREMENTS (JANUARY 2009)
	X	RAA23. CONSCIENCE CLAUSE IMPLEMENTATION (ASSISTANCE) (FEBRUARY 2012)
	X	RAA24. CONDOMS (ASSISTANCE) (SEPTEMBER 2014)
	X	RAA25. PROHIBITION ON THE PROMOTION OR ADVOCACY OF THE LEGALIZATION OR PRACTICE OF PROSTITUTION OR SEX TRAFFICKING(ASSISTANCE) (SEPTEMBER 2014)
X		RAA26. LIMITATION ON SUBAWARDS TO NON-LOCAL ENTITIES (JULY 2014)
X		RAA27. CONTRACT PROVISION FOR DBA INSURANCE UNDER RECIPIENT PROCUREMENTS (DECEMBER 2014)
X		RAA28. CONTRACT AWARD TERM AND CONDITION FOR RECIPIENT INTEGRITY AND PERFORMANCE MATTERS (April 2016)
X		RAA29. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2017)

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ANNEX 2 - ABBREVIATIONS AND ACRONYMS

ADS - Automated Directives System
AO – Agreement Officer
AOR - Agreement Officer's Representative
APS – Annual Program Statement
AI – Avian influenza
AMR - Antimicrobial resistance
APHL - Association of Public Health Laboratories
AUN - ASEAN University Network
CDC – Centers for Disease Control and Prevention
CFDA - Catalog of Federal Domestic AssistanceCFR - Code of Federal Regulations
CRM - Climate Risk Management
CVs – Curricula vitae
DTRA - Defense Threat Reduction Agency
EPT - Emerging Pandemic Threats
ETD – Emerging Threats Division
FAO - Food and Agricultural Organization of the United Nations
FAA - Foreign Assistance Act
FETPs - Field Epidemiology Training Programs
GHSA - Global Health Security Agenda
GLLP - Global Laboratory Leadership Program
IDDS - Infectious Disease Detection and Surveillance
IEE - Initial Environmental Examination
IFRC - International Federation of Red Cross and Red Crescent Societies
IHR - International Health Regulations
INDOHUN - Indonesia One Health University Network
JEE - Joint External Evaluation
KOICA - Korean International Cooperation Agency
MEL - Monitoring , evaluation, and learning
MTaPS - Medicines, Technologies, and Pharmaceutical Services
MyOHUN - Malaysia One Health University Network
MTDC - Modified total direct costs
NGO – Non-governmental organization
NICRA - Negotiated Indirect Cost Rate Agreement
NOFO - Notice of Funding Opportunity
NOHP - National One Health Platform
OFAC - Office of Foreign Assets Control
OHCEA - One Health Central and Eastern Africa
OH-APP - One Health Assessment for Planning and Performance
OHW - One Health Workforce
OHW-NG - One Health Workforce - Next Generation
OIE - World Organization for Animal Health
RFA – Request for Applications
P&R - Preparedness and Response
PIOs - Public International Organizations

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PVS - Performance of Veterinary Services
SEAMEO RIHED - Southeast Asian Ministers of Education Organization Regional Center for Higher Education Development
SEAOHUN - Southeast Asia One Health University Network
SAM - System for Award Management
THOHUN - Thailand One Health University Network
USAID - United States Agency for International Development
USAID/GH – United States Agency for International Development Bureau for Global Health
USAID/GH/ETD - United States Agency for International Development Bureau for Global Health's Emerging Threats Division
USG – U.S. Government
VOHUN - Vietnam One Health University Network
WHO - World Health Organization
YALI - Young African Leaders Initiative

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ANNEX 3 - PAST PERFORMANCE INFORMATION

Past Performance Information (PPI)

(TO BE COMPLETED BY THE APPLICANT)

1.	AWARD NUMBER:
2.	CONTRACTOR/RECIPIENT (NAME AND ADDRESS):
3.	TYPE OF AWARD:
4.	COMPLEXITY OF WORK: DIFFICULT _____ROUTINE _____
5.	DESCRIPTION, LOCATION, AND RELEVANCY OF WORK:
6.	DOLLAR VALUE OF WORK : STATUS: ACTIVE _____COMPLETED _____
7.	DATE OF AWARD: _____ AWARD COMPLETION DATE (INCLUDING EXTENSIONS): _____
8.	TYPE AND EXTENT OF SUBAWARDS:
9.	NAME, ADDRESS, TELEPHONE NUMBER, AND E-MAIL ADDRESS OF THE AWARDING CONTRACTING/AGREEMENT OFFICER AND/OR THE CONTRACTING/AGREEMENT OFFICER'S REPRESENTATIVE (AND OTHER REFERENCES AS APPLICABLE):

ANNEX 4: OHCEA ORGANIZATIONAL CAPACITY STATEMENT

ONE HEALTH CENTRAL AND EASTERN AFRICA

Organizational Capacity Statement

1. BACKGROUND

One Health Central and Eastern Africa (OHCEA) is an international network of twenty-four institutions constituted by higher education institutions in public health, veterinary medicine, pathobiology, global health and environmental science. These are located in 16 universities in 8 countries in Eastern, Central and Western African regions. The Universities currently forming OHCEA are: Université des Montagnes and University of Buea (Cameroon), University of Lubumbashi and University of Kinshasa (DRC), Jimma University, Addis Ababa University and Mekelle University (Ethiopia), Moi University and University of Nairobi (Kenya), Université Cheikh Anta Diop (Senegal), Sokoine University of Agriculture and Muhimbili University of Health and Allied Sciences (Tanzania), University of Rwanda and University of Global Health Equity (Rwanda), Makerere University and Mbarara University of Science and Technology (Uganda). With funding from USAID and in partnership with University of Minnesota and Tufts University, OHCEA has been implementing One Health related projects since 2012. First "The strengthening and expansion of One Health Central and Eastern Africa network" under EPT 1 (2012 – 2014) and the current One Health Workforce project under EPT 2/GHSA (2015 to date).

In 2009, a core group of One Health visionaries embarked on a drive to see highly traditional institutions of Public Health, Veterinary, and other disciplines across the African continent work together. Inspired by the realization that Public Health alone could not solve health challenges that were increasingly becoming complex, and the evolution of One Health, Public Health schools under the Leadership Initiative for Public Health in East Africa (LIPHEA), invited schools of veterinary medicine and other Public Health schools in the region to join hands in the formation of OHCEA. The network then gradually moved from disaster preparedness and response to One Health Workforce development. Based on opportunities available within the Emerging Pandemic Threats (EPT) program, OHCEA quickly became engaged in One Health Workforce strengthening in the participating countries.

The network has grown over the past 10 years. From idea generation and network inception (2009-2010), the network went into a formative stage (2010 -2014), which mainly involved development and testing of governance structures and systems, building trust and working collaboratively while championing One Health. The outcome of this phase was a proof of concept, a ready evidence on how multi-disciplinary approaches in higher institutions of learning work. This was followed by the "Take Off Phase" from 2015 to date. This phase is characterized by dynamic actions towards streamlining operations and positioning the network for higher impacts and outreach expansion (Figure 1). Using evidence generated to inform policy - both University and government policies being a strong focus on sustainability and developing high impact One Health interventions. As a network we are hopeful that this experience will inspire and contribute to building more multi-sectoral alliances that are needed to deal with the increasing complex emerging pandemics. The 10 years have also seen the network grow from 14 to now 24

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institutions including expanding to Western Africa. The network's strategic direction is summarized in figure 2.

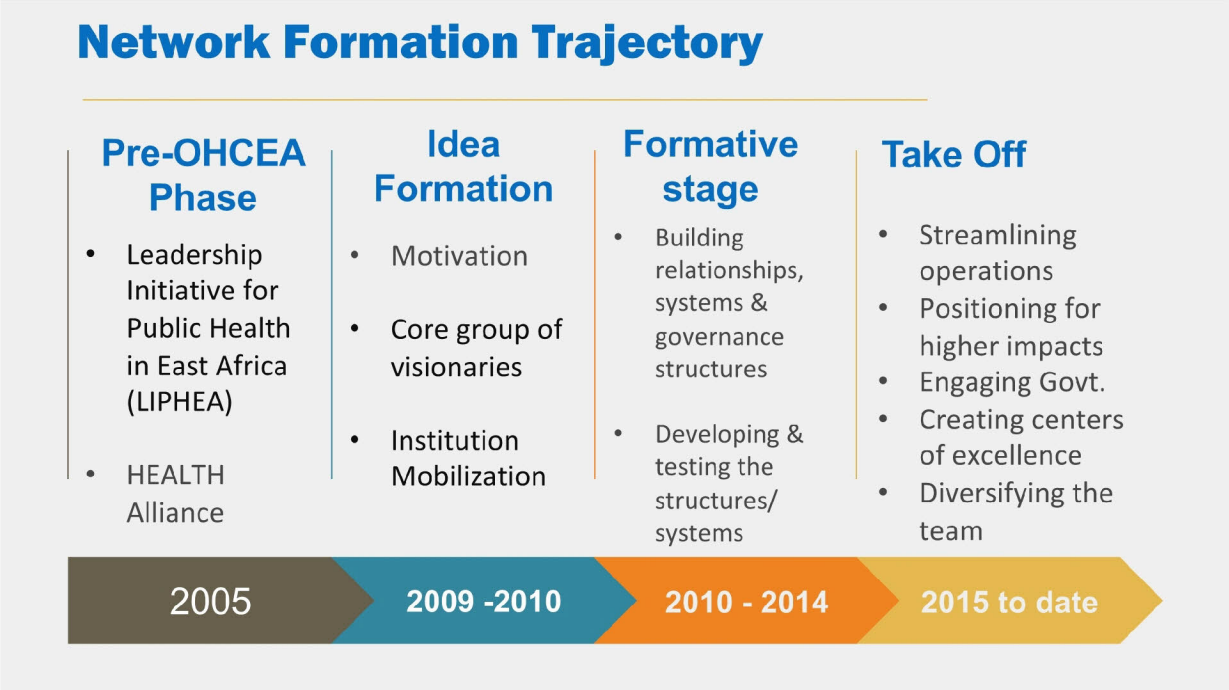

Figure 1: OHCEA network trajectory to date

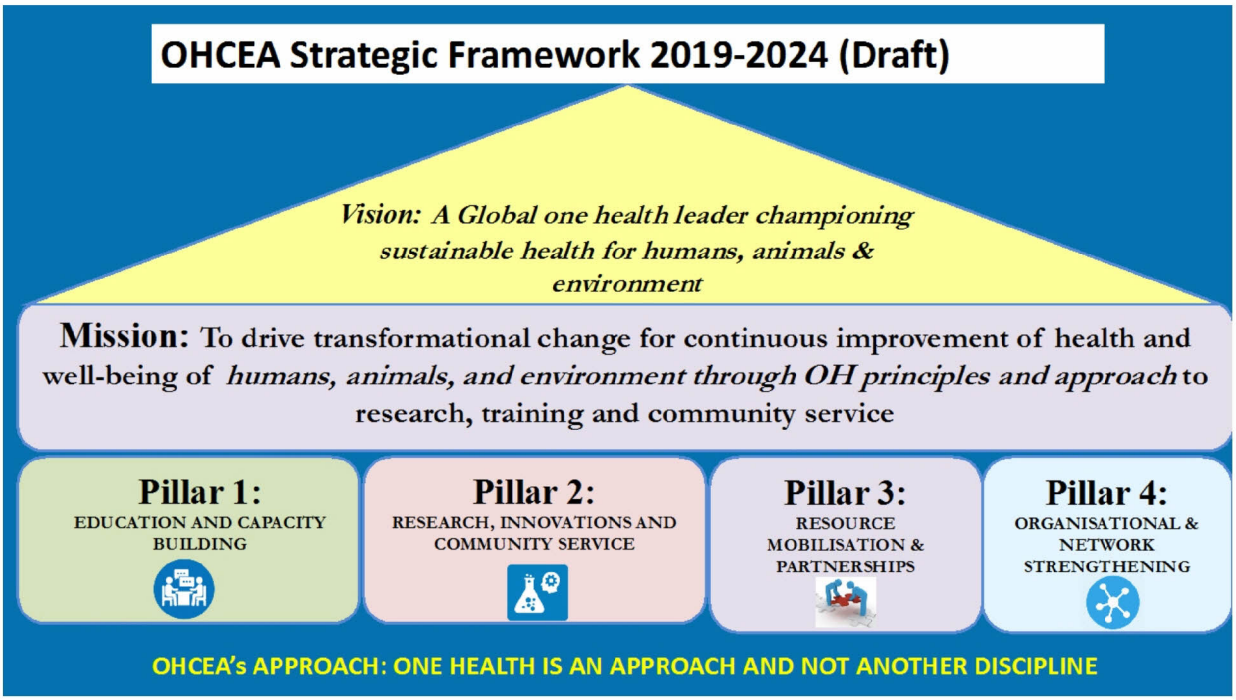

Figure 2: OHCEA network looking forward

2. APPROACH TO ONE HEALTH WORKFORCE CAPACITY DEVELOPMENT

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OHCEA has almost a decade of One Health programming and capacity development in the region. The network delights in taking a regional approach to One Health capacity building in East, Central and Western Africa through innovative in-service and pre-service training programs. The process entails, OHCEA country teams, working with partners, and engaging institutional leadership and national and sub-national governments on workforce planning and development.

OHCEA takes a comprehensive approach to One Health Workforce development by;

1. Engaging governments to identify workforce capacity gaps, and design interventions to address them.
2. Forming partnerships with universities and other organizations in US and other parts of the world to build capacity to deliver on the network's promise
3. Developing the capacity of faculty and institutions to deliver One Health transformational programs to the students
4. Developing capacity of the current and future One Health workforce to develop One Heath competences needed for managing complex health challenges
5. Developing and implementing innovative and experiential learning programs that expose students and in-service professionals to real-life learning environments.
6. Combining innovative training programs with regional, national and sub-national engagement and advocacy to influence change in practice and policy.
7. Continued Organizational Development of the network

3. EXAMPLES OF KEY ACTIVITIES

Field Based Experiential Learning Training: This training involves taking participants through theoretical classroom-based learning and practical field exposure. Various models are being used including, Field attachments, Outbreak investigations, Community outreaches, and Case competitions among others.

Student Clubs: These are multidisciplinary self-organizing platforms where students innovate and develop solutions. The clubs serve two purposes. They build One Health competencies for students, such as leadership, teamwork, communication, and community engagement; while rendering a service to address community healthy challenges.

In-service training: OHCEA runs a number of tailored, multidisciplinary in-service short courses to equip the current workforce with competencies and knowledge relevant to current complex health challenges. Some of the courses include: One Health Leadership, Risk Analysis, Infectious diseases prevention and control, Bio-risk Management Training. OHCEA implemented the first One Health Continuous Professional Development (CPD) Course in Rwanda last year, and there are plans to develop more CPD courses in Uganda, Tanzania and Kenya.

Development of one health educational materials: The network develops training materials such as one health modules covering soft and technical skills, case competitions that are used by

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institutions for training and enriching curricula and courses, for both pre-service and in-service training.

Faculty Development: OHCEA equips faculty to be able to deliver one health competence-based training programs and learning methodologies. Some of the activities under faculty development include trainings such as One Health Instructional Design, E-learning, Gender and Infectious Disease Management, One Health Leadership, and Risk Analysis. In addition, faculty are also involved in offering South to South Technical Support within the network.

4. TECHNICAL AND FINACIAL MANAGEMENT CAPABILITY

Over the years OHCEA as a network has built expertise in technical and financial management capabilities.

Technical capability includes:

- The ability to create convening space for multiple disciplines to train current and future One Health Workforce that can address complex health challenges.
- A pool of professionals with competencies in designing and executing One Health research and training programs.
- Expertise in developing and delivering multidisciplinary programs to address pre-and in-service competence capacity needs.
- Expertise in Government and strategic partnership engagement to address One Health capacity gaps and design appropriate interventions.
- Implementation of activities through institutional structures providing opportunities for institutionalization and sustainability of One Health education

Regarding financial management capacity, OHCEA has sound financial management systems that ensure transparency, accountability, judicious use of resources and efficient financial processes.

The above capabilities are assured by a team with technical, finance and administrative skills and experience. The technical team at the regional secretariat comprises 10 personnel supported by Focal Persons at the country level and other faculty who come in to support activity implementation. The team has worked with different donors including but not limited to, WHO, EU, DFID, USAID, SIDA, IDRC, SANDIA, Governments, AU, Regional Economic Communities, among others. The team also has experience engaging with different partners, for example, government, academia, the private sector, civil society, and bilateral agencies. At country level, OHCEA is a member of National One Health platforms in all its operational countries working with sector ministries and other agencies. At the regional level, OHCEA is a member of the East African Community One Health Platform, the Continental Animal Health Platform for Africa (CAHP-Africa) of the AU-IBAR. Members of the team also bring on board experience and expertise in coordinating multi-country programs, designing innovative multi-sectoral programs, network building and collaboration across cultures and sectors.

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The OHCEA finance and administration personnel at both the regional and country secretariats have internationally-recognized financing qualifications. The team has training and experience working with internationally-recognized accounting packages like QuickBooks, Tally, Scalla, and Navision. They also have experience working with big funding agencies like NIH and PEPFAR, USAID, WHO, Rockefeller Foundation, DFID, EU, IDRC-Canada, DTRA, among others. The team has experience interfacing with banking and audit staff to ensure integrity of processes and systems as well as safety of funds.

5. OPERATIONAL STRUCTURE

OHCEA's leadership and governance is structured in a way that promotes a sense of ownership among member institutions and also integrates the technical expertise in the running of OHCEA's activities. The governance structure entails, the Leadership Summit, Board of Directors, and management team.

The Leadership Summit is the top decision-making body of the network, comprised of Heads of member institutions such as Deans / Directors. The Summit is charged with the responsibility of approving Board decisions and country programs for implementation. The Deans / Directors also provide technical and management oversight for program activities at country level.

The Board of Directors is a technical body and is charged with overseeing the promotion and realization of the vision, mission and objectives of the network; formulating policy to govern the effective operations of the network; and providing technical oversight to the Secretariat. Currently, Board membership comprises representatives from the founding six countries.

The OHCEA Management layer of leadership is constituted by the Chief Executive Officer, Deputy Chief Executive Officer, Regional Program Manager and Regional Manager – Finance and Administration. They provide technical and financial management support to the following units at the Secretariat: Finance and Administration; Monitoring and Evaluation; Grants and Resource Mobilization; Training and Research; Communication; and Information Technology. Activity implementation at country level is provided by the Focal Person and Country Administrator with the support of the Deans. The Regional Secretariat provides programmatic and administrative support to the country team. The interconnectedness of the OHCEA support team is demonstrated in figure 3 and the organogram in figure 4.

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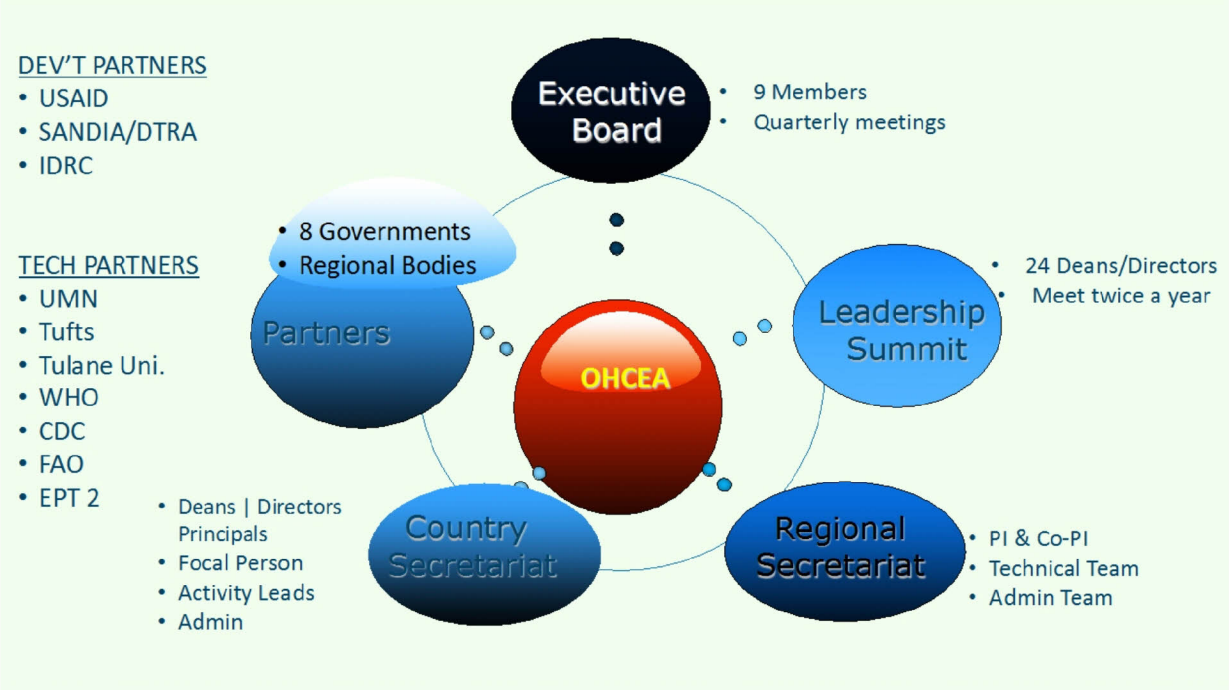

Figure 3: OHCEA Support Team

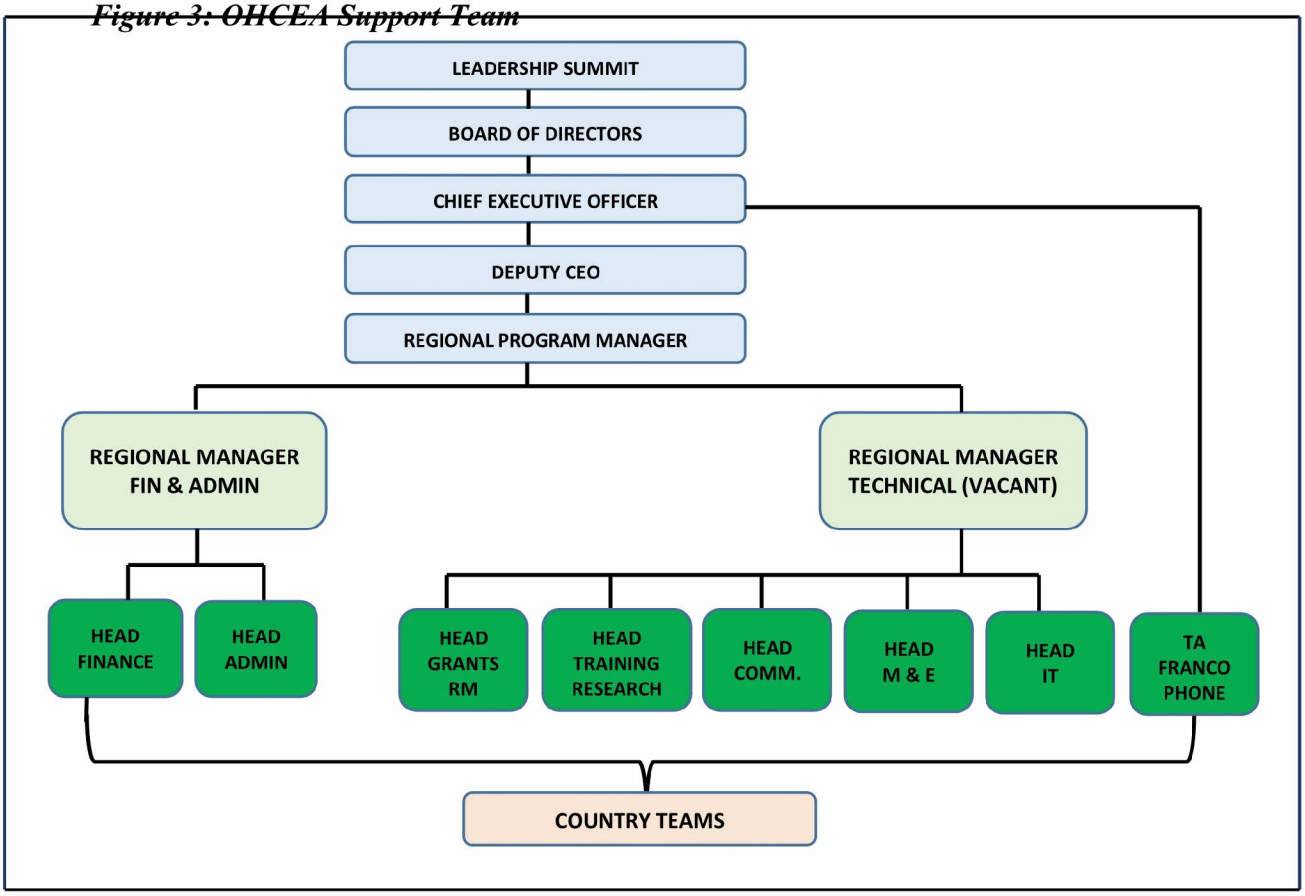

Figure 4: OHCEA Organogram

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6. CONSTRAINTS AND CHALLENGES

Despite its commendable growth over the last eight years, OHCEA still has several constraints and challenges that are being addressed and are at varying levels of being eliminated. The key ones are discussed here;

- The network operates on a lean staff, with an average of one staff in per unit at the regional secretariat while the network relies on university staff at 25% effort time. This limits the network's ability to engage in strategic needs, including resource mobilization and global level engagement, and expanding programs at country level.
- Weak knowledge management system which has limited the network's ability to capture knowledge and learnt from what it is doing as well as hampering institutional memory. It is further hampered by constraints to collect and utilize strategic M&E data to inform decision making and program.
- The Deanship tenure within member institutions affects sustained support and institutional memory, and sometimes slows decision making, resource mobilization and activity implementation at the country level. This has also made institutionalization of One Health and OHCEA programs and innovations within the university system challenging.
- Inadequate communication function at the institutions which has limited documentation of events and activities as they are being implemented. This has caused irregularity in creating and sharing the OHCEA story, affecting the network's visibility and the potential to make a significant contribution to the one health knowledge base out of its rich experiences generated over the years.
- Although OHCEA has opportunities to institutionalize activities within the university system, influencing changes with complex university systems remains a major challenge.
- OHCEA is currently depending on one major donor covering all OHCEA institutions; the USAID and a few others supporting a limited coverage.
- High demand to join the network amidst limited resources.
- Competing needs and priorities of different stakeholders at institutional, country, network and partner's levels.

7. CONTACT DETAILS

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ANNEX 5: SEAOHUN ORGANIZATIONAL CAPACITY STATEMENT

Southeast Asia One Health University Network (SEAOHUN)

BACKGROUND

Established in 2011 with support of the U.S. Agency for International Development (USAID), the Southeast Asia One Health University Network (SEAOHUN)'s vision is to become a regional network of social and intellectual excellence on One health working to reduce infectious disease threats by fostering academic partnerships with government, national and regional stakeholders in Southeast Asia to advance the development of One Health workforce in Southeast Asia.

SEAOHUN was founded by 10 universities and 14 faculties of the four independent country networks in Indonesia, Malaysia, Thailand, and Vietnam that are collaborating to build the next generation of skillful and competent One Health professionals to combat new, emerging and re-emerging infectious diseases. To support and assure the long-term sustainability of the Network, SEAOHUN has officially registered as a foundation in Thailand since August 2014 with a secretariat office in Bangkok before moving its operation to Chiang Mai in May 2015. In seven years, SEAOHUN has expanded its membership to comprise 67 universities, 120 faculties and government agencies from the four member countries. Additionally, SEAOHUN expanded its source of funding form only the USAID to Korea International Cooperation Agency (KOICA) in 2017 through the One Health Workforce and U.S. Department of State (DOS) in 2018 and expanded its One Health workforce activities beyond the four-member countries to Cambodia, Lao PDR, and Myanmar.

SEAOHUN collaborates with each country network to enhance the capacity of the current and future workforce in using One Health approaches to prevent, detect and respond to infectious disease threats. The four One Health University networks (OHUNs) are Indonesia One Health University Network (INDOHUN), Malaysia One Health University Network (MyOHUN), Thailand One Health University Network (THOHUN), and Vietnam One Health University Network (VOHUN).

SEAOHUN's key function is to encourage and facilitate collaborative activities and projects among network members with an emphasis on trans-disciplinary and trans-boundary partnerships. Programming includes, but is not limited to, supporting student and staff exchange, curriculum development, strengthening and developing teaching methodologies, and developing research capacity building and innovative projects that provide evidence-based One Health data and outcomes for advocacy with government and other collaborating partner agencies.

ORGANIZATIONAL STRUCTURE

With the rapid expansion of the Network, SEAOHUN 's original governance and operating structure was no longer optimal; therefore, SEAOHUN engaged with a consulting company in April – July 2018 to provide recommendations how SEAOHUN should restructure itself to achieve its growth and development goals over the next decade. SEAOHUN has undergone the transformation since then.

While SEAOHUN facilitates regional policies, collaboration and activities, each country network has its own governance and operational structure that is independent of one another. Each country network established its National Coordinating Office (NCO) or Project Management Unit based in its country with Chairperson of the country network overseeing the national policy and Coordinator managing the operations and its NCO.

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Currently, SEAOHUN has the Executive Board comprising ten founding universities, USAID, University of Minnesota (UMN), Tufts University, and the four Coordinators of OHUNs. Chairperson rotates every two years in alphabetical order with Vietnam being the current Chair of the SEAOHUN Executive Board, and the rotation among the four countries will complete in 2019 when the Board plans to welcome additional countries to join the regional network. The Executive Board meets twice a year to formulate and discuss regional policies, review and approve regional and national work plans, and oversee the operations of SEAOHUN Secretariat. The Secretariat based in Chiang Mai has six staff members – Executive Director, Operations Manager, Senior Program Officer, Program Officer, Finance Officer, and Administrative Officer – to implements the regional work plans and manages operations/expansion in Cambodia, Lao PDR, and Myanmar as well as the operation of SEAOHUN Foundation. The Foundation Board comprising of five Thai members is to provide non-binding advice to the Executive Board and maintain compliance with Thai laws by formally signing documents for submission to the Thai government and other officials. Each year SEAOHUN Foundation has to pass the financial audit following Thai Standards on Auditing (TSA) and report its activities and audited financial statements to the Thai government.

From the establishment until September 2018, SEAOHUN and its four OHUNs reported and received the fund directly from the Prime of the Emerging Pandemic Threat program. In Quarter 4 of 2018, the Prime in collaboration with SEAOHUN was able to start a transition of THOHUN subaward to be managed by SEAOHUN. Given limited human resources of the SEAOHUN Secretariat, the subaward transition was for financial management only whereas the programmatic management still rested with the Prime. The South-to-South technical assistance (TA) among the four country networks is managed by the Prime whereas SEAOHUN manages the TA in non-member countries – Cambodia, Lao PDR, and Myanmar.

ACCOMPLISHMENTS

In Year 4 (October 2017 – September 2018), SEAOHUN/OHUNs' accomplishments include 2,029 individual participants trained in One Health related topics, 10 One Health fellows placed, 21 One Health academic scholarships awarded, and 26 One Health community outreach or applied research activities supported. Nationally, each OHUN has been recognized by its government as the consortium of universities to help advance the development of One Health workforce in the country to prevent, detect, and respond to infectious disease threats. Key activities/accomplishments of **INDOHUN** include Global Health True Leaders training, Global Health Diplomacy training, One Health online learning, and One Health laboratory network; **MyOHUN** include problem-based learning cases and training, simulation of disease outbreaks with the government, One Health outreach program to communities, and Launching of Malaysian Action Plan on Antimicrobial Resistance; **THOHUN** include assisting the Thai government to develop six One Health core competencies for current Thai workforce and strengthen coordination and risk communication for Rabies outbreak response, One Health field practicum, and e-learning courses; and **VOHUN** include several Master's degree programs: International Master of Public Health with One Health oriented, Master of Public Health majoring in Environmental Health, and Master of Veterinary Public Health teaching in English, compulsory One Health module at universities, and One Health student clubs.

Regionally, SEAOHUN has matured to 67 from 10 universities since its establishment in seven years. Starting in Year 4 SEAOHUN has expanded its operations and fostered South-to-South TA in Cambodia, Lao PDR, and Myanmar, and secured its first non-USAID fund from U.S. DOS. Additionally, SEAOHUN has

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strengthened its governance and operational structure to address any inefficiencies and is ready to welcome additional member countries after the completion of Chairperson rotation in late 2019. Furthermore, SEAOHUN has started managing its first subaward (financial aspect) with THOHUN from October 2019. In November 2018, SEAOHUN in collaboration with Hanoi Medical University successfully organized its international conference with the theme 'One Health Academic Challenges: Preparing today's Workforce to Combat tomorrow's Infectious Diseases'. The conference received almost 100 abstract submissions from 12 countries with over 300 participants.

CHALLENGES

SEAOHUN and OHUNs have received strong technical support on education and training, and multi-sectoral engagement, but insufficient support on organizational strengthening for its long-term sustainability. When the EPT 2 is complete, a likelihood for all OHUNs and especially SEAOHUN to sustain themselves is small. Principal factors weakening the regional network include the following.

- Having the regional and national networks be direct sub-recipients of the Prime. All the OHUNs (except for financial management of THOHUN starting October 2018) receive funding and guidance, and report directly to the Prime with little to no encouragement to keep the regional network informed of activities of each country.
- Not allowing the regional network to manage the South-to-South TA among OHUNs and encouraging that all the South-to-South TA should be requested directly to the Prime.
- No shifting in human resources for the regional network to grow to be able to manage the national networks.

Additionally, a majority of technical advisers/officers must travel from the U.S. hampers flexibility and timely technical assistance. Lastly, the attractiveness to work regionally at the Secretariat Office is questionable because of difficulties in the recruitment.

FUTURE PLANS

SEAOHUN aims to be a sustainable organization to continue to advance the development of One Health workforce in Southeast Asia and beyond. It will continue to strengthen its organizational capacity to manage OHUNs, stimulate regional collaboration among the OHUNs, build additional One Health partnerships, seek other sources of funding, and find ways to engage with the private sector. In 2019, SEAOHUN plans to formulate its five-year strategic plan 2019-2024, foster the establishment of One Health university network in Cambodia, Lao PDR, and Myanmar and have them join SEAOHUN, and approach ASEAN Secretariat to be one of the partners to implement ASEAN Health Cluster 2 Agenda. Additionally, SEAOHUN hopes to partner with the World Bank Group to implement capacity building on health security financing in Cambodia, Indonesia, Lao PDR, Myanmar, and Vietnam.

UCDUSR0006323

ANNEX 6 - LIST OF NETWORK INSTITUTIONS

ONE HEALTH CENTRAL AND EASTERN AFRICA (OHCEA)

Cameroon

Universite des Montagnes
Faculty of Health Sciences (public health and veterinary medicine)

University of Buea
Faculty of Health Sciences
Faculty of Agriculture and Veterinary Medicine

Democratic Republic of Congo (DRC)

University of Kinshasa
School of Public Health

University of Lubumbashi
School of Veterinary Medicine

Ethiopia

Jimma University
School of Public Health
College of Agriculture and Veterinary Medicine

Mekelle University
College of Veterinary Medicine
School of Public Health, College of Health Sciences

Addis Ababa University
Aklilu Lemma Institute of Pathobiology

Kenya

Moi University
School of Public Health

University of Nairobi
School of Public Health
Faculty of Veterinary Medicine

UCDUSR0006324

Rwanda

University of Rwanda
School of Public Health
Faculty of Agriculture and Veterinary Medicine

University of Global Health Equity

Senegal

Université Cheikh Anta Diop
Institute for Health and Development (ISED)
Institute of Environmental Sciences (ISE)

L'Ecole Inter Etats des Sciences et Médecine Vétérinaires

Tanzania

Muhimbili University of Health and Allied Sciences
School of Public Health and Social Sciences

Sokoine University of Agriculture
College of Veterinary and Medical Sciences

Uganda

Makerere University
College of Veterinary Medicine, Animal Resources and Biosecurity
School of Public Health

Mbarara University of Science and Technology
Faculty of Medicine

SOUTHEAST ASIA ONE HEALTH UNIVERSITY NETWORK (SEAOHUN)

Indonesia One Health University Network (INDOHUN)
20 Universities, 34 Faculties

University of Indonesia
Faculty of Public Health
Faculty of Medicine
Faculty of Nursing

Universitas Gadjah Mada
Faculty of Medicine
Faculty of Veterinary Medicine

UCDUSR0006325

Sriwijaya University
Faculty of Public Health
Faculty of Medicine

Syiah Kuala University
Faculty of Veterinary Medicine

University of North Sumatra
Faculty of Public Health

Andalas University
Faculty of Medicine

Padjajaran University
Faculty of Medicine

Brawijaya University
Faculty of Medicine
Faculty of Veterinary Medicine

Airlangga University
Faculty of Public Health
Faculty of Medicine
Faculty of Veterinary Medicine

Diponegoro University
Faculty of Public Health

Udayana University
Faculty of Medicine
Faculty of Veterinary Medicine

Nusa Cendana University
Faculty of Public Health
Faculty of Medicine
Faculty of Veterinary Medicine

University of Mataram
Faculty of Medicine

University of West Nusa Tenggara
Faculty of Veterinary Medicine

Hassanuddin University
Faculty of Public Health
Faculty of Medicine
Faculty of Veterinary Medicine

Mulawarman University
Faculty of Public Health
Faculty of Medicine

UCDUSR0006326

Sam Ratulangi University
Faculty of Public Health
Faculty of Medicine

Cendrawasih University
Faculty of Public Health

Insitut Pertanian, Boger
Faculty of Veterinary Medicine

Prof Buya Hamka University
Faculty of Health Science

Malaysia One Health University Network
17 Universities, 23 Faculties, 2 Government Ministries, 5 Government Departments

Universiti Putra Malaysia
Faculty of Veterinary Medicine
Faculty of Medicine and Health Sciences
Faculty of Environmental Studies

Universiti Kebangsaan Malaysia
Faculty of Health Sciences
Faculty of Medicine
Faculty of Social Science and Humanities

University Sains Malaysia
School of Biological Sciences
Faculty of Medicine
School of Health Sciences

Universiti Malaysia Kelantan
Faculty of Veterinary Medicine

Universiti Malaysia Terengganu
School of Fundamental Science

Universiti Sultan Zainal Abidin
Faculty of Medicine and Health Science

Penang Medical College
Faculty of Medicine

Cyberjaya University College of Medical Sciences
Faculty of Medicine

Mara Technology University
Faculty of Medicine

UCDUSR0006327

Islamic Science University Malaysia
Faculty of Medicine and Health Sciences

Universiti Tunku Abdul Rahman
Faculty of Medicine & Health Sciences

Universiti Malaya
Faculty of Medicine

International Medical University
School of Medicine

International Islamic University Malaysia
Faculty of Medicine

Management Science University
Faculty of Health and Life Sciences

University Malaysia Sabah
School of Medicine

Universiti Malaysia Sarawak
Faculty of Medicine

MyOHUN Affiliated Government Ministries and Organizations

- Ministry of Health
- Ministry of Environment
- Department of Veterinary Services
- Institute of Medical Research
- Department of Wildlife and National Parks
- National Public Health Laboratory
- Veterinary Research Institute

UCDUSR0006328

Thailand One Health University Network
10 Universities, 43 Faculties

Mahidol University

- Faculty of Environment and Resource Studies
- Faculty of Public Health
- Faculty of Veterinary Science
- Faculty of Tropical Medicine
- ASEAN Institute for Health Development
- Faculty of Medicine Ramathibodi Hospital
- Faculty of Nursing

Chiang Mai University

- Faculty of Public Health
- Faculty of Economics
- Faculty of Medicine
- Faculty of Nursing
- Faculty of Social Sciences
- Faculty of Veterinary Medicine
- Faculty of Associate Medical Sciences
- Faculty of Pharmacy

Chulalongkorn University

- Faculty of Veterinary Science
- College of Public Health Sciences
- Faculty of Nursing
- Faculty of Pharmaceutical Sciences

Kasetsart University

- Faculty of Veterinary Medicine
- Faculty of Education
- Faculty of Veterinary Technology
- Faculty of Veterinary Medicine

Khon Kaen University

- Faculty of Veterinary Medicine
- Faculty of Associate Medical Sciences
- Faculty of Dentistry
- Faculty of Nursing
- Faculty of Public Health
- Faculty of Pharmaceutical Sciences

Mahasarakham University

- Faculty of Veterinary Medicine
- Faculty of Architecture, Urban Design & Creative Arts
- Faculty of Informatics

UCDUSR0006329

Faculty of Public Health
Faculty of Medicine
Faculty of Nursing
Faculty of Pharmacy

Prince Songkhla University
Faculty of Environmental Management
Faculty of Nursing

Princess Chulabhorn College of Medical Science
Faculty of Veterinary Sciences

Thammasat University
The School of Global Studies
Faculty of Public Health
Faculty of Medicine

Walailak University
Entire University (Faculty of Medicine is point of contact)

Vietnam One Health University Network
20 Universities, 22 Faculties

Bac Giang Agriculture and Forestry University

Buon Ma Thuot University
Faculty of Medicine

Can Tho University
College of Agriculture & Applied Biology

Can Tho University of Medicine & Pharmacy

Hai Phong Medical University

Hanoi University of Public Health

Hanoi Medical University

Hanoi University of Agriculture

Ho Chi Minh City Medicine and Pharmacy University

Ho Chi Minh City Agriculture and Forestry University

Hue University of Medicine & Pharmacy

UCDUSR0006330

Hue University of Agriculture & Forestry

Nam Dinh University of Nursing

Thai Binh University of Medicine

Thai Nguyen University of Agriculture & Forestry

Thai Nguyen University of Medicine & Pharmacy

Tra Vinh University
School of Agriculture and Aquaculture
School of Medicine & Pharmacy

Thay Nguyen University
Faculty of Medicine
Faculty of Animal Husbandry and Veterinary Medicine

Vinh Medical University

Vinh Long University of Technology and Education
Faculty of Food Technology

THE REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY.

UCDUSR0006331

From: Woutrina A Smith <wasmith@ucdavis.edu>
To: Molly Turner <turner@ecohealthalliance.org>, Peter Daszak <daszak@ecohealthalliance.org>, "Costa, Cristiane" <co123@cumc.columbia.edu>, Elizabeth Leasure <ealeasure@UCDAVIS.EDU>, Jonna Mazet <jkmazet@ucdavis.edu>, "Parish, Sarah A." <sp3546@cumc.columbia.edu>, "Hunt, Christine T." <ch3326@cumc.columbia.edu>, Matthew Blake <mblake@ucdavis.edu>, "Parrella, Korin E." <kp2440@cumc.columbia.edu>, Jon Epstein <epstein@ecohealthalliance.org>
Subject: Re: OHW-NG Proposal Management Team meetings
Sent: Mon, 4 Mar 2019 01:12:24 +0000

Hi folks, A reminder for the OHW-NG Proposal Management Team meeting standing call on Monday 10am PST/1pm EST. We are expecting your draft budgets and budget justifications to come in to UCD on Monday and we will review them to provide feedback this week for making revisions and prepping to submit your budgets with proposal draft to your internal approval processes early next week. Call info is below, same as usual. Best wishes, Woutrina

---

On Feb 21, 2019, at 3:02 PM, Woutrina A Smith <wasmith@ucdavis.edu> wrote:

Hi OHW Proposal Management Team,
Please set Mondays 10am PST/1pm EST on your calendar for weekly check in meetings on proposal progress and planning timelines and tasks. We'll start this Monday, February 25, and continue through March 25. Here is the zoom call information, the same as for our weekly Wed/Thurs calls. Cheers, Woutrina

Zoom Meeting link: https://onehealth.zoom.us REDACTED

Or dial by your location:
+1 669 900 6833 US (San Jose)
+1 646 876 9923 US (New York)

Meeting ID: REDACTED

From: Woutrina A Smith <wasmith@ucdavis.edu>
Sent: Sunday, February 17, 2019 2:11 AM
To: Matthew Blake <mblake@ucdavis.edu>; Elizabeth Leasure <ealeasure@UCDAVIS.EDU>; Jonna Mazet <jkmazet@ucdavis.edu>; Costa, Cristiane <co123@cumc.columbia.edu>; Parish, Sarah A. <sp3546@cumc.columbia.edu>; Molly Turner <turner@ecohealthalliance.org>; Peter Daszak <daszak@ecohealthalliance.org>
Subject: OHW-NG Proposal Management Team meetings

Hi OHW-NG proposal management leads,

You'll see a few emails coming out from me soon to hone in on our proposal prep tasks, timelines, and teams. This email is to start a thread where some of the key proposal preparation team leads can set a time to meet once a week between now and when the proposal is due in early April. This is separate from the weekly Objective Team meetings on Wednesdays 8am PST and Thursdays 9am PST. We may add a few others to this Proposal Management Team meeting but for now I'd like to ask whether at least our UCD, ICAP, and EHA organizations can designate someone to participate in these weekly meetings? **I'd like to propose either Mondays 10am PST/1pm EST or Fridays 11am PST/2pm EST** as a regular opening for my side for the coming weeks. Would either of these work for others or no? As long as we can have at least

one person from our organizations on the call each week, they can disperse updates to others on their teams. We'll use zoom for these calls. Please advise.

Best wishes, Woutrina

From: Christine Kreuder Johnson <ckjohnson@UCDAVIS.EDU>
To: Kevin Olival <olival@ecohealthalliance.org>, Jonna Mazet <jkmazet@ucdavis.edu>, David McIver <dmciver@metabiota.com>, Peter Daszak <daszak@ecohealthalliance.org>, "Olson, Sarah" <solson@wcs.org>, REDACTED
REDACTED
Cc: Alison Andre <andre@ecohealthalliance.org>, Evelyn Luciano <luciano@ecohealthalliance.org>, Luke Hamel <hamel@ecohealthalliance.org>, Brooke Genovese <bgenovese@ucdavis.edu>
Subject: Re: P2-wide M&A call - way overdue!! Weds, March 27th?
Sent: Mon, 25 Mar 2019 17:05:50 +0000

Works for me too.
/ckj

From: Kevin Olival <olival@ecohealthalliance.org>
Date: Monday, March 25, 2019 at 9:04 AM
To: Christine Kreuder Johnson <ckjohnson@UCDAVIS.EDU>, Jonna Mazet <jkmazet@ucdavis.edu>, David McIver <dmciver@metabiota.com>, Peter Daszak <daszak@ecohealthalliance.org>, "Olson, Sarah" <solson@wcs.org>, REDACTED
REDACTED
Cc: Alison Andre <andre@ecohealthalliance.org>, Evelyn Luciano <luciano@ecohealthalliance.org>, Luke Hamel <hamel@ecohealthalliance.org>, Brooke Genovese <bgenovese@ucdavis.edu>
Subject: Re: P2-wide M&A call - way overdue!! Weds, March 27th?

Dear all,

Let's try this again via email. **How does Tuesday, April 2nd 2-3pm EST (11a-12 Pacific) work for everyone?**

This currently works for Kevin, Peter, Jonna…

Also, apologies, for got Sarah on last chain so cc'ing her in.

Cheers,
Kevin

> On Mar 22, 2019, at 4:26 PM, Brooke Genovese <bgenovese@ucdavis.edu> wrote:
>
> Hi Kevin,
>
> Jonna can't make the 27th work either. She has availability on April 2nd from 11am – 1pm PST, though.
>
> -Brooke
>
> ---
>
> **From:** Christine Kreuder Johnson <ckjohnson@UCDAVIS.EDU>
> **Date:** Friday, March 22, 2019 at 1:12 PM
> **To:** Kevin Olival <olival@ecohealthalliance.org>, Jonna Mazet <jkmazet@ucdavis.edu>, David McIver <dmciver@metabiota.com>, Peter Daszak <daszak@ecohealthalliance.org>, REDACTED
> REDACTED
> **Cc:** Brooke Genovese <bgenovese@ucdavis.edu>, Alison Andre <andre@ecohealthalliance.org>, Evelyn Luciano <luciano@ecohealthalliance.org>, Luke Hamel <hamel@ecohealthalliance.org>
> **Subject:** Re: P2-wide M&A call - way overdue!! Weds, March 27th?
>
> Kevin, next Weds (or Thurs/Fri) wouldn't work for me but feel free to proceed if that works for others.
> Very much looking forward to getting these calls going again as we have lots to share.
> /ckj
>
> ---
>
> **From:** Kevin Olival <olival@ecohealthalliance.org>
> **Date:** Friday, March 22, 2019 at 9:17 AM
> **To:** Christine Kreuder Johnson <ckjohnson@UCDAVIS.EDU>, Jonna Mazet <jkmazet@ucdavis.edu>, David McIver

<dmciver@metabiota.com>, Peter Daszak <daszak@ecohealthalliance.org>, REDACTED
REDACTED
Cc: Brooke Genovese <bgenovese@ucdavis.edu>, Alison Andre <andre@ecohealthalliance.org>, Evelyn Luciano <luciano@ecohealthalliance.org>, Luke Hamel <hamel@ecohealthalliance.org>
Subject: P2-wide M&A call - way overdue!! Weds, March 27th?

Hi All,

Wondering what your availability is like for a P2-wide Modeling & Analytics check-in call **for next week Weds (3/27)? Would March 27th, 12-1, 1-2, or 2-3pm EST work for you?** Would be good to touch base in advance of the semi-annual meeting if possible.

Also, REDACTED wanted to give us an update on the Spillover app, so cc'ing her to make sure she can join too and we can add that to the agenda.

Cheers,
Kevin

Kevin J. Olival, PhD
Vice President for Research

EcoHealth Alliance
460 West 34th Street – 17th floor
New York, NY 10001

1.212.380.4478 (direct)
1.917.856.3900 (mobile)
1.212.380.4465 (fax)
www.ecohealthalliance.org

EcoHealth Alliance leads cutting-edge research into the critical connections between human and wildlife health and delicate ecosystems. With this science we develop solutions that promote conservation and prevent pandemics.

From: Elizabeth Leasure <ealeasure@UCDAVIS.EDU>
To: Andrew Clements <aclements@usaid.gov>, David John Wolking <djwolking@ucdavis.edu>, Jonna Mazet <jkmazet@ucdavis.edu>
Cc: "predictmgt@usaid.gov" <predictmgt@usaid.gov>
Subject: Re: Notification of Change in P2 Key Personnel
Sent: Tue, 9 Apr 2019 15:42:45 +0000

Hi Andrew. If OAA isn't in a rush to process, then we aren't either. I think it can wait until the next planned action.

Thanks,
Liz

Elizabeth Leasure
Financial Operations Manager
One Health Institute
University of California, Davis
Cell: 530-304-1403

From: Andrew Clements <aclements@usaid.gov>
Sent: Tuesday, April 9, 2019 6:47 AM
To: Elizabeth Leasure; David John Wolking; Jonna Mazet
Cc: predictmgt@usaid.gov
Subject: Fwd: Notification of Change in P2 Key Personnel

Is this urgent or can it wait for the next mod? Seems like it can wait. Doesn't appear OAA is in any hurry.

Andrew P. Clements, Ph.D.
Senior Scientific Advisor
Emerging Threats Division/Office of Infectious Diseases/Bureau for Global Health
U.S. Agency for International Development
Mobile phone: 1-571-345-4253
Email: aclements@usaid.gov

Begin forwarded message:

From: Jose Nunez Grullon <jnunezgrullon@usaid.gov>
Date: April 9, 2019 at 2:31:37 PM GMT+2
To: Andrew Clements <aclements@usaid.gov>
Cc: Ashna Kibria <akibria@usaid.gov>, Cara Chrisman <cchrisman@usaid.gov>, Brittany Eborn <beborn@usaid.gov>, Melanie Davidson <mdavidson@usaid.gov>, "Bradley, Patricia (M/OAA/GH)" <pbradley@usaid.gov>, PREDICTMGT <predictmgt@usaid.gov>, Amalhin Shek <ashek@usaid.gov>
Subject: Re: Notification of Change in P2 Key Personnel

Hi Andrew,
I was under the impression that this action was to be processed in conjunction with upcoming incremental funding. If the action needs to be processed sooner, then please proceed with the REQM to modify the award.

Thanks,

JOSE L. NUNEZ
Acquisition and Assistance Specialist, M/OAA/GH
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
SA-44; Rm 469-G
1300 Pennsylvania Ave., NW

Washington, DC, 20523-7900
T 202 567-4123
(Contractor-Jefferson Solutions, LLC)

On Tue, Apr 9, 2019 at 6:31 AM Andrew Clements <aclements@usaid.gov> wrote:

> Hi Jose,

Apologies if I missed it, but has there been an AO approval for this request?

Thanks!

Andrew

Andrew Clements, Ph.D.
Senior Scientific Advisor
Emerging Threats Division/Office of Infectious Diseases/Bureau for Global Health
U.S. Agency for International Development
Mobile phone: 1-571-345-4253
E-mail: aclements@usaid.gov

For more information on USAID's Emerging Pandemic Threats program, see: http://www.usaid.gov/ept2

On Wed, Feb 20, 2019 at 7:38 PM Ashna Kibria <akibria@usaid.gov> wrote:

> Hi Jose,
> I've updated the admin action tracker with this information. Also adding Brittany/Melanie to this so a REQ-M can be generated.

Thanks,
Ashna

On Wed, Feb 20, 2019 at 11:58 AM Cara Chrisman <cchrisman@usaid.gov> wrote:

> Hi All,
> Looping in Ashna as well. Jose, do you mean the A&A tracker or a different one? We can certainly add, as well as move forward with the REQM process.

Best,
Cara

Sent from my iPhone

On Feb 20, 2019, at 10:07 AM, Jose Nunez Grullon <jnunezgrullon@usaid.gov> wrote:

> Hi Andrew,
> Can you please add to this action to the tracker? A modification to the award will be necessary to remove this key position. Therefore, a REQM needs to be generated.

Thanks,

JOSE L. NUNEZ
Acquisition and Assistance Specialist, M/OAA/GH
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1300 Pennsylvania Ave., NW
Washington, DC, 20523-7900
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(Contractor-Jefferson Solutions, LLC)

On Wed, Feb 20, 2019 at 9:57 AM Andrew Clements <aclements@usaid.gov> wrote:

Hi Patricia,

See attached for a notification by PREDICT-2 of a change in key personnel and the project's recommendation for the way forward. I agree with this recommendation and am sharing it with you for AO approval.

Please let me know if you have any questions.

Andrew

Andrew Clements, Ph.D.
Senior Scientific Advisor
Emerging Threats Division/Office of Infectious Diseases/Bureau for Global Health
U.S. Agency for International Development
Mobile phone: 1-571-345-4253
E-mail: aclements@usaid.gov

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---------- Forwarded message ---------
From: **David J Wolking** <djwolking@ucdavis.edu>
Date: Tue, Feb 19, 2019 at 9:09 PM
Subject: Notification of Change in P2 Key Personnel
To: Clements, Andrew (GH/HIDN) <AClements@usaid.gov>, Alisa Pereira Emerging Threats Division <apereira@usaid.gov>, PREDICTMGT <predictmgt@usaid.gov>
Cc: predict@ucdavis.edu <predict@ucdavis.edu>, Prof. Jonna Mazet <jkmazet@ucdavis.edu>, Elizabeth Leasure <caleasure@ucdavis.edu>

Hi Andrew and Alisa,
My apologies for the misunderstanding on our call earlier today. It appears this message with regard to notification of a change in P2 key personnel, while prepared for circulation on February 6th, never made it out of our UC Davis mail ecosystem.

Attached is the our official notification of this change due to the resignation of Dr. Leilani Francisco. Please let us know if you have any questions or concerns.

Best,

David

--
You received this message because you are subscribed to the Google Groups "PREDICTMGT" group.
To unsubscribe from this group and stop receiving emails from it, send an email to predictmgt+unsubscribe@usaid.gov.
To post to this group, send email to predictmgt@usaid.gov.
To view this discussion on the web visit https://groups.google.com/a/usaid.gov/d/msgid/predictmgt/CAOdT3Q-cs9ff1L%3DT6ixEsfWjve_6cQVsnzzoCvYeXFSSj0DsVA%40mail.gmail.com.

--
Ashna Kibria, MPH
Public Health Advisor
Emerging Threats Division, Office of Infectious Diseases, Bureau for Global Health
U.S. Agency for International Development (USAID) Contractor
Office: 571.551.7451
Cell: REDACTED
Email: akibria@usaid.gov

From: Andrew Clements <aclements@usaid.gov>
Sent: Tue, 9 Apr 2019 12:11:29 -0700
Subject: Re: Notification of Change in P2 Key Personnel
To: Jonna Mazet <jkmazet@ucdavis.edu>
Cc: Elizabeth Leasure <ealeasure@ucdavis.edu>, David John Wolking <djwolking@ucdavis.edu>, "predictmgt@usaid.gov" <predictmgt@usaid.gov>

Thanks

Andrew P. Clements, Ph.D.
Senior Scientific Advisor
Emerging Threats Division/Office of Infectious Diseases/Bureau for Global Health
U.S. Agency for International Development
Mobile phone: 1-571-345-4253
Email: aclements@usaid.gov

On Apr 9, 2019, at 6:32 PM, Jonna Mazet <jkmazet@ucdavis.edu> wrote:

> I agree,
> Jonna

On Tue, Apr 9, 2019 at 8:42 AM Elizabeth Leasure <ealeasure@ucdavis.edu> wrote:

> Hi Andrew. If OAA isn't in a rush to process, then we aren't either. I think it can wait until the next planned action.

Thanks,
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Financial Operations Manager
One Health Institute
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Sent: Tuesday, April 9, 2019 6:47 AM
To: Elizabeth Leasure; David John Wolking; Jonna Mazet
Cc: predictmgt@usaid.gov
Subject: Fwd: Notification of Change in P2 Key Personnel

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Senior Scientific Advisor
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Email: aclements@usaid.gov

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To: Andrew Clements <aclements@usaid.gov>
Cc: Ashna Kibria <akibria@usaid.gov>, Cara Chrisman <cchrisman@usaid.gov>, Brittany Eborn <beborn@usaid.gov>, Melanie Davidson <mdavidson@usaid.gov>, "Bradley, Patricia (M/OAA/GH)" <pbradley@usaid.gov>, PREDICTMGT <predictmgt@usaid.gov>, Amalhin Shek <ashek@usaid.gov>
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Thanks!

Andrew

Andrew Clements, Ph.D.
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Emerging Threats Division/Office of Infectious Diseases/Bureau for Global Health
U.S. Agency for International Development
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Hi All,
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Sent from my iPhone

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> Hi Andrew,
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JOSE L. NUNEZ
Acquisition and Assistance Specialist, M/OAA/GH
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
SA-44; Rm 469-G
1300 Pennsylvania Ave., NW
Washington, DC, 20523-7900
T 202 567-4123
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On Wed, Feb 20, 2019 at 9:57 AM Andrew Clements <aclements@usaid.gov> wrote:

> IIi Patricia,
>
> See attached for a notification by PREDICT-2 of a change in key personnel and the project's recommendation for the way forward. I agree with this recommendation and am sharing it with you for AO approval.
>
> Please let me know if you have any questions.
>
> Andrew
>
> Andrew Clements, Ph.D.
> Senior Scientific Advisor
> Emerging Threats Division/Office of Infectious Diseases/Bureau for Global Health
> U.S. Agency for International Development
> Mobile phone: 1-571-345-4253
> E-mail: aclements@usaid.gov
>
> *For more information on USAID's Emerging Pandemic Threats program, see:* http://www.usaid.gov/ept2
>
> ---------- Forwarded message ---------
> From: **David J Wolking** <djwolking@ucdavis.edu>
> Date: Tue, Feb 19, 2019 at 9:09 PM
> Subject: Notification of Change in P2 Key Personnel
> To: Clements, Andrew (GH/HIDN) <AClements@usaid.gov>, Alisa Pereira Emerging Threats Division <apereira@usaid.gov>, PREDICTMGT <predictmgt@usaid.gov>
> Cc: predict@ucdavis.edu <predict@ucdavis.edu>, Prof. Jonna Mazet <jkmazet@ucdavis.edu>, Elizabeth Lcasurc <calcasurc@ucdavis.edu>
>
> Hi Andrew and Alisa,
> My apologies for the misunderstanding on our call earlier today. It appears this message with regard to notification of a change in P2 key personnel, while prepared for circulation on February 6th, never made it out of our UC Davis mail ecosystem.
>
> Attached is the our official notification of this change due to the resignation of Dr. Leilani Francisco. Plcasc lct us know if you havc any qucstions or conccrns.
>
> Best,

David

--
You received this message because you are subscribed to the Google Groups "PREDICTMGT" group.
To unsubscribe from this group and stop receiving emails from it, send an email to predictmgt+unsubscribe@usaid.gov.
To post to this group, send email to predictmgt@usaid.gov.
To view this discussion on the web visit https://groups.google.com/a/usaid.gov/d/msgid/predictmgt/CAOdT3Q-cs9ff1L%3DT6ixEsfWjve_6cQVsnzzoCvYeXFSSj0DsVA%40mail.gmail.com.

--
Ashna Kibria, MPH
Public Health Advisor
Emerging Threats Division, Office of Infectious Diseases, Bureau for Global Health
U.S. Agency for International Development (USAID) Contractor
Office: 571.551.7451
Cell: REDACTED
Email: akibria@usaid.gov

GHSI-III - Social Solutions International, Inc. prime contractor

Sent: Mon, 15 Apr 2019 20:17:16 -0700
Subject: Re: P2-wide M&A call - way overdue!! Weds, March 27th?
From: Jonna Mazet <jkmazet@ucdavis.edu>
To: Kevin Olival <olival@ecohealthalliance.org>
Cc: Christine Kreuder Johnson <ckjohnson@ucdavis.edu>, David McIver <dmciver@metabiota.com>, Peter Daszak <daszak@ecohealthalliance.org>, "Olson, Sarah" <[redacted]>, Alison Andre <andre@ecohealthalliance.org>, Evelyn Luciano <luciano@ecohealthalliance.org>, Luke Hamel <hamel@ecohealthalliance.org>, Brooke Genovese <bgenovese@ucdavis.edu>
bat-pig-SADS-edi_1April2019 JM.docx

Looks great -- a couple fo very minor suggestions.
Thanks for preparing,
Jonna

On Tue, Apr 2, 2019 at 11:38 AM Kevin Olival <olival@ecohealthalliance.org> wrote:

Dear all,
Looking forward to connecting on the call this afternoon (2-3pm EST)! Call in: +[redacted]

Revised agenda and attached draft Emerging Disease Insight for IMPACT #12, below.

Revised agenda:
1. IMPACT project updates
2. Solicit feedback on EID for IMPACT #12 (see attached)
3. Discuss plans and goals for "Data Discussion" and "Data Cleaning and Risk Analysis Plans" at Semi-Annual Vancouver meeting. Do we need a breakout meeting on 2nd day?
4. Update on Spillover app/project from Jonna
5. Other items

Cheers,
Kevin

On Mar 26, 2019, at 2:19 PM, Kevin Olival <olival@ecohealthalliance.org> wrote:

Peter, Jonna, CKJ, David (and hopefully Sarah),
Given everyone's availability, please join us on the EHA domestic conference line for a P2-wide M&A call on
Tuesday, April 2nd 2-3pm EST (11-12p Pacific).

Call in: +[redacted]

Agenda:
1. IMPACT project updates
2. P2 data analysis plans for discussion at Semi-Annual Vancouver meeting.
3. Draft agenda for a semi-annual breakout meeting on data analysis (if needed)?
4. Update on Spillover app/project from Jonna (Zoe sends regrets)
5. Other items

Cheers,
Kevin

<iCal-20190326-141910.ics>

On Mar 25, 2019, at 1:05 PM, Christine Kreuder Johnson <ckjohnson@ucdavis.edu> wrote:

Works for me too.
/ckj

From: Kevin Olival <olival@ecohealthalliance.org>
Date: Monday, March 25, 2019 at 9:04 AM
To: Christine Kreuder Johnson <ckjohnson@UCDAVIS.EDU>, Jonna Mazet <jkmazet@ucdavis.edu>, David McIver <dmciver@metabiota.com>, Peter Daszak <daszak@ecohealthalliance.org>, "Olson, Sarah" <REDACTED>, REDACTED
Cc: Alison Andre <andre@ecohealthalliance.org>, Evelyn Luciano <luciano@ecohealthalliance.org>, Luke Hamel <hamel@ecohealthalliance.org>, Brooke Genovese <bgenovese@ucdavis.edu>
Subject: Re: P2-wide M&A call - way overdue!! Weds, March 27th?

Dear all,

Let's try this again via email. **How does Tuesday, April 2nd 2-3pm EST (11a-12 Pacific) work for everyone?**

This currently works for Kevin, Peter, Jonna…

Also, apologies, for got Sarah on last chain so cc'ing her in.

Cheers,
Kevin

On Mar 22, 2019, at 4:26 PM, Brooke Genovese <bgenovese@ucdavis.edu> wrote:

Hi Kevin,

Jonna can't make the 27th work either. She has availability on April 2nd from 11am – 1pm PST, though.

-Brooke

From: Christine Kreuder Johnson <ckjohnson@UCDAVIS.EDU>
Date: Friday, March 22, 2019 at 1:12 PM
To: Kevin Olival <olival@ecohealthalliance.org>, Jonna Mazet <jkmazet@ucdavis.edu>, David McIver <dmciver@metabiota.com>, Peter Daszak <daszak@ecohealthalliance.org>, REDACTED REDACTED
Cc: Brooke Genovese <bgenovese@ucdavis.edu>, Alison Andre <andre@ecohealthalliance.org>, Evelyn Luciano <luciano@ecohealthalliance.org>, Luke Hamel <hamel@ecohealthalliance.org>
Subject: Re: P2-wide M&A call - way overdue!! Weds, March 27th?

Kevin, next Weds (or Thurs/Fri) wouldn't work for me but feel free to proceed if that works for others.
Very much looking forward to getting these calls going again as we have lots to share.
/ckj

From: Kevin Olival <olival@ecohealthalliance.org>
Date: Friday, March 22, 2019 at 9:17 AM
To: Christine Kreuder Johnson <ckjohnson@UCDAVIS.EDU>, Jonna Mazet <jkmazet@ucdavis.edu>, David McIver <dmciver@metabiota.com>, Peter Daszak <daszak@ecohealthalliance.org>, REDACTED
Cc: Brooke Genovese <bgenovese@ucdavis.edu>, Alison Andre <andre@ecohealthalliance.org>, Evelyn Luciano <luciano@ecohealthalliance.org>, Luke Hamel <hamel@ecohealthalliance.org>

Subject: P2-wide M&A call - way overdue!! Weds, March 27th?

Hi All,

Wondering what your availability is like for a P2-wide Modeling & Analytics check-in call **for next week Weds (3/27)? Would March 27th, 12-1, 1-2, or 2-3pm EST work for you?** Would be good to touch base in advance of the semi-annual meeting if possible.

Also, Zoe Grange wanted to give us an update on the Spillover app, so cc'ing her to make sure she can join too and we can add that to the agenda.

Cheers,
Kevin

Kevin J. Olival, PhD
Vice President for Research

EcoHealth Alliance
460 West 34th Street – 17th floor
New York, NY 10001

1.212.380.4478 (direct)
REDACTED (mobile)
1.212.380.4465 (fax)
www.ecohealthalliance.org

EcoHealth Alliance leads cutting-edge research into the critical connections between human and wildlife health and delicate ecosystems. With this science we develop solutions that promote conservation and prevent pandemics.

EMERGING DISEASE **INSIGHTS**

Research from the PREDICT Modeling & Analytics team

Extensive overlap of three SADS-CoV bat hosts with intensive pig farming regions in Asia

In October 2016, a novel coronavirus, swine acute diarrhea syndrome coronavirus (SADS-CoV) was discovered at commercial swine farms in Guangdong Province, China[1]. The death of nearly 25,000 piglets was attributed to infection with SADS-CoV, a virus of likely bat-origin, as very closely-related CoVs have been identified in *Rhinolophus* spp. horseshoe bats (*R. affinis*, *R. sinicus*, *R. pusillus*, and *R. rex*) roosting in caves near infected farms.

SADS-CoV threatens commercial pig populations at bat-pig interfaces where other viral pathogens (e.g. Nipah, Menangle, and Ebola Reston viruses) also have been found. It is therefore critical to identify geographic areas with the greatest potential for bat-pig transmission to mitigate the risk of SADS-CoV and other viral spillover and to prioritize surveillance. Here we use spatial analyses to identify areas of greatest risk of SADS-CoV emergence across China and Southeast Asia by modeling the distribution of key *Rhinolophus* host species and their overlap with commercial pig farms.

Regions of Greatest Overlap

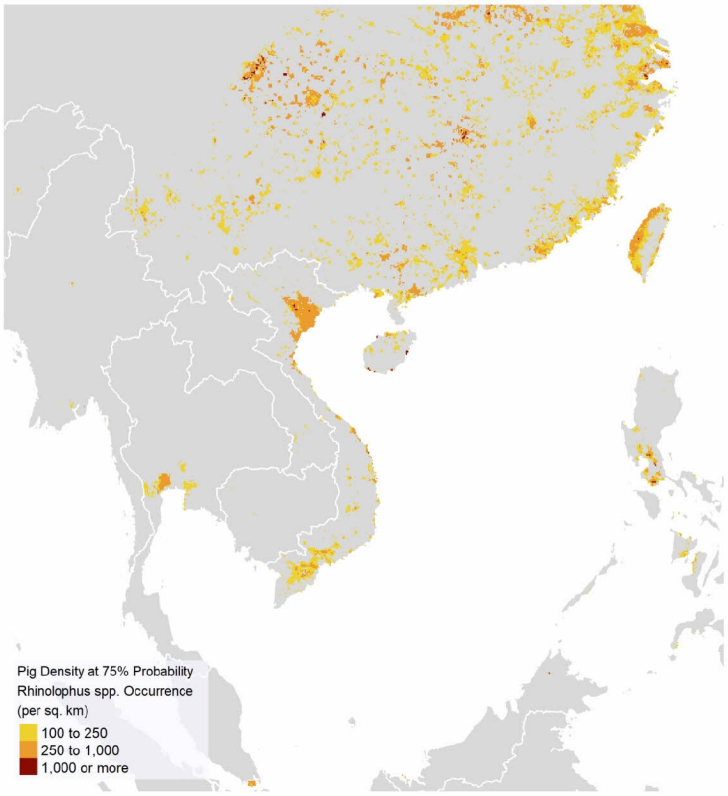


Figure 1. Areas of bat-pig overlap where probability of SADS-CoV *Rhinolophus* spp. reservoir occurrence is high (>75%), and pig densities are indicative of intensive pig farming (>100 heads per km^2).

Winter 2019

(not sure you really want to date, but if so, maybe just give quarter)

For details on methods or analysis contact: PREDICTmodeling@ecohealthalliance.org

USAID FROM THE AMERICAN PEOPLE | PREDICT

EcoHealth Alliance

UCDAVIS VETERINARY MEDICINE One Health Institute

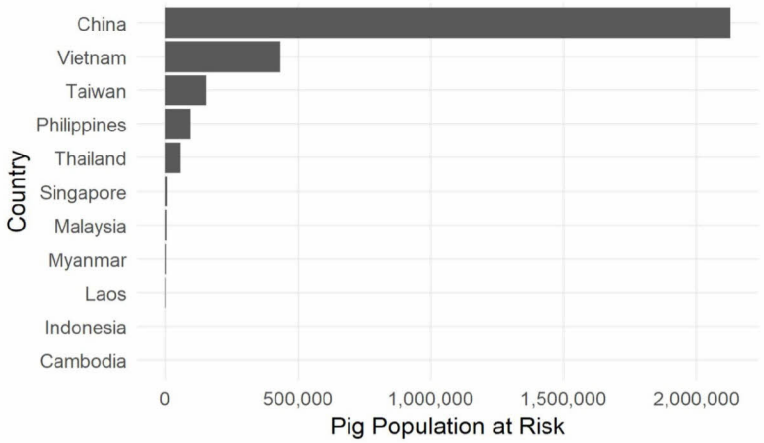
WCS

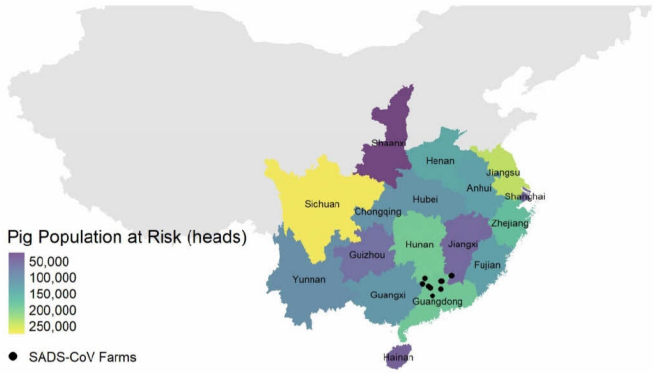
METABIOTA

Smithsonian Institution

The largest areas of spatial overlap among SADS-CoV host species and pig farms are localized mainly to Southern China (including Taiwan), throughout Vietnam, the Philippines, and Thailand. Compared to other countries, China had the largest area of bat-pig overlap with 329,847 km² (3.4% of total country area) and 2,127,006 pigs located within predicted bat distributions. By Chinese province, the largest area of overlap was found in Jiangsu (35,226 km² amounting to 34.3% of the province's area and 242,299 pigs within this area). Sichuan had the largest pig population at risk (the pig population within an area that intersects with predicted bat occurrence), at 274,353 pigs over 26,015 km² (5.4% of the total area of the province).

Conclusion: This analysis uses the best available science to identify key regions where the likelihood of SADS-CoV spillover is highest. It allows better geographic targeting of future research to understand SADS-CoV and interventions to block spillover across the pig-bat interface.

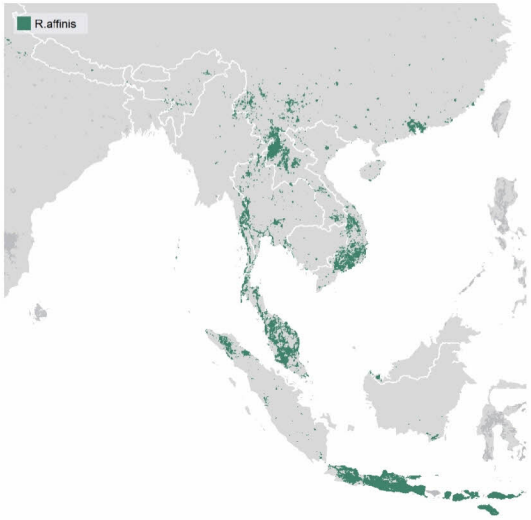


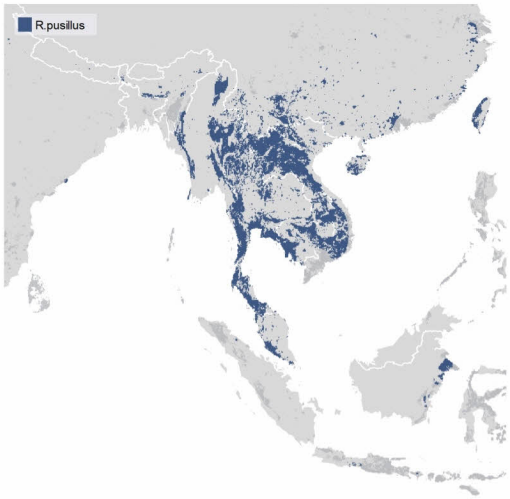


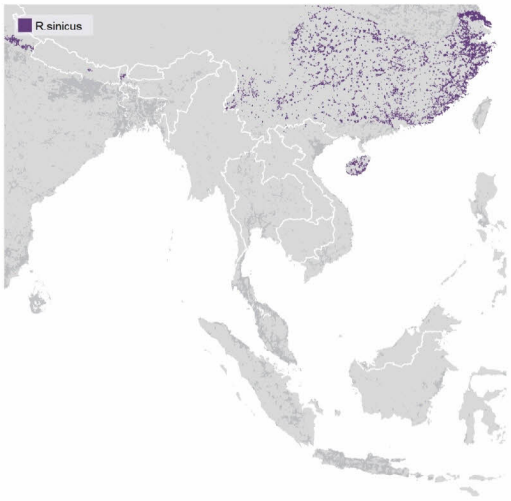
Figures 2-3. Total pig population at risk by country and Chinese province. Pig population at risk is defined by the number of pigs (heads) within an area that intersects with predicted bat occurrence. Among China's 2,127,006 pigs in spatial overlap areas, Sichuan and Jiangsu provinces each had over 200,000 pigs in areas of SADS-CoV spillover risk.

Species Distribution Modeling

The PREDICT-2 Modeling & Analytics team used MaxEnt to create species distribution models for *Rhinolophus affinis*, *R. pusillus*, and *R. sinicus*, potential hosts implicated in the initial SADS-CoV spillover event. There were insufficient occurrence records to model the species distribution for *R. rex*, the fourth bat species in which SADS-CoV was previously detected[1]. Occurrence records for each host species were derived from PREDICT-1, PREDICT-2, and NIAID 1R01AI110964 data, and the Global Biodiversity Information Facility (GBIF). Fourteen bioclimatic variables from BIOCLIM, land cover type, karst landscapes, night time lights, and human population density were inputs for the model. Predictive accuracy was high for the best-fitting models, with mean AUC values of 0.82 (R. affinis), 0.80 (R. pusillus), and 0.72 (R. sinicus).







Figures 4-6. Species distribution models of *R. affinis*, *R. pusillus*, and *R. sinicus* projected to IUCN species range extents (colored). Predicted distributions outside of IUCN range in grey. These bat species distribution models were used to map bat-pig overlap in Figure 1.

References

1. Zhou P, Fan H, Lan T, Yang XL, Shi WF, Zhang W, et al. Fatal acute diarrhoea syndrome caused by an HKU-2 related coronavirus of bat origin. Nature. 2018; 556(7700):255-258. doi: 10.1038/s41586-018-0010-9.

2. Proosdij ASJ, Sosef MSM, Wieringa JJ, Raes N. Minimum required number of specimen records to develop accurate species distribution models. Ecography. 2015; 39(6):542-552. doi: 10.1111/ecog.01509.

3. Duan R, Kong XQ, Huang MY, Fan WY, Wang ZG. The predictive performance and stability of six species distribution models. PLoS One. 2014; 9(11). doi: 10.1371%2Fjournal.pone.0112764.

From:	Tatiana Ronning <tronning@usaid.gov>
To:	jkmazet@ucdavis.edu <jkmazet@ucdavis.edu>;pnoble@ucdavis.edu <pnoble@ucdavis.edu>
CC:	Andrew Clements <aclements@usaid.gov>;Patricia Bradley <pbradley@usaid.gov>;Jose Nunez Grullon <jnunezgrullon@usaid.gov>;Padmaja Shetty <pshetty@usaid.gov>
Sent:	3/5/2020 2:33:04 PM
Subject:	AID-OAA-A-14-00102 Mod #20

Dear Ms. Mazet and Ms. Noble:

Please find attached a modification #20 to the subject award for review, agreement, and signature by the authorized person. It is my understanding that you have been in discussions regarding the activities and budget with the ETD office. Please sign the modification and return to me so it could be fully executed.

Please also confirm the receipt of this message and the attachment and please let me know if you have any questions.

Sincerely,
Tanya

Tatiana A. Ronning
Contract/Agreement Specialist

USAID Office of Acquisition & Assistance
M/OAA/GH, Rm.11.3.2D, UA
1300 Pennsylvania Avenue, NW
Washington, D.C. 20523
Phone: +1 (202) 916 2710

MODIFICATION OF ASSISTANCE AWARD

1. MODIFICATION NUMBER:	2. EFFECTIVE DATE OF MODIFICATION:	3. AWARD NUMBER:	4. EFFECTIVE DATE OF AWARD:
20	See Block 15	AID-OAA-A-14-00102	10/01//2014

5. RECIPIENT:

University of California, Davis
School of Veterinary Medicine,
1850 Research Park Dr.
Davis, CA 95618

DUNS No.: REDACTED
TIN No.: REDACTED LOC: 29B8P

6. ADMINISTERED BY:

U.S. Agency for International Development Office of Acquisition and Assistance M/OAA/GH/HIDN
1300 Pennsylvania Ave.,
NW SA-44, 549
Washington, DC 20532-7900

7. FISCAL DATA:

Amount Obligated: $2,257,438.00
Detail: (See Page 2)

8. TECHNICAL OFFICE:
USAID/GH/ID

9. PAYMENT OFFICE:

U.S. Agency for International Development M/FM/CMP/LOC
loc@usaid.gov

10. FUNDING SUMMARY:

	Obligated Amount	Total Est. Amount
Amount Obligated prior to this Modification:	$ 134,062,396.95	$138,400,000.00
Change made by this Modification:	$ 2,257,438.00	$ 0.00
New/Current Total:	$ 136,319,834.95	$138,400,000.00

11. DESCRIPTION OF MODIFICATION:

The purpose of this modification is to:
1) extend the period of performance of the award by 6 months by changing the end date from March 31, 2020 to September 30, 2020; and
2) provide incremental funding in the amount of $2,257,438.00, changing the total obligated amount from $134,062,396.95 to $136,319,834.95, leaving $2,080,165.05 to be obligated against the total award amount of $138,400,000.00.

All other terms and conditions remain unchanged.

12. THIS MODIFICATION IS ENTERED INTO PURSUANT TO THE AUTHORITY OF THE FOREIGN ASSISTANCE ACT OF 1961, AS AMENDED. EXCEPT AS SPECIFICALLY AMENDED HEREIN, ALL TERMS AND CONDITIONS OF THE AWARD REFERENCED ON BLOCK #3 ABOVE, AS IT MAY HAVE HERETOFORE BEEN AMENDED, REMAIN UNCHANGED AND IN FULL FORCE AND EFFECT.

13. RECIPIENT [X] **IS** [ ] **IS NOT REQUIRED TO SIGN THIS DOCUMENT TO RECONFIRM ITS AGREEMENT WITH THE CHANGES EFFECTED HEREIN.**

14. RECIPIENT:

BY: _____

_____
(*Name Typed or Printed*)

TITLE: _____

DATE: _____

15. THE UNITED STATES OF AMERICA
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

BY: _____

Patricia E. Bradley
(*Name Typed or Printed*)

TITLE: Agreement Officer

DATE: _____

The Cooperative Agreement is modified as follows:

1) On the **COVER PAGE, PARAGRAPH 2**, replace date "March 31, 2020" with "September 30, 2020"; and,

2) On the **COVER PAGE, A. GENERAL**:

- On Line 1. "Amount Obligated this Action", DELETE the amount of "$1,680,000.00" and REPLACE with "$2,257,438.00".
- On Line 3. "Total Obligated USAID Amount", DELETE the amount of "$134,062,396.95" and REPLACE with "$136,319,834.95".

3) On the **COVER PAGE, B. SPECIFIC**, add the following accounting and appropriation data:

Account ID	Accounting Template	BBFY	EBFY	Fund	Operating Unit	Prog Area	Program Name	Dist Code	BGA	SOC	Funded Amount
1-82	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	388-GH-W	388	4100201	$22,280.00
1-83	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	631-GH-W	631	4100201	$22,280.00
1-84	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	681-GH-W	681	4100201	$22,280.00
1-85	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	660-GH-W	660	4100201	$22,280.00
1-86	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	663-GH-W	663	4100201	$22,280.00
1-87	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	641-GH-W	641	4100201	$22,280.00
1-88	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	675-GH-W	675	4100201	$22,280.00
1-89	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	386-GH-W	386	4100201	$22,280.00
1-90	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	497-GH-W	497	4100201	$371,272.00
1-91	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	278-GH-W	278	4100201	$22,280.00
1-92	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	615-GH-W	615	4100201	$22,280.00
1-93	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	439-GH-W	439	4100201	$371,274.00
1-94	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	669-GH-W	669	4100201	$22,280.00
1-95	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development	483-GH-W	483	4100201	$22,280.00

UCDUSR0006353

							(GHSD)				
1-96	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	438-GH-W	438	4100201	$22,280.00
1-97	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	367-GH-W	367	4100201	$371,272.00
1-98	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	679-GH-W	679	4100201	$22,280.00
1-99	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	696-GH-W	696	4100201	$22,280.00
1-100	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	685-GH-W	685	4100201	$22,280.00
1-101	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	636-GH-W	636	4100201	$22,280.00
1-102	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	621-GH-W	621	4100201	$22,280.00
1-103	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	486-GH-W	486	4100201	$349,000.00
1-104	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	617-GH-W	617	4100201	$22,280.00
1-105	GH-HN Program Funds	2019	2020	GH-C-AI	GH/ID	HL.4	Global Health Security in Development (GHSD)	440-GH-W	440	4100201	$371,300.00

Amount Obligated this Action: $ 2,257,438.00
Total Estimated USAID Amount: $138,400,000.00
Total Obligated USAID Amount: $136,319,834.95
Amount Remaining to be Obligated: $ 2,080,165.05

4) In **ATTACHMENT A – SCHEDULE, Section A.2 PERIOD OF COOPERATIVE AGREEMENT**, item 1, replace date “March 31, 2020” with “September 30, 2020”.

5) In **ATTACHMENT A – SCHEDULE**, **Section A.3 AMOUNT OF COOPERATIVE AGREEMENT AND PAYMENT**, DELETE the amount of “$1,680,000.00” and REPLACE with “$2,257,438.00”.

All other terms and conditions remain unchanged.

- END OF MODIFICATION NO. 20 -

From: David J Wolking <djwolking@ucdavis.edu>
To: Andrew Clements <aclements@usaid.gov>
CC: David J Wolking <djwolking@ucdavis.edu>;Christine Kreuder Johnson <ckjohnson@ucdavis.edu>;PREDICTMGT <predictmgt@usaid.gov>;Jonna Mazet <jkmazet@ucdavis.edu>
Sent: 3/10/2020 1:07:00 PM
Subject: Re: Change of plans for March meetings in DC

Hi Andrew,

Happy belated birthday! Zoom shouldn't be a problem for us, I'll consult on timing with Chris and Jonna this afternoon to confirm.

David

On Tue, Mar 10, 2020 at 1:00 PM Andrew Clements <aclements@usaid.gov> wrote:
Hi Chris and David,

Because of new guidance (and perceptions) concerning bringing lots of people together during an on-going pandemic, we're going to make some changes to the schedule for next week by making the meetings virtual.

We would like to propose the following re-shuffling:

March 17: cancel the Predict public briefing in the afternoon and move the USAID briefing from the morning to the afternoon; this meeting will now be by phone

March 18: cancel the Predict briefing for Hill staffers in the morning and move up the start of day 1 of the data meeting to 10:00 AM EDT (ending for the day at 1:00 PM EDT); this meeting will now be by phone. [Presentations related to topic 1 and topic 2 of the agenda between 10:00 AM-12:00 PM; discussion from 12:00 PM-1:00 PM]

March 19: delay the start of day 2 of the data meeting to 10:00 AM EDT (ending for the day at 1:00 PM EDT); this meeting will now be by phone. [Discussion continued 10:00 AM-11:00 AM; topic 3 and discussion from 11:00 PM-1:00 PM]

Questions for you:

- does this work for your schedules? it would be an early start for you on the 18th and 19th so that we can accomodate Europe.
- would UCD be able to host both the USAID briefing and the data meeting using Zoom so that presentations can be viewed by all? if so, we can send you the invite names and an amended agenda for the data meeting.

Thanks!

Andrew

Andrew Clements, Ph.D.
Senior Scientific Advisor
Emerging Threats Division/Office of Infectious Diseases/Bureau for Global Health
U.S. Agency for International Development
Mobile phone: 1-571-345-4253
E-mail: aclements@usaid.gov

For more information on USAID's Emerging Pandemic Threats program, see: http://www.usaid.gov/ept2

From: Jonna Mazet <jkmazet@ucdavis.edu>
To: David J Wolking <djwolking@ucdavis.edu>
CC: Andrew Clements <aclements@usaid.gov>;David J Wolking <djwolking@ucdavis.edu>;Christine Kreuder Johnson <ckjohnson@ucdavis.edu>;PREDICTMGT <predictmgt@usaid.gov>
Sent: 3/10/2020 1:21:42 PM
Subject: Re: Change of plans for March meetings in DC

Timing fine for me.
Are we organized to handle the cancellations?

On Tue, Mar 10, 2020 at 1:07 PM David J Wolking <djwolking@ucdavis.edu> wrote:
Hi Andrew,

Happy belated birthday! Zoom shouldn't be a problem for us, I'll consult on timing with Chris and Jonna this afternoon to confirm.

David

On Tue, Mar 10, 2020 at 1:00 PM Andrew Clements <aclements@usaid.gov> wrote:
Hi Chris and David,

Because of new guidance (and perceptions) concerning bringing lots of people together during an on-going pandemic, we're going to make some changes to the schedule for next week by making the meetings virtual.

We would like to propose the following re-shuffling:

March 17: cancel the Predict public briefing in the afternoon and move the USAID briefing from the morning to the afternoon; this meeting will now be by phone

March 18: cancel the Predict briefing for Hill staffers in the morning and move up the start of day 1 of the data meeting to 10:00 AM EDT (ending for the day at 1:00 PM EDT); this meeting will now be by phone. [Presentations related to topic 1 and topic 2 of the agenda between 10:00 AM-12:00 PM; discussion from 12:00 PM-1:00 PM]

March 19: delay the start of day 2 of the data meeting to 10:00 AM EDT (ending for the day at 1:00 PM EDT); this meeting will now be by phone. [Discussion continued 10:00 AM-11:00 AM; topic 3 and discussion from 11:00 PM-1:00 PM]

Questions for you:

- does this work for your schedules? it would be an early start for you on the 18th and 19th so that we can accomodate Europe.
- would UCD be able to host both the USAID briefing and the data meeting using Zoom so that presentations can be viewed by all? if so, we can send you the invite names and an amended agenda for the data meeting.

Thanks!

Andrew

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From:	Andrew Clements <aclements@usaid.gov>
To:	Christine Kreuder Johnson <ckjohnson@ucdavis.edu>
CC:	David John Wolking <djwolking@ucdavis.edu>;PREDICTMGT <predictmgt@usaid.gov>;Jonna Mazet <jkmazet@ucdavis.edu>
Sent:	3/11/2020 2:47:10 AM
Subject:	Re: Change of plans for March meetings in DC

Postponing is fine. Got a little carried away with 'canceled'.

Andrew P. Clements, Ph.D.
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U.S. Agency for International Development
Mobile phone: 1-571-345-4253
Email: aclements@usaid.gov

On Mar 10, 2020, at 10:23 PM, Christine Kreuder Johnson <ckjohnson@ucdavis.edu> wrote:

Andrew, thanks for the update. That all works fine for us and we'll share news with the team. We're hoping to postpone the PREDICT public briefing rather than cancel entirely, with future date tbd obviously.
/ckj

From: Andrew Clements <aclements@usaid.gov>
Date: Tuesday, March 10, 2020 at 1:00 PM
To: David John Wolking <djwolking@ucdavis.edu>, Christine Kreuder Johnson <ckjohnson@UCDAVIS.EDU>
Cc: PREDICTMGT <predictmgt@usaid.gov>, Jonna Mazet <jkmazet@ucdavis.edu>
Subject: Change of plans for March meetings in DC

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- would UCD be able to host both the USAID briefing and the data meeting using Zoom so that presentations can be viewed by all? if so, we can send you the invite names and an amended agenda for the data meeting.

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Andrew

Andrew Clements, Ph.D.
Senior Scientific Advisor
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U.S. Agency for International Development
Mobile phone: 1-571-345-4253
E-mail: aclements@usaid.gov

For more information on USAID's Emerging Pandemic Threats program, see: http://www.usaid.gov/ept2

From: Sam Halabi <sfh9@georgetown.edu>
Sent: Wed, 29 Apr 2020 18:32:17 -0500
Subject: Re: Action Required - Draft for AFROHUN's Action Plan
To: Matthew Blake <mblake@ucdavis.edu>
Cc: "oromero@haas.berkeley.edu" <oromero@haas.berkeley.edu>, alexandra zuber <alexandrazuber@atahealthstrategies.com>, Elizabeth Leasure <ealeasure@ucdavis.edu>, Peter Daszak <daszak@ecohealthalliance.org>, Jonna Mazet <jkmazet@ucdavis.edu>, Federico Castillo <f.castillo@berkeley.edu>, Margarita Martins <margaritamartins@berkeley.edu>, Jon Epstein <epstein@ecohealthalliance.org>, Woutrina A Smith <wasmith@ucdavis.edu>

Hi, Omar,
The deck looks good to me as well! I'll be in a SEAOHUN Foundation Board SWOT interview right before. Given the role of the SEAOHUN Foundation Board in their new governance model, it is possible that I might make the pre-presentation meeting, but right now I'd say it's unlikely. I'm happy leading the discussion for slides 18-19. I believe the bullets listed can effectively capture the activities to be undertaken, but would offer just for consideration that the "governance and succession" bullet would include *adopting by-laws for the Executive Board and *TOR for key roles including ED/PI, Deputy Director CO-PI, Board Chair, and the major committees.

Best,
Sam

On Wed, Apr 29, 2020 at 6:05 PM Matthew Blake <mblake@ucdavis.edu> wrote:

> Hi Omar,
>
> For the rebranding, I believe that your proposed timeline is fine, but it's premature for us to present suggested activities to the Secretariat. Jon (no "h" – please correct where appropriate), Alex and I had a preliminary call last week and I think it is fair to say that we will be working with AFROHUN on rebranding as part of the larger strategic planning exercise. The Y2 testing and implementation is fine, and the only concrete action that I recall Jon and I discussing was recommending hiring a local communications/PR firm with regional expertise for the execution of a related PR campaign. We are awaiting a confirmation from Irene to schedule our first discussion with them about the TA we can provide on the name change and branding front (really two separate activities), which will likely take place next week or thereabouts.
>
> Deck looks good to me.
>
> -Matt
>
> ---
>
> **From:** Omar Romero-Hernandez <oromero@haas.berkeley.edu>
> **Reply-To:** "oromero@haas.berkeley.edu" <oromero@haas.berkeley.edu>
> **Date:** Wednesday, April 29, 2020 at 2:55 PM
> **To:** alexandra zuber <alexandrazuber@atahealthstrategies.com>, Matthew Blake <mblake@ucdavis.edu>, Elizabeth Leasure <ealeasure@UCDAVIS.EDU>, Peter Daszak <daszak@ecohealthalliance.org>, Sam Halabi <sfh9@georgetown.edu>, Jonna Mazet <jkmazet@ucdavis.edu>, Federico Castillo <f.castillo@berkeley.edu>, Margarita Martins <margaritamartins@berkeley.edu>, Jon Epstein <epstein@ecohealthalliance.org>, Woutrina A Smith <wasmith@ucdavis.edu>
> **Subject:** Action Required - Draft for AFROHUN's Action Plan
>
> **Dear Elizabeth, Matt, Sam, John:**

Alex, Federico, Margarita and I have prepared the first draft for AFROHUN's Action Plan, to be discussed with the Secretariat tomorrow. See attached the PPT file.

1. Could you **please spend 5-10 minutes and let us know if there is anything critical we should be changing?** In particular, please note that the last slides within this deck include specific questions to you. I know you are busy and that's why we had tried to come up with a final deck. Still, we want to make sure we have your input. If you have a chance to share a quick reaction before 5:00 pm PST today, we would appreciate it - we need to send this deck to Afrohun by EOD today.

2. For tomorrow's conference call, the plan is for the Global Team to connect some 15 minutes before Afrohun joins. That time will be used to touch base and see if you want to share any other input (optional).

3. So far, this is the plan we are proposing (we welcome your input):

Slides 1-6: Alex will introduce the workshop and SWOT (10 minutes)

Slides 6-7: Margarita goes over NUPAS/OCAs (6 minutes)

Slides 8-13: Federico goes over Action Plan - Business and Resource Mob. I will help with the discussion (10-15 minutes)

Slides 14-15: Elizabeth goes over Subaward management (10-12 minutes)

Slides 16-17: Matt - John present Brand and Communications Strategy (10-12 minutes)

Slides 18-19: Sam takes over Legal affairs (10-12 minutes)

Wrap up and next steps -

I will be taking notes and can help co-facilitate the discussion if you want me to.

Again, we welcome any comments or feedback you may share with us.

Thanks a lot!

Omar, Federico, Margarita,

From: Woutrina A Smith <wasmith@ucdavis.edu>
To: Corina Grigorescu Monagin <cgmonagin@UCDAVIS.EDU>;Oladele Ogunseitan <oladele.ogunseitan@uci.edu>;Peter Daszak <daszak@ecohealthalliance.org>;William B. Karesh <Karesh@ecohealthalliance.org>;mr84@columbia.edu" <mr84@columbia.edu>;alexandra zuber <alexandrazuber@atahealthstrategies.com>;Matthew Blake <mblake@ucdavis.edu>;Tracey Goldstein <tgoldstein@ucdavis.edu>;David John Wolking <djwolking@ucdavis.edu>;Terra Kelly <trkelly@ucdavis.edu>;Jaber Amine Belkhiria <jabelkhiria@ucdavis.edu>;Elizabeth Leasure <ealeasure@UCDAVIS.EDU>;Jonna Mazet <jkmazet@ucdavis.edu>;McNeil, Carrie S. <csmcnei@sandia.gov>;Jutta Lehmer <JLehmer@salud.unm.edu>;Omar Romero-hernandez <oromero@haas.berkeley.edu>;Bruce Baird Struminger <BStruminger@salud.unm.edu>;Federico Castillo <f.castillo@berkeley.edu>;Emily Hagan <hagan@ecohealthalliance.org>;Catherine Machalaba <machalaba@ecohealthalliance.org>;Kevin Olival <olival@ecohealthalliance.org>;Jon Epstein <epstein@ecohealthalliance.org>;Ndola PRATA <ndola@berkeley.edu>;Tiffany Harris, PhD, MS" <th2604@columbia.edu>;Costa, Cristiane <co123@cumc.columbia.edu>;Amaya, Idalia M. <ima2107@cumc.columbia.edu>;Sam Halabi <sfh9@georgetown.edu>
CC: onehealthnextgen Sympa List <onehealthnextgen@ucdavis.edu>
Sent: 5/4/2020 5:08:22 PM
Subject: ECHO COVID-19 flyer with agenda and upcoming sessions

OHW-NG team,

Here are the detailed flyers for the OHW-NG One Health ECHO session this Wednesday/Thursday sharing perspectives on gender and psychosocial factors in outbreaks. French version of AFROHUN session flyer will be available tomorrow. Please share these widely and encourage the required pre-registration in advance. Best wishes, Woutrina

USAID
FROM THE AMERICAN PEOPLE

SEAOHUN
Southeast Asia One Health University Network

COVID-19 ONE HEALTH UPDATES

SESSION TOPIC: PERSPECTIVES ON GENDER & PSYCHOSOCIAL ASPECTS IN OUTBREAKS

MAY 6/7, 2020

AGENDA

Welcome
- UC Davis: Jonna Mazet
- SEAOHUN Secretariat: Vipat Kuruchittham

Global Updates
- UC Davis: Brian Bird

Panel Discussion
- Sabra Klein *Professor, Bloomberg School of Public Health, Johns Hopkins University*
- Brigitte Bagnol *Senior Lecturer, Dept. of Anthropology, University of the Witwatersrand*
- Ludgate Nargiza *Program Development Specialist, University of Florida*
- Michael Tee *Vice Chancellor, University of the Philippines, Manila*

Closing
- UC Davis: Jonna Mazet
- SEAOHUN Secretariat: Vipat Kuruchittham

PANEL MODERATOR
- UC Berkeley: Ndola Prata

FACILITATORS
- ECHO: Bruce Struminger
- UC Davis: Woutrina Smith

UPCOMING SESSIONS

- **May 6/7**: Perspectives on gender & psychosocial factors in oubreaks
- **May 20/21**: Diagnostic testing approaches for COVID-19
- **June 3/4**: Immunity issues & interventions for COVID-19
- **June 17/18**: One Health approaches addressing COVID-19 origins and spillover

SOUTHEAST ASIA SESSION

WEDNESDAY, MAY 6 (USA)
THURSDAY, MAY 7 (SE ASIA)

US: 9 pm EDT | 7 pm MDT | 6 pm PDT
SE Asia: 8 am ICT | 9 am MYT | 9 am PHT

Visit our website for free pre-registration and connection information: ohwng.org

REGISTER HERE

Questions? Contact onehealthnextgen@ucdavis.edu

ACCME ACCREDITED WITH COMMENDATION

The University of New Mexico School of Medicine, Office of Continuing Medical Education is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education for physicians. The Office of Continuing Medical Education designates this live activity for a maximum of 1.5 AMA PRA Category 1 Credit(s)™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

UCDAVIS One Health Institute School of Veterinary Medicine · OHCEA Championing One Health · EcoHealth Alliance · Ata Health Strategies · ICAP Columbia University Mailman School of Public Health · Berkeley University of California · Project ECHO · UCI University of California, Irvine

UCDUSR0006364

USAID FROM THE AMERICAN PEOPLE

HCEA Championing One Health

COVID-19 ONE HEALTH UPDATES

SESSION TOPIC: PERSPECTIVES ON GENDER & PSYCHOSOCIAL ASPECTS IN OUTBREAKS

MAY 7, 2020

AGENDA

WELCOME

- UC Davis: Jonna Mazet
- AFROHUN Secretariat: William Bazeyo

GLOBAL UPDATES

- UC Davis: Brian Bird

PANEL DISCUSSION

- Sabra Klein *Professor, Bloomberg School of Public Health, Johns Hopkins University*
- Brigitte Bagnol *Senior Lecturer, Dept. of Anthropology, University of the Witwatersrand*
- Florence Mirembe *Senior Lecturer, School of Women & Gender Studies, Makerere University*
- Georgette Ngweme *School of Public Health, University of Kinshasa*

PANEL MODERATOR

- UC Berkeley: Ndola Prata

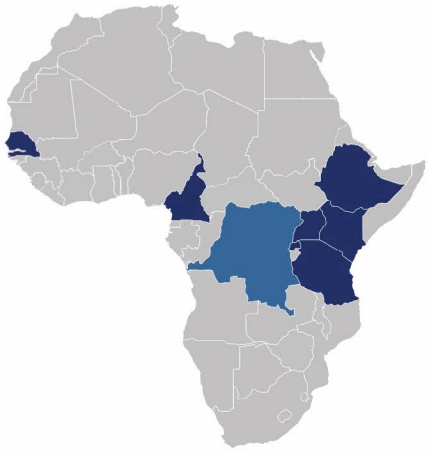
CLOSING

- UC Davis: Jonna Mazet
- AFROHUN Secretariat: William Bazeyo

FACILITATOR

- ECHO: Bruce Struminger
- UC Davis: Woutrina Smith

**French translation of the session also available*



UPCOMING SESSIONS

- **May 6/7**: Perspectives on gender & psychosocial factors in oubreaks
- **May 20/21**: Diagnostic testing approaches for COVID-19
- **June 3/4**: Immunity issues & interventions for COVID-19
- **June 17/18**: One Health approaches addressing COVID-19 origins and spillover

AFRICA SESSION

THURSDAY, MAY 7

US: 9:30 am EDT | 7:30 am MDT | 6:30 am PDT
Africa: 1:30 pm GMT | 2:30 pm WAT | 3:30 pm CAT

Visit our website for free pre-registration and connection information: ohwng.org

REGISTER HERE

Questions? Contact onehealthnextgen@ucdavis.edu

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From: "Pavlin, Julie" <JPavlin@nas.edu>
To: "'Tennenberg, MD, MPH. Alan [JRDUS]'" <atennenb@ITS.JNJ.com>, "'John, Chandy C'" <chjohn@iu.edu>, "'david@4sd.info'" <david@4sd.info>, "'Hermsen, Elizabeth D'" <elizabeth.hermsen@merck.com>, 'Eva Harris' <eharris@berkeley.edu>, "'gary.roselle@va.gov'" <gary.roselle@va.gov>, "'Cassetti, Cristina (NIH/NIAID) [E]'" <ccassetti@niaid.nih.gov>, "'Andrew Clements'" <aclements@usaid.gov>, 'Jonna Mazet' <jkmazet@ucdavis.edu>, "'Kester, Kent /US'" <Kent.Kester@sanofi.com>, "'Anderson, Kevin'" <Kevin.Anderson@HQ.DHS.GOV>, "'RASANATHAN, Kumanan'" <rasanathank@who.int>, "'Espinal, Dr. Marcos (WDC)'" <espinalm@paho.org>, "'mzahn@ochca.com'" <mzahn@ochca.com>, "'michael.mair@fda.hhs.gov'" <michael.mair@fda.hhs.gov>, "'peter.sands@theglobalfund.org'" <peter.sands@theglobalfund.org>, "'Peter Daszak'" <daszak@ecohealthalliance.org>, "'robregon@unicef.org'" <robregon@unicef.org>, "'Khabbaz, Rima (CDC/DDID/NCEZID/OD)'" <rfk1@cdc.gov>, "'miller.769@osu.edu'" <miller.769@osu.edu>, "'suerie.moon@graduateinstitute.ch'" <suerie.moon@graduateinstitute.ch>, "'twscott@ucdavis.edu'" <twscott@ucdavis.edu>, 'Burgess Timothy CAPT USUHS' <timothy.burgess@usuhs.edu>
Cc: "'rmuelle5@its.jnj.com'" <rmuelle5@its.jnj.com>, "'debabenn@iupui.edu'" <debabenn@iupui.edu>, "'Lee, Kathleen, VHACIN'" <Kathleen.Lee@va.gov>, "'Mary Radford'" <maradford@ucdavis.edu>, "'Louchie, Vivian /US'" <Vivian.Louchie@sanofi.com>, "'Tejada, Ms. Cecilia (WDC)'" <tejadace@paho.org>, "'elizabeth.sadove@fda.hhs.gov'" <elizabeth.sadove@fda.hhs.gov>, "'jacqui.moseley@theglobalfund.org'" <jacqui.moseley@theglobalfund.org>, "'lolmedo@unicef.org'" <lolmedo@unicef.org>, "'Blatner, Gretta (OS/ASPR/BARDA)'" <Gretta.Blatner@hhs.gov>, "'vjk1@cdc.gov'" <vjk1@cdc.gov>, "'dgonzalezpulido@ucdavis.edu'" <dgonzalezpulido@ucdavis.edu>, "'Karen Goraleski'" <kgoraleski@astmh.org>, "'jane.battles@va.gov'" <jane.battles@va.gov>, "Goodtree, Hannah" <HGoodtree@nas.edu>, "Minicucci, Charles" <CMinicucci@nas.edu>
Subject: Upcoming items of interest for the Forum
Sent: Wed, 5 Aug 2020 00:59:36 +0000
FMT One Health SOT 7.12.2020.docx

Hi everyone,

Hope you are all staying well.

I wanted to let you know about a few upcoming events and other items.

1) A workshop on August 26-27 on the Airborne Transmission of SARS-CoV-2 run by the Environmental Health Matters Initiative. As you know, there is a lot of discussion on the importance of airborne vs. droplet transmission – so this should be an interesting virtual workshop. Sadaf from NASEM will be sending all of you information about it with a link to register – let me know if you don't get that.

2) If you haven't heard, NIH and CDC sponsored a committee on the equitable allocation of vaccine for novel coronavirus. The committee will be having a public workshop on Friday, August 7 from 3:15-6:15PM ET. The registration is here: https://www.eventbrite.com/e/public-workshop-equitable-allocation-of-vaccine-for-the-novel-coronavirus-tickets-115438574885 Unlike many other NASEM committees, this one will be posting the draft framework for public comment in early September, and if you would like to be notified when the comment period opens you can join NAM's COVID-19 & Infectious Diseases listserv.

3) We're looking forward to seeing all of you virtually at the upcoming workshop August 17-20 on vaccine access and hesitancy. When I checked this morning, we were nearing 700 registrants with the numbers climbing steadily – so lots of interest.

4) For the closed meeting on August 28, we have invited Harvey Fineberg, chair of the Standing Committee on Emerging Infections and 21st Century Health Threats to discuss with us what they have been working on and if there are areas where we could help. We will also be discussing the next workshop on One Health – the statement of task is attached. We have some volunteers for the planning committee, but if you know of others outside of the Forum who should be invited, or you still want to volunteer, please let us know!

Thanks all and "see" you soon,

Julie

Julie A. Pavlin, MD, PhD, MPH
Director, Board on Global Health
Health and Medicine Division – Find us at nationalacademies.org/HMD
The National Academies of Sciences, Engineering, and Medicine
500 Fifth Street, NW

Washington, DC 20001
Phone: 202-334-2171

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Systematizing the One Health Approach in Preparedness and Response Efforts for Infectious Disease Outbreaks

STATEMENT OF TASK

A planning committee of the National Academies of Sciences, Engineering, and Medicine will organize a workshop to examine ways to systemize and integrate the One Health approach as part of outbreak prevention, detection, preparedness, and response efforts. The in-person workshop will explore research opportunities, multi-sectoral collaboration mechanisms, community engagement strategies, educational opportunities, and policies that can effectively implement the core capacities and interventions of One Health principles to strengthen national health systems and enhance global health security.

Specifically, the workshop will feature invited presentations and discussions on the following topics:

- Strategies to build a strong investment case to overcome political and technical impasses to systematize One Health in national prevention, detection, preparedness, and response efforts;
- Evaluation of One Health programs integrated into national and global public health efforts;
- Integration of animal and human health surveillance systems for cross-reporting to better understand pathogens in animals before (or after) spill-over to humans;
- Feasibility of introducing and integrating One Health into existing coordination mechanisms, and into national action plans based on the Joint External Evaluation;
- Strengthening the global health workforce with One Health capacities;
- Policies that underscore the interconnectedness of animal, human, and environmental health;
- Implications of using a One Health approach to improve preparedness vs. a reactionary response that is required to create medical countermeasures after outbreak onset;
- Best practices for engaging with communities and influencing behaviors that lower the risk of infectious disease infection through the One Health approach;
- The tension between public health needs, the private sector and data sharing within the One Health context in preparedness and response efforts; and
- Potential priority actions to unite organizations – public and private, domestic and international – in efforts to overcome newly discovered hurdles based on lessons learned from the COVID-19 pandemic.

Speakers and discussants will contribute perspectives from government, academia, private, and nonprofit sectors. The planning committee will organize the workshop, select and invite speakers and discussants, and moderate the discussions. A

proceedings of the presentations and discussions will be prepared by a designated rapporteur in accordance with institutional guidelines.

From: Christine Kreuder Johnson <ckjohnson@ucdavis.edu>
To: Jonna Mazet <jkmazet@ucdavis.edu>, Tracey Goldstein <tgoldstein@ucdavis.edu>, Brian Bird <bhbird@ucdavis.edu>, Jon Epstein <epstein@ecohealthalliance.org>, "William B. Karesh, D.V.M" <karesh@ecohealthalliance.org>, Karen Saylors <ksaylors@metabiota.com>, Frantz Jean Louis <fjeanlouis@metabiota.com>, "Anthony, Simon J." <sja2127@cumc.columbia.edu>, David John Wolking <djwolking@ucdavis.edu>, Aiah Gbakima [REDACTED]
Subject: Re: EHP Abstract for PMAC 2018
Sent: Wed, 29 Mar 2017 04:48:59 +0000
Mazet PMAC EHP 2018 Abstract ckj.docx

Hi Jonna,
Thanks for doing this – looks excellent!
One minor suggestion in title.
/ckj

From: Jonna Mazet [REDACTED] on behalf of Jonna Mazet <jkmazet@ucdavis.edu>
Date: Tuesday, March 28, 2017 at 8:23 PM
To: Tracey Goldstein <tgoldstein@ucdavis.edu>, Christine Kreuder Johnson <ckjohnson@UCDAVIS.EDU>, Brian Bird <bhbird@ucdavis.edu>, Jon Epstein <epstein@ecohealthalliance.org>, Billy Karesh <karesh@ecohealthalliance.org>, Karen Saylors <ksaylors@metabiota.com>, Frantz Jean Louis <fjeanlouis@metabiota.com>, "Anthony, Simon J." <sja2127@cumc.columbia.edu>, David John Wolking <djwolking@ucdavis.edu>, Aiah Gbakima [REDACTED]
Subject: EHP Abstract for PMAC 2018

Dear all,
Very sorry for the extremely late notice. I have decided to submit an abstract to PMAC on our focused ebola work. I have pulled language from our already agreed-upon and edited regional briefing document.
If I don't hear from you by Thursday noon, I will assume that you would like to be included as an author. If you have comments or edits (or would prefer not to be included), please let me know as soon as you can. Also if you think someone else should be a co-author, please let me know.
Have a nice day,
Jonna

PS -- Abstract is limited to 300 words, and there is a possibility that I won't be able to submit, as the PMAC site isn't currently accepting abstracts (even though the deadline has not yet passed).

Proactively identifying hosts of ebolaviruses and promoting prevention of spillover in the three most outbreak-affected West African countries

Developing and operationalizing strategies to reduce zoonotic pathogen spillover, amplification, and spread are nowhere more relevant than in Sierra Leone, Guinea, and Liberia. The devastation left by the Ebola virus outbreak revealed the urgent need for increased animal and public health sector capacity strengthening. Put into historical context, this epidemic was more than 60 times larger than any previous Ebola outbreak, spread to 7 additional countries, and stretched emergency response efforts to the utmost limits of capacity. Due to the impact on these three countries, USAID's PREDICT Project developed a focused effort to better address the threat of Ebola by understanding the virus' animal origins, while strengthening capacity to build and reinforce emerging disease surveillance and detection systems. PREDICT is working to improve understanding of the wildlife reservoir, spillover hosts, and origins of Ebola virus; ascertain the potential of virus-spillover into other non-typical hosts, such as livestock or companion animals; gain a greater understanding of high-risk human behavioral activities; and improve disease surveillance and laboratory capacities through workforce development in line with Global Health Security Agenda priorities. The challenge in controlling future Ebola virus outbreaks in West Africa is dependent on how widely distributed the virus may be across the region and which animal populations are now involved as hosts. Without identifying reservoirs of infection, prevention programs to reduce transmission from animals to people will have limited impact, and it is likely that future spillover of ebolaviruses from animals into humans will continue to occur. As we have seen over the years in Central and Eastern Africa where filovirus outbreaks have repeatedly occurred, effective control of these rare spillover" events is possible and, when the right technical capacities are in place, can even be limited to a small number of human cases.

From: Andrew Clements <aclements@usaid.gov>
Sent: Fri, 8 Sep 2017 21:22:44 +0200
Subject: Re: Predict 2 requested ceiling increase
To: Ryland Marbray <rmarbray@usaid.gov>
Cc: Elizabeth Leasure <ealeasure@ucdavis.edu>, Patricia Bradley <pbradley@usaid.gov>, Jonna Mazet <jkmazet@ucdavis.edu>, David John Wolking <djwolking@ucdavis.edu>, Matthew Blake <mblake@ucdavis.edu>

Is there a phone number? thanks

On Fri, Sep 8, 2017 at 6:09 PM, Ryland Marbray <rmarbray@usaid.gov> wrote:

3:30 EDT is fine. I will provide a conference number to call.

On Fri, Sep 8, 2017 at 11:51 AM, Elizabeth Leasure <ealeasure@ucdavis.edu> wrote:

Hi Ryland. We can do a call at 12:30 pm PDT (3:30 pm EDT). Would that work?

Elizabeth Leasure

One Health Institute

University of California, Davis

530-754-9034 (office)

REDACTED (cell)

From: Ryland Marbray [mailto:rmarbray@usaid.gov]
Sent: Friday, September 08, 2017 7:49 AM
To: Elizabeth Leasure
Cc: Patricia Bradley
Subject: Predict 2 requested ceiling increase

Good Morning Elizabeth,

I was hoping we could set up a brief call today around 1:30 or 2:00 est to revisit the ceiling increase discussions. Please let me know if your available. .

--

Ryland Marbray
Agreements/Contracting Officer

USAID Office of Acquisition & Assistance
M/OAA/E3
1300 Pennsylvania Ave., NW,
Rm. 567-B, SA-44
Washington, DC 20523

Phone: (202) 567-5328|rmarbray@usaid.gov

--

Ryland Marbray
Agreements/Contracting Officer

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--

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U.S. Agency for International Development
Mobile phone: 1-571-345-4253
E-mail: aclements@usaid.gov

For more information on USAID's Emerging Pandemic Threats program, see: http://www.usaid.gov/ept2

From: Andrew Clements <aclements@usaid.gov>
Sent: Wed, 11 Oct 2017 22:16:02 +0200
Subject: Re: USAID's regional activities on "Pandemic Health Threats" in Egypt
To: "William B. Karesh" <karesh@ecohealthalliance.org>
Cc: Patrick Dawson <dawson@ecohealthalliance.org>, David Wolking <djwolking@ucdavis.edu>, Jonna Mazet <jkmazet@ucdavis.edu>, "predictmgt@usaid.gov" <predictmgt@usaid.gov>

Thanks. I have a call with the Mission tomorrow morning my time.
Please include any relevant background concerning the MOA's previous griping and what you did to include them in sharing information.

Andrew P. Clements, Ph.D.
Senior Scientific Advisor
Emerging Threats Division/Office of Infectious Diseases/Bureau for Global Health
U.S. Agency for International Development
Mobile phone: 1-571-345-4253
Email: aclements@usaid.gov

On Oct 11, 2017, at 8:46 PM, William B. Karesh <karesh@ecohealthalliance.org> wrote:

> We are drafting a response for you and will cc the group.
> BK
>
> **William B. Karesh, D.V.M**
> *Executive Vice President for Health and Policy*
>
> EcoHealth Alliance
> 460 West 34th Street - 17th Floor
> New York, NY 10001 USA
>
> +1.212.380.4463 (direct)
> +1.212.380.4465 (fax)
> www.ecohealthalliance.org
>
> President, OIE Working Group on Wildlife
>
> Co-chair, IUCN Species Survival Commission - Wildlife Health Specialist Group
>
> EPT Partners Liaison, USAID Emerging Pandemic Threats - PREDICT-2 Program
>
> ***EcoHealth Alliance leads cutting-edge research into the critical connections between human and wildlife health and delicate ecosystems. With this science we develop solutions that promote conservation and prevent pandemics.***
>
> On Oct 11, 2017, at 3:51 AM, Andrew Clements <AClements@usaid.gov> wrote:
>
> Hi Billy and Patrick,
> See question below from our Egypt mission about any recent presentation of Egypt data in Jordan.
>
> Thanks!
>
> Andrew

Andrew P. Clements, Ph.D.
Senior Scientific Advisor
Emerging Threats Division/Office of Infectious Diseases/Bureau for Global Health
U.S. Agency for International Development
Mobile phone: 1-571-345-4253
Email: aclements@usaid.gov

Begin forwarded message:

From: Annie Steed <asteed@usaid.gov>
Date: October 11, 2017 at 8:08:52 AM GMT+2
To: Andrew Clements <aclements@usaid.gov>
Cc: Shana Gillette <sgillette@usaid.gov>, Lindsay Parish <lparish@usaid.gov>, Akmal Elerian <aelerian@usaid.gov>, Mohamed Abu-Wafa <maboelwafa@usaid.gov>
Subject: Re: USAID's regional activities on "Pandemic Health Threats" in Egypt

Thanks Andrew,
We are getting inquiries from the Ministry of Agriculture with concerns that we have not been coordinating with them on these issues which can be sensitive. I believe the recent time-frame would be the last couple of weeks for the presentation, not sure when the research was conducted.
There is a news article referring to USAID funding, but nothing specific.

annie

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www.usaid.gov/egypt | facebook.com/USAIDEgypt | twitter.com/USAIDEgypt

On Wed, Oct 11, 2017 at 8:06 AM, Andrew Clements <aclements@usaid.gov> wrote:

Hi Annie,
Predict has been conducting surveillance in animals in Egypt and there are similar activities in Jordan so sometimes there have been joint trainings or workshops for the two countries.

So that I can narrow my search, can you tell me: (1) what "recent" time period you are interested in; (2) when was the presentation in Jordan; and (3) is there any specific event that happened that you are trying to zero in on?

Thanks!

Andrew

Andrew P. Clements, Ph.D.
Senior Scientific Advisor
Emerging Threats Division/Office of Infectious Diseases/Bureau for Global Health
U.S. Agency for International Development
Mobile phone: 1-571-345-4253
Email: aclements@usaid.gov

On Oct 10, 2017, at 7:53 PM, Shana Gillette <sgillette@usaid.gov> wrote:

> Hi Annie,
> I am looping in Andrew Clements for PREDICT.
> Best,

Shana

On Tue, Oct 10, 2017 at 10:59 AM, Annie Steed <asteed@usaid.gov> wrote:

> Hello Lindsay and Shana,
> My name is Annie Steed and I am with USAID/Egypt. Can either of you let me know if your activities have conducted an animal disease surveillance in Egypt recently? Or if any of the consultants working with your activities gave a presentation in Jordan and described an animal disease surveillance activity they conducted in Egypt?

Thanks,
have a good day,
annie

Annie Steed
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---------- Forwarded message ----------
From: **Akmal Elerian** <aelerian@usaid.gov>
Date: Mon, Oct 9, 2017 at 11:06 AM
Subject: USAID's regional activities on "Pandemic Health Threats" in Egypt
To: Annie Steed <asteed@usaid.gov>
Cc: Tara Simpson <tsimpson@usaid.gov>

Hi Annie,
As a follow-up to our phone conversation, I reiterate that USAID's activities on "Pandemic Health Threats" in Egypt are currently implemented through the USAID/Washington's Emerging Pandemic Threats 2 (EPT-2) Program. These activities are mainly addressing Avian Flu and Middle East Respiratory Syndrome Corona Virus (MERS-CoV).

Primary EPT-2 partners involved in monitoring viruses in livestock, domestic animals, wildlife, and human populations are the U.N. Food and Agriculture Organization (FAO) and the USAID PREDICT-2 project.

Below are the contact info for the USAID/W AORs for FAO and PREDICT-2:

FAO AOR: Lindsay Parish lparish@usaid.gov

PREDICT-2 AOR: sgillette@usaid.gov

Please let me know if I can be of further help.

Akmal

Akmal M.K. Elerian, MD, MSc | Sr. Project Management Specialist | Office of Education and Health | USAID/Egypt
Office: REDACTED Fax: REDACTED | aelerian@usaid.gov

--

Shana Gillette, PhD
Senior Risk Mitigation Adviser
Emerging Threats Division
Office of Infectious Disease
Bureau for Global Health
U.S. Agency for International Development (USAID)
Office Phone: 202-712-1456
Work Mobile:
Personal Cell: REDACTED
Email: sgillette@usaid.gov

From: Andrew Clements <aclements@usaid.gov>
Sent: Thu, 12 Oct 2017 10:04:47 +0200
Subject: Re: USAID's regional activities on "Pandemic Health Threats" in Egypt
To: "William B. Karesh" <karesh@ecohealthalliance.org>
Cc: Patrick Dawson <dawson@ecohealthalliance.org>, David Wolking <djwolking@ucdavis.edu>, Jonna Mazet <jkmazet@ucdavis.edu>, PREDICTMGT <predictmgt@usaid.gov>, Peter Daszak <daszak@ecohealthalliance.org>, Aleksei Chmura <chmura@ecohealthalliance.org>, Evelyn Luciano <luciano@ecohealthalliance.org>

Very helpful, Billy. Thanks!

Andrew P. Clements, Ph.D.
Senior Scientific Advisor
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U.S. Agency for International Development
Mobile phone: 1-571-345-4253
Email: aclements@usaid.gov

On Oct 12, 2017, at 12:14 AM, William B. Karesh <karesh@ecohealthalliance.org> wrote:

The implementing partner for PREDICT-2 Egypt is the National Research Centre's Center of Scientific Excellence for Influenza Viruses. This team was selected in 2016 based on its excellent track record of conducting similar research with NIH-NIAID, and other scientific entities and their ability to work on humans and animals.

FAO (with support of USAID EPT-2) also works with the National Research Centre's Center of Scientific Excellence for Influenza Viruses for the research FAO is managing for MERS-CoV on camels in Egypt.

On September 25, 2017, PREDICT-2 (Dr. Ehab Abu-Basha from Jordan presented due to Dr. Mohamed Ali from NRC not being able to obtain a visa) presented on its MERS-CoV-related activities on humans and bats in Egypt, Jordan, and other PREDICT-2 countries at the FAO-OIE-WHO Global Technical Meeting on MERS-CoV at WHO headquarters in Geneva.

In the presentation, surveillance activities in Egypt were described. PREDICT-2 Egypt samples bats and humans to look at MERS-CoV and other important viral families. Camel surveillance activities in Egypt are conducted by FAO, not PREDICT-2.

FAO data on camel surveillance activities from 2014-2016 (prior to PREDICT's presence in Egypt) were included since Dr. Ali prepared the presentation and NRC is implementing both the PREDICT-2 and FAO work.

Progress and updates of all PREDICT-2 Egypt activities are sent to the Ministries of Health and Ministry of Agriculture on a quarterly basis, in addition to the USAID/Egypt Mission.

Positive results from PCR and serological tests are not released to the general public until the data have been cleared by the Ministries.

There is a new Deputy Minister at the Ministry of Agriculture and Land Reclamation who was present at this meeting, who said that she was not familiar with the PREDICT-2 project prior to the meeting. However, the PREDICT-2 project in Egypt was launched with the inclusion of the Chairman of the General Organization of Veterinary Services (GOVS), which is a department within the Ministry of Agriculture and Land Reclamation, in 2016. Meetings with PREDICT and the Chairman of GOVS and other GOVS staff have been held in July 2015, February 2016, and at other points in 2016.

Staff changes within the Ministry of Agriculture and Land Reclamation (including GOVS) have required re-visiting the basic purpose and agreements during the above mentioned meetings. At each meeting, the staff have stated that we should terminate agreements with NRC and redirect the project funding their section or sub-section in agriculture regardless of the fact that PREDICT-2 work is focused on humans and wildlife

which fall under different ministries and within the purview of the NRC.

Hope this is helpful,

BK

William B. Karesh, D.V.M
Executive Vice President for Health and Policy

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EPT Partners Liaison, USAID Emerging Pandemic Threats - PREDICT-2 Program

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Thanks!

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Email: aclements@usaid.gov

Begin forwarded message:

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Cc: Shana Gillette <sgillette@usaid.gov>, Lindsay Parish <lparish@usaid.gov>, Akmal Elerian <aelerian@usaid.gov>, Mohamed Abu-Wafa <maboelwafa@usaid.gov>
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Thanks!

Andrew

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PREDICT-2 AOR: sgillette@usaid.gov

Please let me know if I can be of further help.

Akmal

Akmal M.K. Elerian, MD, MSc | Sr. Project Management Specialist | Office of Education and Health | USAID/Egypt
Office: REDACTED Fax: REDACTED aelerian@usaid.gov

--

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Emerging Threats Division
Office of Infectious Disease
Bureau for Global Health
U.S. Agency for International Development (USAID)
Office Phone: 202-712-1456
Work Mobile: REDACTED
Personal Cell:
Email: sgillette@usaid.gov

From:	Andrew Clements <aclements@usaid.gov>
To:	Murray, Suzan <MurrayS@si.edu>
CC:	jkmazet@ucdavis.edu <jkmazet@ucdavis.edu>;David J Wolking (djwolking@ucdavis.edu) <djwolking@ucdavis.edu>
Sent:	5/7/2018 12:45:21 PM
Subject:	Re: Outbreak images and language

If the IACUC committee ensures that animal welfare requirements are included and followed, then that could be mentioned to show care is being taken in handling the animals.

Andrew P. Clements, Ph.D.
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On May 7, 2018, at 8:34 PM, Murray, Suzan <MurrayS@si.edu> wrote:

Ah, thank you Andrew, that was my initial understanding as well

Suzan

On May 7, 2018, at 1:27 PM, Andrew Clements <aclements@usaid.gov> wrote:

To clarify, the request was related to possibility inserting language into the Outbreak exhibit.

Andrew P. Clements, Ph.D.
Senior Scientific Advisor
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U.S. Agency for International Development
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Email: aclements@usaid.gov

On May 7, 2018, at 6:12 PM, Andrew Clements <aclements@usaid.gov> wrote:

Thanks, Suzan.

I believe the original idea was to be proactive by including some language saying something like 'efforts were made to keep the time needed to sample live animals to a minimum to reduce stress and injuries.'

Andrew P. Clements, Ph.D.
Senior Scientific Advisor
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U.S. Agency for International Development
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On May 7, 2018, at 5:12 PM, Murray, Suzan <MurrayS@si.edu> wrote:

Dear Andrew,

We have been looking into the issue regarding potential disclaimers, and it is our current understanding that

the Smithsonian does not have specific language to be utilized. Having said this, Randall Kremer is the communications expert in charge of the Outbreak exhibit. He will be handling any comments or concerns from the public on a case by case basis and will be drawing upon input from both internal and external collaborators as needed. Randall also noted that he has been in touch directly with the communications team from USAID and believes that all are comfortable with this plan.

Let us know if this addresses concerns or if we can assist with additional follow up.

Best,

Suzan

From: "Tammie O'Rourke" <torourke@metabiota.com>
Sent: Tue, 8 May 2018 11:39:55 -0700
Subject: Re: Napa follow-up: eidith R pkg update and docs
To: Diego Montecino <dmontecino@ucdavis.edu>
Cc: Noam Ross <ross@ecohealthalliance.org>, Christine Kreuder Johnson <ckjohnson@ucdavis.edu>, Tracey Goldstein <tgoldstein@ucdavis.edu>, [redacted] Nistara Randhawa <nrandhawa@ucdavis.edu>, "pspandit@ucdavis.edu" <pspandit@ucdavis.edu>, Cale Basaraba <basaraba@ecohealthalliance.org>, Evan Eskew <eskew@ecohealthalliance.org>, Kevin Olival <olival@ecohealthalliance.org>, "Daniel O'Rourke" <dorourke@metabiota.com>, Jonna Mazet <jkmazet@ucdavis.edu>, Peter Daszak <daszak@ecohealthalliance.org>

Hi Deigo,
First of all, thank-you for spending what I imagine was a great deal of time comparing results, it is very valuable to ensure everything is working as expected between the R package data and what is in the EIDITH extracts. Noam & i will work together to figure out the discrepancies in the data and will get back to you shortly.
Tammie

On Tue, May 8, 2018 at 11:31 AM, Diego Montecino <dmontecino@ucdavis.edu> wrote:

> Hi everyone:
> I have been playing with the package and comparing the data downloaded directly via the eidith package (let's call it package data) with the data obtained via the eidith website as csv's (let's call it website data) to check the reproducibility of both sources.

Once I subset to Uganda, Tanzania and Rwanda P1 bats that were tested for Coronaviruses and specimens corresponding to feces, oral swabs and rectal swabs I found some inconsistencies between both datasets I think is worthy to double check (I could be wrong but I could not be).

1. I do get the same unique bat id's (1002 individuals) with the little issue of "AASBA " in the website dataset instead of "AASBA" in the package data
2.a The following specimens_id in website data

130614Eh03OSLB 130614Eh03RSLB 130614Eh04OSLB 130614Eh04RSLB 130614Eh05OSLB
130614Eh05RSLB 130614Eh01RSLB 130614Eh02OSLB 130614Eh02RSLB

in the package dataset all of them have a "1" at the end of the label, so "130614Eh03OSLB" vs "130614Eh03OSLB1"

2.b It is quite similar issue but

"BWBA01OSV-20130731" "BWBA01RSV-20130731" "BWBA02OSV-20130731"
"BWBA02RSV-20130731" "BWBA03OSV-20130731" "BWBA03RSV-20130731"
"BWBA04OSV-20130731" "BWBA04RSV-20130731" "BWBA05OSV-20130731"
"BWBA05RSV-20130731" "BWBA06OSV-20130731" "BWBA06RSV-20130731"
"BWBA07OSV-20130731" "BWBA07RSV-20130731" "BWBA08OSV-20130801"
"BWBA08RSV-20130801"

in the package dataset all of them have a "a" at the end of the label, so "BWBA01OSV-20130731" vs "BWBA01OSV-20130731a"

3. There are differences in the tests that were conducted in some of the specimens:

In Oral Swabs:

'QEBA01-20120211' only watanabe assay in the website data, both assays (watanabe and Quan) in the package data
'QEBA04-20120212' only quan assay in the website data, both assays in the package data
'QEBA06-20120212' only quan assay in the website data, both assays in the package data
'QEBA07-20120212' only watanabe assay in the website data, both assays in the package data
'QEBA08-20120212' only watanabe assay in the website data, both assays in the package data
"MGBA01-20120614" do not have oral swab in the website data but both assays with oral swab in eidith data

"MGBA02-20120614" do not have oral swab in the website data but both assays with oral swab in eidith data
"MGBA03-20120614" do not have oral swab in the website data but both assays with oral swab in eidith data

Rectal swabs:

#OTBA09-20130531 only Quan in the website data but both assays in the package data
#MGBA01-20120614 only Watanabe in the website data but both assays in the package data
#MGBA02-20120614 only Quan in the website data but both assays in the package data
#MGBA03-20120614 only Watanabe the website data but both assays in the package data
AATIT Watanabe and Quan twice for rectal swab specimen from this bat in the package data. Repeated rows? the "specimen id" and the "test id" are the same for both rows of the corresponding test
AATJB Watanabe and Quan twice for rectal swab specimen from this bat in the package data. Repeated rows? the "specimen id" and the "test id" are the same for both rows of the corresponding test
AATEK Watanabe and Quan twice for rectal swab specimen from this bat in the package data. Repeated rows? the "specimen id" and the "test id" are the same for both rows of the corresponding test
AATEG Watanabe assay in the website and package data; however, this row seem repeated (same "specimen id" and "test id") in the package data

Feces specimens are completely congruent

Further, I think it will be useful to know that the column "animal_id_name" is equivalent to "AnimalGAINS" (instead of "animal_id") in the package vs website data, and "specimen_id_name" with "SpecimenID" (instead of "specimen_id")

I appreciate someone could double check these issues and let us know.

Best

Diego

On Mon, Apr 23, 2018 at 11:57 AM, Noam Ross <ross@ecohealthalliance.org> wrote:

> Dear all,
>
> A quick update for all those that I spoke about the **eidith** R package with at Napa. All the changes we showed in the 'development' version earlier this month, primarily P2 data access, are now in our main version and documented for all to use. Info and documentation are all at the website: https://ecohealthalliance.github.io/eidith/. We've also added some more guides and tools:
>
> - A general guide to the EIDITH 2 data structures and basic data manipulation and graphing
> - Helper functions and a guide to working with multiple response data
> - Slides we presented
> - Search functionality for the website (it will take ~24h to update to have the new pages indexed)
>
> Bug reports and requests can be emailed to me, or submitted to our tracker at https://github.com/ecohealthalliance/eidith/issues
>
> If anyone would like to join our associated Slack channel for Q&A and keeping up with any changes, please just drop me a line and I'll add them.
>
> Also, if there's someone else who needs an introduction to the package, put them in touch, I'd be happy to do a tutorial remotely.
>
> Best,
>
> Noam
>
> --
> **Dr. Noam Ross**

Senior Research Scientist

EcoHealth Alliance
460 West 34th Street – 17th Floor
New York, NY 10001

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EcoHealth Alliance leads cutting-edge scientific research into the critical connections between human and wildlife health and delicate ecosystems. With this science, we develop solutions that prevent pandemics and promote conservation.

--

Tammie O'Rourke

Metabiota

Senior Information Management Developer

Emerging Pandemic Threats - PREDICT Program

tel +1-250-618-2460 • *skype* tammie.orourke • *www.eidith.org*

URL: www.metabiota.com

From: Diego Montecino <dmontecino@ucdavis.edu>
Sent: Fri, 11 May 2018 12:14:41 -0700
Subject: Re: Napa follow-up: eidith R pkg update and docs
To: "Tammie O'Rourke" <torourke@metabiota.com>
Cc: Noam Ross <ross@ecohealthalliance.org>, Christine Kreuder Johnson <ckjohnson@ucdavis.edu>, Tracey Goldstein <tgoldstein@ucdavis.edu>, [redacted], Nistara Randhawa <nrandhawa@ucdavis.edu>, "pspandit@ucdavis.edu" <pspandit@ucdavis.edu>, Cale Basaraba <basaraba@ecohealthalliance.org>, Evan Eskew <eskew@ecohealthalliance.org>, Kevin Olival <olival@ecohealthalliance.org>, "Daniel O'Rourke" <dorourke@metabiota.com>, Jonna Mazet <jkmazet@ucdavis.edu>, Peter Daszak <daszak@ecohealthalliance.org>

Hi Tammie:

Thanks for the response.

For question 1. The data from the eidith extract tool has the label "

AASBA " and the eidith package: "

AASBA" (extra space at the end that is why you do not see it). I just downloaded the 3 datasets (Tanzania, Rwanda and Uganda) P1 from the Eidith website and before subsetting by anything, the total number of unique bat id's I have is 1018.

I get 1002 when subsetting for coronaviruses and others, but again, this is actually consistent among both data sets.

For question 3, please check I referred to each issue with "package data" vs "website data". The last one refers to the eidith extract tool. If you could please point it case by case I can recheck better in my dataset your responses. Remember that I pointed issues after subsetting by tested for coronaviruses. I would also appreciate if you could avoid acronyms.

best and thank you!

On Fri, May 11, 2018 at 11:34 AM, Tammie O'Rourke <torourke@metabiota.com> wrote:

Hi Diego,

I have spent some time going through your issues. Using the data extract tool, I downloaded the tests for these 3 countries using the same permissions as you, please see my notes in red below. Since there seems to be some discrepancies between what you saw & what I get, could you please do another data extract from EIDITH and see if now get the same results as me?

1. I do get the same unique bat id's (1002 individuals) I get 1020 unique animals.

with the little issue of "

AASBA " in the website dataset instead of "AASBA" in the package data
. Can you explain what the problem is with this one?

2.a The following specimens_id in website data. Sorry for the confusion. The difference is that some of the specimens have been aliquoted. I have changed the extract in EIDITH so that the SpecimenID column it takes into account the AliquotID as well.

3. There are differences in the tests that were conducted in some of the specimens: Assuming you are referring to the EIDITH data: for the missing tests for the QE specimens, I see them all in my extract, can you check again? For the MGB specimens, I see both assays and the blood, oral & rectal swabs were pooled together. For the duplicates, I only see single tests. Or, if you are referring to the package data, Cale will have to address this.

Further, I think it will be useful to know that the column "animal_id_name" is equivalent to "AnimalGAINS" (instead of "animal_id") in the package vs website data, and "specimen_id_name" with "SpecimenID" (instead of "specimen_id") Cale can address this question as well.

Thanks again for taking the time to review the data carefully! I imagine Cale will get back to you shortly about the remaining issues, but please let me know if there is anything more I can do to help straighten this all out.

Tammie

On Tue, May 8, 2018 at 11:31 AM, Diego Montecino <dmontecino@ucdavis.edu> wrote:

Hi everyone:
I have been playing with the package and comparing the data downloaded directly via the eidith package (let's call it package data) with the data obtained via the eidith website as csv's (let's call it website data) to check the reproducibility of both sources.

Once I subset to Uganda, Tanzania and Rwanda P1 bats that were tested for Coronaviruses and specimens corresponding to feces, oral swabs and rectal swabs I found some inconsistencies between both datasets I think is worthy to double check (I could be wrong but I could not be).

1. I do get the same unique bat id's (1002 individuals) with the little issue of "

AASBA " in the website dataset instead of "AASBA" in the package data
. I do not see this individual.

2.a The following specimens_id in website data

130614Eh03OSLB 130614Eh03RSLB 130614Eh04OSLB 130614Eh04RSLB 130614Eh05OSLB
130614Eh05RSLB 130614Eh01RSLB 130614Eh02OSLB 130614Eh02RSLB

in the package dataset all of them have a "1" at the end of the label, so "130614Eh03OSLB" vs "130614Eh03OSLB1"

2.b It is quite similar issue but

"BWBA01OSV-20130731" "BWBA01RSV-20130731" "BWBA02OSV-20130731"
"BWBA02RSV-20130731" "BWBA03OSV-20130731" "BWBA03RSV-20130731"
"BWBA04OSV-20130731" "BWBA04RSV-20130731" "BWBA05OSV-20130731"
"BWBA05RSV-20130731" "BWBA06OSV-20130731" "BWBA06RSV-20130731"
"BWBA07OSV-20130731" "BWBA07RSV-20130731" "BWBA08OSV-20130801"
"BWBA08RSV-20130801"

in the package dataset all of them have a "a" at the end of the label, so "BWBA01OSV-20130731" vs "BWBA01OSV-20130731a"

3. There are differences in the tests that were conducted in some of the specimens:

In Oral Swabs:

'

QEBA01-20120211' only watanabe assay in the website data, both assays (watanabe and Quan) in the package data
'QEBA04-20120212' only quan assay in the website data, both assays in the package data
'QEBA06-20120212' only quan assay in the website data, both assays in the package data
'QEBA07-20120212' only watanabe assay in the website data, both assays in the package data
'QEBA08-20120212' only watanabe assay in the website data, both assays in the package data

"

MGBA01-20120614" do not have oral swab in the website data but both assays with oral swab in eidith data
"MGBA02-20120614" do not have oral swab in the website data but both assays with oral swab in eidith data
"MGBA03-20120614" do not have oral swab in the website data but both assays with oral swab in eidith data

Rectal swabs:

#OTBA09-20130531 only Quan in the website data but both assays in the package data
#MGBA01-20120614 only Watanabe in the website data but both assays in the package data
#MGBA02-20120614 only Quan in the website data but both assays in the package data
#MGBA03-20120614 only Watanabe the website data but both assays in the package data

AATIT Watanabe and Quan twice for rectal swab specimen from this bat in the package data. Repeated rows? the "specimen id" and the "test id" are the same for both rows of the corresponding test
AATJB Watanabe and Quan twice for rectal swab specimen from this bat in the package data. Repeated rows? the "specimen id" and the "test id" are the same for both rows of the corresponding test
AATEK Watanabe and Quan twice for rectal swab specimen from this bat in the package data. Repeated rows? the "specimen id" and the "test id" are the same for both rows of the corresponding test
AATEG Watanabe assay in the website and package data; however, this row seem repeated (same "specimen id" and "test id") in the package data

Feces specimens are completely congruent

Further, I think it will be useful to know that the column "animal_id_name" is equivalent to "AnimalGAINS" (instead of "animal_id") in the package vs website data, and "specimen_id_name" with "SpecimenID" (instead of "specimen_id")

I appreciate someone could double check these issues and let us know.

Best

Diego

On Mon, Apr 23, 2018 at 11:57 AM, Noam Ross <ross@ecohealthalliance.org> wrote:

Dear all,

A quick update for all those that I spoke about the **eidith** R package with at Napa. All the changes we showed in the 'development' version earlier this month, primarily P2 data access, are now in our main version and documented for all to use. Info and documentation are all at the website: https://ecohealthalliance.github.io/eidith/. We've also added some more guides and tools:

- A general guide to the EIDITH 2 data structures and basic data manipulation and graphing
- Helper functions and a guide to working with multiple response data
- Slides we presented
- Search functionality for the website (it will take ~24h to update to have the new pages indexed)

Bug reports and requests can be emailed to me, or submitted to our tracker at https://github.com/ecohealthalliance/eidith/issues

If anyone would like to join our associated Slack channel for Q&A and keeping up with any changes, please just drop me a line and I'll add them.

Also, if there's someone else who needs an introduction to the package, put them in touch, I'd be happy to do a tutorial remotely.

Best,

Noam

--

Dr. Noam Ross
Senior Research Scientist

EcoHealth Alliance
460 West 34th Street – 17th Floor
New York, NY 10001

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+1.212.380.4465 (fax)
@noamross (twitter)
www.ecohealthalliance.org

EcoHealth Alliance leads cutting-edge scientific research into the critical connections between human and wildlife health and delicate ecosystems. With this science, we develop solutions that prevent pandemics and promote conservation.

--

Tammie O'Rourke

Metabiota

Senior Information Management Developer

Emerging Pandemic Threats - PREDICT Program

tel +1-250-618-2460 ▪ *skype* tammie.orourke ▪ *www.eidith.org*

URL: www.metabiota.com

From: [redacted]
To: "William B. Karesh" <karesh@ecohealthalliance.org>
Cc: matthew lebreton <mlebreton@mosaic.cm>, Brian H Bird <bhbird@gmx.ucdavis.edu>, PREDICT-oubreak <predict-outbreak@ucdavis.edu>, Jonna Mazet <jkmazet@ucdavis.edu>, Karen Saylors <ksaylors@metabiota.com>, David John Wolking <djwolking@ucdavis.edu>, "Edison, Beth" <bedison@metabiota.com>, David McIver <dmciver@metabiota.com>, "Charles Kumakamba" <ckumakamba@metabiota.com>, Evelyn Luciano <luciano@ecohealthalliance.org>
Subject: RE: [predict-outbreak] Re: DRC Ebola Response: Number of staff assisting?
Sent: Wed, 23 May 2018 16:03:20 +0000

Hi Billy,

Thank you, I've received your list for EHA.

Best,

[redacted]

[redacted]
Fellow
One Health Institute
School of Veterinary Medicine
University of California, Davis

From: William B. Karesh [mailto:karesh@ecohealthalliance.org]
Sent: Wednesday, May 23, 2018 12:31 AM
To: [redacted]
Cc: matthew lebreton <mlebreton@mosaic.cm>; Brian H Bird <bhbird@gmx.ucdavis.edu>; PREDICT-oubreak <predict-outbreak@ucdavis.edu>; Jonna Mazet <jkmazet@ucdavis.edu>; Karen Saylors <ksaylors@metabiota.com>; David John Wolking <djwolking@ucdavis.edu>; Edison, Beth <bedison@metabiota.com>; David McIver <dmciver@metabiota.com>; Charles Kumakamba <ckumakamba@metabiota.com>; Evelyn Luciano <luciano@ecohealthalliance.org>
Subject: Re: [predict-outbreak] Re: DRC Ebola Response: Number of staff assisting?

Hi [redacted] for EHA:

W. B. Karesh, global, 5-6 hrs/week or 15% time.

Anne Laudisoit, global, 5-6 hrs/week or 15% time.

Evelyn, please add if you know of others involved.

BK

Sent from my iPhone

William B. Karesh, D.V.M
Executive Vice President for Health and Policy

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President, OIE Working Group on Wildlife

Co-chair, IUCN Species Survival Commission - Wildlife Health Specialist Group

EPT Partners Liaison, USAID Emerging Pandemic Threats - PREDICT-2 Program

EcoHealth Alliance leads cutting-edge research into the critical connections between human and wildlife health and delicate ecosystems. With this science we develop solutions that promote conservation and prevent pandemics.

On May 23, 2018, at 2:28 AM, Jonna Mazet <jkmazet@ucdavis.edu> wrote:

> Hi All,
> USAID, rightly so, now wants a list of all of us supporting the outbreak.
> Please respond to [redacted] with a list of individuals, in DRC and globally, who are providing assistance.
> One list per institution would be nice, but please respond to all, to help make sure that we edit the lists if someone notices that an individual is left off inadvertantly.
> Thanks,
> J
>
> On Tue, May 22, 2018 at 9:16 AM, Jonna Mazet <jkmazet@ucdavis.edu> wrote:
> Dear Mat & Charles,
> USAID is asking me how many of our team are assisting in the outbreak.
> Please advise, as soon as you can.
> Thanks,
> J

From: [redacted]
To: "nwolfe@metabiota.com" <nwolfe@metabiota.com>, "erubin@metabiota.com" <erubin@metabiota.com>, "dcarroll@usaid.gov" <dcarroll@usaid.gov>, Cara Chrisman <cchrisman@usaid.gov>, Samtha Maher <maher@ecohealthalliance.org>, Peter Daszak <daszak@ecohealthalliance.org>, Jonna Mazet <jkmazet@ucdavis.edu>
Subject: Panama potential collaborator's CV
Sent: Thu, 20 Sep 2018 18:49:36 +0000
Jorge Mendez Rios-CV.pdf

Hi everyone,

Here is Dr. Jorge Mendez's CV attached for your reference. He is the potential collaborator in Panama, who I spoke with this morning.

Best,

[redacted]
Fellow
One Health Institute
School of Veterinary Medicine
University of California, Davis

From: Jorge Mendez [mailto:jdmendez01@hotmail.com]
Sent: Thursday, September 20, 2018 10:04 AM
To: [redacted]
Subject: RV: Jorge Mendez CV

De: Jorge D. Méndez-Ríos <jdmendez@infomedicint.com>
Enviado: jueves, 20 de septiembre de 2018 11:05:06 a.m.
Para: [redacted]
Asunto: Fwd: Jorge Mendez CV

-------- Original Message --------
Subject: Jorge Mendez CV
Date: 2018-09-20 12:37
From: "Dr. Jorge D. Mendez" <jdmendez@infomedicint.com>
To: [redacted]

Hi [redacted]

It was nice to talk to you. Thanks for the overview of the project.

Attached is my CV. Let me know if you have any questions.

Cheers,

Jorge

Jorge David Méndez-Ríos, MD, MS, Ph.D.

Updated on Sept 14th, 2018.

Current address:
REDACTED

Email: REDACTED
Tel: REDACTED

Education

2014	Ph.D., University of Maryland, Cell Biology and Molecular Genetics, College Park, MD
2009	M.S., The George Washington University, Genomics and Bioinformatics, Washington D.C.
2004	M.D., Universidad de Panama, Panama city, Panama.

Work and Research Experience

Apr 2018 –present — **Physician and Molecular Geneticists**
I am implementing the NGS's diagnosis pipeline, from the administrative aspects of the test, to the bioinformatics quality management. Also, I have been serving as a link between the technical staff and the clinical staff for the variant calling process and the evaluation of results.
Supervisor: Dr. Luis. Sotillo B.

Dic 2015 – present — **Infomedic International**
Founder
Small IT company focused in informatic solutions for the Healthcare industry.

Jul 2014 – Oct 2015 — **Post-doctoral Fellow, Genetic Engineering Section, Laboratory of Viral Diseases, NIAID, NIH,** Bethesda, Maryland
PI: Dr. Bernard Moss
Projects:

- In vivo and in vitro transcriptome analysis of Molluscum contagiosum.
- Identification of mammalian host-range genes for Vaccinia virus using comparative genomics/454 pyrosequencing.

Aug 2010–Apr 2014 — **Pre-doctoral Fellow, Genetic Engineering Section, Laboratory of Viral Diseases, NIAID, NIH,** Bethesda, Maryland
PI: Dr. Bernard Moss
Projects:

- Sequencing and identification of the human isolate Erythromelalgia-related Poxvirus (ERPV).
- Development of stage-specific luciferase assay to evaluate Molluscum contagiosum gene expression.

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Sep 2009-Nov 2009	**Rotation Student, Virginia & Maryland College of Veterinary Medicine,** College Park, Maryland PI: Dr. Daniel Perez Projects: • Genome sequencing and identification of flu virus isolate (H5N1) from an outbreak in Argentina.
Aug 2008–Aug 2009	**Research Intern, J.C. Venter Institute (JCVI) / Genomic Medicine section** PI: Dr. Peter Uetz Projects: • Generation of the Escherichia coli Orfeome expression library. • Interactome of herpesvirus protein using Yeast-2-hybrid assay.
Jan 2008 –Oct 2008	**Research Assistant, Breast Cancer Research Lab at The George Washington University** PI: Dr. Patricia Berg Projects: • Correlation of expression levels of the homebox protein BP1 and malignancy in breast cancer using q-RT-PCR.
Feb 2006-Jan 2007	**Private Practice**, Panama City, Panama Provided basic health care as a general practitioner.
Aug 2006-Nov 2006	**Consultant**, **The Gorgas Institute (ICGES), Panama City** Supervisor: Dr. Jorge Motta Developed the first draft version of the Influenza Web Platform for the geo-localization of outbreaks.
Jan 2006 – July 2006	**Clinical Trial Monitor, University of South Florida, Panama City** Supervisor: Dr. José Montenegro Monitored the implementation of good clinical practices for Astra-Zeneca's Simvastatin phase III trial.
Feb 2004-Feb 2006	**Clinical Intern**, Services provided to the Panamenian Government.
2004	**Clinical Clerk,** University of Miami, Miami, Florida Trained at the Coronary Care Unit and at The Gordon Center for Research in Medical Education.

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Teaching experience

Aug 2018-present	Professor of Immunology (temporal appointment) at the Interamerican University of Panamá (UIP), Medical Faculty.
Feb 2018-present	Associated Professor ad honorem, Oncoviruses and Neuroviruses, Department of Microbiology, Medical Faculty, Universidad de Panamá.

Scholarships, Awards

Sept 2014	American Society for Virology Travel Award, XX International Poxvirus, Asfarvirus & Iridovirus Conference.
Oct 2013	University of Maryland, Molecular and Cell Biology Travel Award.
July 2012	University of Maryland, Molecular and Cell Biology Travel Award.
2007-2010	Science and Technology Agency (SENACYT) Full Scholarship.

Inventions

July 2014	Stage-specific reporter system to measure the progress of Molluscum contagiosum viral cycle and identification of permissive cell lines.
Aug 2009	Bioinformatic tool. Used to compare translated orfeomes to other genomes. http://sourceforge.net/projects/myorfeome/

Honors and Distinctions

Jan 2015	Recognition for Outstanding Graduate Research by the National Institutes of Health (NIH), Bethesda, MD, USA.
Oct 2004	Student Leadership Award by the University of Panama.
Jan 2004	Dr. Carlos Finlay Award for scientific and research contributions, awarded by the Panamenian Medical Student Association (AEMP).
Jan 2004	National Medical Student Association Award for contributions to the association.

Memberships

June 2012 – present	Rare diseases commission member, Caja de Seguro Social, Panamá.
July 2016 - present	**Editorial Review Board Member,** Scientific Report Journal.
Apr 2015 - present	**Editorial Board Member**, Revista Médica de Panamá.
Feb 2015	Member of the **American Society for Microbiology** (**ASM**).

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Apr 2013 Member of the **American Society for Virology** (**ASV**).

Speaker at meetings

Speaker at the XVIII Panamerican Infectology Meeting, Metagenomics in Clinical Microbiology, May 16th-20th, 2017.

Speaker at the **8th Medical Meeting – Autonomous University of Chiriquí: Genomics and transcriptomics resources in Panama**, Chiriquí, Panamá, May 19th, 2016.

Speaker and member of the round table at the **II Bioinformatics, Biosciences and Bioengineering International Symposia**, City of Knowledge, Panamá, Feb 25th, 2016.

Speaker at the **National Symposia of Clinical Genetics at the Children's Hospital** (Hospital del Niño), Panama city, Oct 2015.

Speaker at the **University of Maryland – MOCV retreat**: Flow cytometry-based method to measure viral yield of poxviruses mutants, August 26th, 2013.

Speaker at the **American Society for Virology Annual meeting**: Identification of Gene Defects Responsible for the Host-Range Restriction of Modified Vaccinia Ankara Virus, July 2013, State College, PA.

Speaker at 2012 **APANAC meeting** (Panamenian Society for Science Advancement): [Deep sequencing of early genes of Molluscum contagiosum (MOCV)], Panama, Panama, October 25th, 2012.

Speaker at the **2012 Poxvirology International Conference**: Early-gene expression and transcriptome analysis of the Molluscum contagiousum virus, Salamanca, Spain, June 25th, 2012.

Poster Presentations

Confirmation and identification of additional genes responsible for MVA's attenuation
Mendez-Rios JD, Wyatt LS; Moss B. XX International Poxvirus, Asfarvirus & Iridovirus Conference; Victoria, Canada; September 26-30th, 2014.

Study of host-ranges determinants for poxvirus reveals replication and spreading defects as independent processes for vaccine strain MVA
9th Annual NIH Graduate Student Research Symposium, NIH, Bethesda, Maryland, January 15th, 2013.

Identification of novel host-range genes for the Modified Vaccinia Ankara (MVA)
Graduate Student Research Symposium, NIH, Bethesda, Maryland, 2011 January 11th, 2012.

Whole-genome sequencing and identification of the Erythromelalgia-related poxvirus
Cell Biology and Molecular Genetic 2011 Retreat, University of Maryland, College Park, October 2011.

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Whole-genome sequencing and identification of the Erythromelalgia-related poxvirus
UMD 2011 Virology Retreat, University of Maryland, College Park, October 2011.

Skills

Clinical skills: AHA Certification (BLS, ACLS & PALS).

Laboratory Safety levels experience: BSL2, BSL2+, BSL3.

Research skills: Molecular techniques include cloning, next-generation sequencing (NGS/Illumina/454) and analysis, metagenomics. Genetic engineering, classical virology, qRT-PCR, Western blot, Flow cytometry, RNA/DNA/Protein extraction, siRNA, Influenza reverse genetics.

Bioinformatic skills: Design and scripting pipelines for NGS and implementation through TopHat, Bowtie, and others. Applied to 454, RNASeq, metagenomics dataset using perl, batch, javascript, HTML. Statistical analysis with R, EpiInfo, Prism, Genespring.

Clinical Genomics skills: Quality Control management and assessment for NGS diagnosis, Illumina's Basespace platform, Sophia's Cancer Diagnosis Platform, Cytoscape for CGH analysis.

Publications

Liu B, Panda D, **Mendez-Rios JD**, Ganesan S, Wyatt LS, Moss B., Identification of Poxvirus Genome Uncoating and DNA Replication Factors with Mutually Redundant Roles., J Virol. 2018 Jan 17. pii: JVI.02152-17. doi: 10.1128/JVI.02152-17

Mendez-Rios JD, et. al. Zika virus in Panama and Latin America: clinical and molecular aspects of an emerging issue, Rev Med Cient, [Rev Med Panama], Feb. 2016, URL: http://www.revistamedica.org/index.php/rmdp/article/view/388

Mendez-Rios JD, et. al, Molluscum Contagiosum Virus Transcriptome in Abortively Infected Cultured Cells and Human Skin Lesion, J Virol. 2016 Feb 17. pii: JVI.02911-15.

Mendez-Rios JD, Dissertation: Investigation of poxvirus host-range and gene expression in mammalian cells. UMD, DRUMS Database: http://drum.lib.umd.edu/handle/1903/15334

Mendez-Rios JD, et. al, Genome sequence of erythromelalgia-related poxvirus identifies it as an ectromelia virus strain. **PLoS One. 2012**;7(4):e34604. Epub 2012 Apr 27

Mendez-Rios J, Uetz P, Global approaches to study protein-protein interactions among viruses and hosts. **Future Microbiol. 2010** Feb;5(2):289-301

Rajagopala SV, Yamamoto N, Zweifel AE, Nakamichi T, Huang H, **Mendez-Rios JD**, Jonathan Franca-Koh J , Boorgula MP, Hu JC, Wanner BL, Mori H, Uetz P. The Escherichia coli K-12 ORFeome: a resource for comparative molecular microbiology. **BMC Genomics**. **2010** Aug 11;11:470, 2010.

Méndez D, **Méndez JD**, Phillips A, [3 year follow up of children with Bronchodisplasia], Pediatr

UCDUSR0006399

Panama; 2004, 33(2)84-91.

Ramirez-Martinez AE, Martinez Ballesteros E, Patiño Maryuri, **Mendez JD**, [Ascaris infection in biliary track. First case at the Children's Hospital in Panama. (2004)], Pediatr Panama, 2004:33(1) 37-41. URL: http://access.revistasmedicas.org/pdf/?action=view&gw=d6da578e25a97a7092ed9eed62c9418324536996

Méndez, Jorge, Pérez, Ariel., De Gracia, Kenny., "Medical Informatics: Technological Advances in Panama", **Rev Med Cient**, **2003** ,Vol.16, Num. 2.

Current Collaborations

Dr. Bernanrd Moss & Linda Wyatt, NIAID, NIH
Project: Recombinant Poxviruses and comparative genomics.

Professional References

Peter Uetz
Center for the Study of Biological Complexity
Virginia Commonwealth University
Richmond, VA 23284, USA
Email: uetz@vcu.edu - Phone: 804-827-4573

Chris Obara
Research Scientist
Janelia/HHMI
Email: obarac@janelia.hhmi.org - Phone: 571-209-4000

UCDUSR0006400

From: Christine Kreuder Johnson <ckjohnson@UCDAVIS.EDU>
To: Kevin Olival <olival@ecohealthalliance.org>, Jonna Mazet <jkmazet@ucdavis.edu>, David McIver <dmciver@metabiota.com>, Peter Daszak <daszak@ecohealthalliance.org>, [redacted]
Cc: Brooke Genovese <bgenovese@ucdavis.edu>, Alison Andre <andre@ecohealthalliance.org>, Evelyn Luciano <luciano@ecohealthalliance.org>, Luke Hamel <hamel@ecohealthalliance.org>
Subject: Re: P2-wide M&A call - way overdue!! Weds, March 27th?
Sent: Fri, 22 Mar 2019 20:12:20 +0000

Kevin, next Weds (or Thurs/Fri) wouldn't work for me but feel free to proceed if that works for others.
Very much looking forward to getting these calls going again as we have lots to share.
/ckj

From: Kevin Olival <olival@ecohealthalliance.org>
Date: Friday, March 22, 2019 at 9:17 AM
To: Christine Kreuder Johnson <ckjohnson@UCDAVIS.EDU>, Jonna Mazet <jkmazet@ucdavis.edu>, David McIver <dmciver@metabiota.com>, Peter Daszak <daszak@ecohealthalliance.org>, [redacted]
Cc: Brooke Genovese <bgenovese@ucdavis.edu>, Alison Andre <andre@ecohealthalliance.org>, Evelyn Luciano <luciano@ecohealthalliance.org>, Luke Hamel <hamel@ecohealthalliance.org>
Subject: P2-wide M&A call - way overdue!! Weds, March 27th?

Hi All,

Wondering what your availability is like for a P2-wide Modeling & Analytics check-in call **for next week Weds (3/27)? Would March 27th, 12-1, 1-2, or 2-3pm EST work for you?** Would be good to touch base in advance of the semi-annual meeting if possible.

Also, REDACTED wanted to give us an update on the Spillover app, so cc'ing her to make sure she can join too and we can add that to the agenda.

Cheers,
Kevin

Kevin J. Olival, PhD
Vice President for Research

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New York, NY 10001

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EcoHealth Alliance leads cutting-edge research into the critical connections between human and wildlife health and delicate ecosystems. With this science we develop solutions that promote conservation and prevent pandemics.

From: Dr.Melinda Rostal <rostal@ecohealthalliance.org>
To: "wildlifediseaseassociationpres@gmail.com" <wildlifediseaseassociationpres@gmail.com>, "Drew,Mark" <mark.drew@idfg.idaho.gov>, "dmille42@utk.edu" <dmille42@utk.edu>
Cc: Catherine Machabala <machalaba@ecohealthalliance.org>, Jon Epstein <epstein@ecohealthalliance.org>, Marcela Uhart <muhart@speedy.com.ar>
Subject: Nomination for Dr Billy Karesh for Tom Thorne and Beth Williams Memorial Award
Sent: Fri, 1 Mar 2019 16:32:15 +0000
WDA_Letter of Nomination_Tom Thorne and Beth Williams Memorial Award_William B. Karesh.pdf

Dear Mark and Debra,
As a member of both the WDA and AAWV, my colleagues and I would like to nominate Dr. William "Billy" B Karesh for the Tom Thorne and Beth Williams Memorial Award. He has made significant contributions to the fields of wildlife medicine, wildlife disease research and One Health research (especially in ensuring that wildlife and the environment are included in One Health). Please find attached a letter to support Billy's nomination.

Thank you for your consideration,
Mindy

Melinda Rostal DVM, MPH
Senior Research Scientist

PREDICT 2 Surveillance Coordinator for EcoHealth Alliance

Rift Valley Fever Virus Project Manager

EcoHealth Alliance
460 West 34th Street – 17th floor
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Visit our blog: www.ecohealthalliance.org/blog

EcoHealth Alliance leads cutting-edge research into the critical connections between human and wildlife health and delicate ecosystems. With this science we develop solutions that promote conservation and prevent pandemics.

Nomination letter for William B. Karesh for the Tom Thorne and Beth Williams Memorial Award
1 March 2019

Dear Drs. Miller and Drew,

This letter is to nominate *Dr. William B. ("Billy") Karesh*, Executive Vice President for Health and Policy at EcoHealth Alliance, President of the World Organisation for Animal Health (OIE) Working Group on Wildlife, and Co-Chair of the International Union for the Conservation of Nature (IUCN) Species Survival Commission Wildlife Health Specialist Group for the Tom Thorne and Beth Williams Memorial Award.

Dr. Karesh is a wildlife veterinarian who has committed his life to advancing the health of animals, humans, and the environment. As the head of the field veterinary program at the Wildlife Conservation Society for more than 20 years, he helped to build critical capacity and allocate resources for in situ biodiversity and wildlife health monitoring around the world. He coined the term "One Health" in reference to the devastating transmission of Ebola virus in both Great Apes and humans. Dr. Karesh served as Technical Director of the USAID Emerging Pandemic Threats PREDICT project, which–now in its 10th year–has trained more than 4,000 people in over 35 countries on safe and humane wildlife disease surveillance and application of One Health approaches at the country level. In 2010 he joined the conservation organization EcoHealth Alliance to develop a health and policy program to further the impact of the organization's scientific research and capacity strengthening.

Dr. Karesh's notable contributions are many: authorship of a book (*Appointments at the End of the World*), 170+ peer-reviewed and outreach publications, creation of the biopsy dart, establishment of wildlife health monitoring programs from Patagonia to the Mongolian Steppe, and documentation of serious pressures that wild populations face, including thorough studies and publications on the scale and scope of the wildlife trade. For those working outside of wildlife health, these achievements provide a window into a fascinating and action-filled career and serve to elevate awareness of the importance and challenges of wildlife conservation; for those working in wildlife health or aspiring to, they offer inspiration, support, and practical tools that make everyday wildlife health work safer and more successful.

Yet these accomplishments account for only a fraction of Dr. Karesh's enduring contributions. **We nominate Dr. Karesh in recognition of his significant policy advancement of the One Health concept and principles.** In the 15 years since the term's coinage, he has worked within and outside of his disciplinary scope to make wildlife health relevant across a wide array of sectors and stakeholders. His work has appeared in the leading medical journal *The Lancet* and a 2005 article in *Foreign Affairs* helped to move policy efforts on Capitol Hill leading to funding for the first ever Global Avian Influenza Surveillance Network and later to the creation of USAID's Emerging Pandemic Threats program. Dr. Karesh's perspective that "everyone is a decision-maker" and "people make policies every day" inspires others to engage in policy outreach and see that we all can make a difference, whether it be one person, one institution, or one government at a time.

At a global level, Dr. Karesh has worked with key institutions including the United Nations (UN) Convention on Biological Diversity, Food and Agriculture Organization, and UN Office for Disaster Risk Reduction. He is designated as an expert on the human-animal interface under the World Health Organization's International Health Regulations. Through his leadership roles in the IUCN and OIE he helps ensure inclusion of wildlife health to optimize conservation and disease management; as part of this, he has been integral in developing a resolution to promote timely diagnosis of disease emergencies for species of conservation concern that will be voted on at CITES COP18 this year. He helped reorganize the OIE Working Group on Wildlife to be more mainstreamed into OIE activities to promote improved

reporting of disease and is currently developing forthcoming OIE guidelines for management of wildlife diseases for individual countries. At the local level, he has served wherever there is need, including conducting hunter education in remote, subsistence-hunting communities in the Democratic Republic of Congo to reduce hunting demand on chimpanzees and decrease disease transmission risk.

As a result of his efforts, One Health has been adopted widely, including by UN organizations and increasingly in country health planning frameworks. Throughout this time, Dr. Karesh has remained a steward of the term, advocating for the multisectoral benefits of meaningful inclusion of the environment sector in the One Health 'triad'. **Most recently, Dr. Karesh was a lead author of the World Bank One Health Operational Framework, a seminal publication released in 2018 providing practical guidance to donor organizations and countries to bridge and optimize sustainable development gains from health, agriculture, and environmental investments, the result of a multi-year collaboration with the World Bank.**

Dr. Karesh has directly impacted the lives and professional careers of many in our field. Under his leadership and mentoring, numerous young and promising veterinarians around the world have been empowered and are now leaders in their field and regions. His vision and efforts to create and enable locally grounded capacity have facilitated the inclusion of wildlife health and veterinary science in critically needed settings, raising awareness about issues rarely on policy and conservation agendas of developing nations. Dr. Karesh is a passionate believer in providing unrestricted access to opportunities and information. As such, he spearheaded efforts to make the *Journal of Wildlife Diseases* available to low income nations and continues to provide guidance on how to best achieve this in perpetuity through his engagement in the WDA's ad-hoc Futures Committee. Moreover, over the 25+ years he's been a WDA member, he's represented like few others the WDA mission of acquiring, disseminating, and applying knowledge of the health and diseases of wild animals, greatly contributing to science, capacity building, and globalizing WDA's membership and reach.

Dr. Karesh is our personal and professional hero, and we thank him for his unwavering commitment to wildlife health and its critical contributions to the health of all species and populations around the world. We believe this nomination to be fully in the spirit of Tom Thorne and Beth Williams, who similarly dedicated their lives to betterment of the environment in their communities. Thank you very much for your consideration.

Kind regards,

Jonathan Epstein, Catherine Machalaba, Melinda Rostal, and Marcela Uhart

Jonathan Epstein, Vice President for Science and Outreach, EcoHealth Alliance;

Catherine Machalaba, Policy Advisor and Research Scientist, EcoHealth Alliance, and Chair, American Public Health Association Veterinary Public Health group;

Melinda Rostal, Senior Research Scientist, EcoHealth Alliance;

Marcela Uhart, Director, University of California, Davis Karen C. Drayer Wildlife Health Center Latin America program

From: Paula Noble <pnoble@ucdavis.edu>
To: Sami Abbasi <sabbasi@usaid.gov>, Elizabeth Leasure <ealeasure@UCDAVIS.EDU>
Cc: David John Wolking <djwolking@ucdavis.edu>, PREDICTMGT <predictmgt@usaid.gov>, Jonna Mazet <jkmazet@ucdavis.edu>, Patricia Bradley <pbradley@usaid.gov>, Andrew Clements <aclements@usaid.gov>, Jose Nunez Grullon <jnunezgrullon@usaid.gov>, Hannah R Chale <hrchale@UCDAVIS.EDU>
Subject: RE: Notification of Change in P2 Key Personnel
Sent: Thu, 11 Jul 2019 15:24:48 +0000
AID-OAA-A-14-00102-15_PE.pdf

Dear Sami,

Attached, please find a partially executed copy of Amendment #15. Please return a fully executed copy for my records.

Thank you.

Paula Noble
Assistant Director, Negotiations & Subawards
Office of Research, Sponsored Programs | University of California, Davis
(530) 754-8115

From: Sami Abbasi <sabbasi@usaid.gov>
Sent: Thursday, July 11, 2019 6:23 AM
To: Elizabeth Leasure <ealeasure@UCDAVIS.EDU>
Cc: David John Wolking <djwolking@ucdavis.edu>; PREDICTMGT <predictmgt@usaid.gov>; Jonna Mazet <jkmazet@ucdavis.edu>; Patricia Bradley <pbradley@usaid.gov>; Andrew Clements <aclements@usaid.gov>; Jose Nunez Grullon <jnunezgrullon@usaid.gov>; Hannah R Chale <hrchale@UCDAVIS.EDU>; Paula Noble <pnoble@ucdavis.edu>
Subject: Re: Notification of Change in P2 Key Personnel

Thank you!

Sami Abbasi
Acquisition and Assistance Specialist, M/OAA/GH
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
SA-44; Rm 549-I
1300 Pennsylvania Ave., NW
Washington, DC, 20523-7900
T 202 567-4652

On Wed, Jul 10, 2019 at 5:11 PM Elizabeth Leasure <ealeasure@ucdavis.edu> wrote:

Hi Sami. The modification is with our award analyst (Paula Noble, copied here) in the Office of Research for review and signature. She will follow up with you directly if she has any questions.

Thank you,
Liz

Elizabeth Leasure
Financial Operations Manager
One Health Institute
REDACTED *(cell)*
530-754-9034 (office)
Skype: ealeasure

From: Sami Abbasi <sabbasi@usaid.gov>
Sent: Wednesday, July 10, 2019 2:01 PM
To: David John Wolking <djwolking@ucdavis.edu>
Cc: PREDICTMGT <predictmgt@usaid.gov>; Jonna Mazet <jkmazet@ucdavis.edu>; Patricia Bradley <pbradley@usaid.gov>; Andrew Clements <aclements@usaid.gov>; Jose Nunez Grullon <jnunezgrullon@usaid.gov>; Hannah R Chale <hrchale@UCDAVIS.EDU>; Elizabeth Leasure <ealeasure@UCDAVIS.EDU>
Subject: Re: Notification of Change in P2 Key Personnel

Hi David,

I am following up on Mod#15 I shared earlier. Please let me know if you have any questions.

Thanks,

Sami Abbasi
Acquisition and Assistance Specialist, M/OAA/GH
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
SA-44; Rm 549-I
1300 Pennsylvania Ave., NW
Washington, DC, 20523-7900
T 202 567-4652

On Wed, Jul 3, 2019 at 12:01 PM David J Wolking <djwolking@ucdavis.edu> wrote:

Hi Sami,

Well received with thanks! We have sent these to the UC Davis Sponsored Programs Office for review and signature and will be in touch ASAP.

Enjoy the holiday!

David

On Wed, Jul 3, 2019 at 6:52 AM Sami Abbasi <sabbasi@usaid.gov> wrote:

Dear All,

Attached, please find Mod#15 to Predict Award AID-OAA-A-14-00102 for Key Personnel change and to update RAA24 Protecting Life in Global Health Assistance standard provision. Please acknowledge receipt and revert with a signed copy at your earliest.

Let me know if you have any questions.

Best,

Sami Abbasi
Acquisition and Assistance Specialist, M/OAA/GH
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
SA-44; Rm 549-I
1300 Pennsylvania Ave., NW
Washington, DC, 20523-7900
T 202 567-4652

---------- Forwarded message ---------
From: **Jose Nunez Grullon** <jnunezgrullon@usaid.gov>
Date: Tue, Jun 18, 2019 at 8:52 AM
Subject: Fwd: Notification of Change in P2 Key Personnel
To: Sami Abbasi <sabbasi@usaid.gov>

Hi Sami,

See attached the recommendation for key personnel change on PREDICT award.

Thanks,

JOSE L. NUNEZ
Acquisition and Assistance Specialist, M/OAA/GII
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
SA-44; Rm 469-G
1300 Pennsylvania Ave., NW
Washington, DC, 20523-7900
T 202 567-4123
(Contractor-Jefferson Solutions, LLC)

---------- Forwarded message ---------
From: **Andrew Clements** <aclements@usaid.gov>
Date: Wed, Feb 20, 2019 at 9:57 AM
Subject: Fwd: Notification of Change in P2 Key Personnel
To: Bradley, Patricia (M/OAA/GH) <pbradley@usaid.gov>
Cc: David J Wolking <djwolking@ucdavis.edu>, Jonna Mazet <jkmazet@ucdavis.edu>, PREDICTMGT <predictmgt@usaid.gov>, Jose Nunez Grullon <jnunezgrullon@usaid.gov>

Hi Patricia,

See attached for a notification by PREDICT-2 of a change in key personnel and the project's recommendation for the way forward. I agree with this recommendation and am sharing it with you for AO approval.

Please let me know if you have any questions.

Andrew

Andrew Clements, Ph.D.
Senior Scientific Advisor
Emerging Threats Division/Office of Infectious Diseases/Bureau for Global Health
U.S. Agency for International Development
Mobile phone: 1-571-345-4253
E-mail: aclements@usaid.gov

For more information on USAID's Emerging Pandemic Threats program, see: http://www.usaid.gov/ept2

---------- Forwarded message ---------
From: **David J Wolking** <djwolking@ucdavis.edu>
Date: Tue, Feb 19, 2019 at 9:09 PM
Subject: Notification of Change in P2 Key Personnel
To: Clements, Andrew (GH/HIDN) <AClements@usaid.gov>, Alisa Pereira Emerging Threats Division <apereira@usaid.gov>, PREDICTMGT <predictmgt@usaid.gov>
Cc: predict@ucdavis.edu <predict@ucdavis.edu>, Prof. Jonna Mazet <jkmazet@ucdavis.edu>, Elizabeth Leasure <ealeasure@ucdavis.edu>

Hi Andrew and Alisa,

My apologies for the misunderstanding on our call earlier today. It appears this message with regard to notification of a change in P2 key personnel, while prepared for circulation on February 6th, never made it out of our UC Davis mail ecosystem.

Attached is the our official notification of this change due to the resignation of Dr. Leilani Francisco. Please let us know if you have any questions or concerns.

Best,

David

MODIFICATION OF ASSISTANCE AWARD

1. MODIFICATION NUMBER:	2. EFFECTIVE DATE OF MODIFICATION:	3. AWARD NUMBER:	4. EFFECTIVE DATE OF AWARD:
15	See Block 15	AID-OAA-A-14-00102	10/01//2014

5. RECIPIENT:

University of California, Davis
School of Veterinary Medicine,
1850 Research Park Dr.
Davis, CA 95618

DUNS No.: REDACTED
TIN No.: REDACTED LOC: 29B8P

6. ADMINISTERED BY:

U.S. Agency for International Development
Office of Acquisition and Assistance
M/OAA/GH/HIDN
1300 Pennsylvania Ave., NW
SA-44, 549
Washington, DC 20532-7900

7. FISCAL DATA:

Amount Obligated:
Detail:

8. TECHNICAL OFFICE:
USAID/GH/ID

9. PAYMENT OFFICE:

U.S. Agency for International Development
M/FM/CMP/LOC
loc@usaid.gov

10. FUNDING SUMMARY:

	Obligated Amount	Total Est. Amount
Amount Obligated prior to this Modification:	$ 132,262,396.95	$138,400,000.00
Change made by this Modification:	$ 0.00	$ 0.00
New/Current Total:	$ 132,262,396.95	$138,400,000.00

11. DESCRIPTION OF MODIFICATION:

The purpose of this modification is to:

a) Incorporate Key Personnel change in the award,
b) Incorporate the updated standard provision "RAA24 PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE" under the ATTACHMENT D REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL ORGANIZATIONS.

Continued....

12. THIS MODIFICATION IS ENTERED INTO PURSUANT TO THE AUTHORITY OF THE FOREIGN ASSISTANCE ACT OF 1961, AS AMENDED. EXCEPT AS SPECIFICALLY AMENDED HEREIN, ALL TERMS AND CONDITIONS OF THE AWARD REFERENCED ON BLOCK #3 ABOVE, AS IT MAY HAVE HERETOFORE BEEN AMENDED, REMAIN UNCHANGED AND IN FULL FORCE AND EFFECT.

13. RECIPIENT	X	IS		IS NOT REQUIRED TO SIGN THIS DOCUMENT TO RECONFIRM ITS AGREEMENT WITH THE CHANGES EFFECTED HEREIN.

14. RECIPIENT:

BY: Paula Noble

Paula Noble
(Name Typed or Printed)

TITLE: Assistant Director, Negotiations and Subawards

DATE: 7/11/19

15. THE UNITED STATES OF AMERICA
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

BY:

Patricia Bradley
(Name Typed or Printed)

TITLE: Agreement Officer

DATE:

The Cooperative Agreement is modified as follows:

1) **ATTACHMENT A – SCHEDULE**:

A.10 SUBSTANTIAL INVOLVEMENT, delete item 2., and replace with the following:

2. Approval of key personnel to include the following positions:
   a. Project Director
   b. Operations Management Team
   c. Senior Biological and Ecological Surveillance Coordinator
   d. EPT-2 Liaison

2) **ATTACHMENT D II. REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL ORGANIZATIONS**

Delete RAA24. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2017) provision in its entirety and replace with the following:

RAA26. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2019)

(a) Ineligibility of Foreign Non-governmental Organizations that Perform or Actively Promote Abortion as a Method of Family Planning

This provision is in two parts: I, applicable to foreign non-governmental organizations; and II, applicable to U.S. non-governmental organizations. Both part I and part II should be included in awards.

I. Grants and Cooperative Agreements with Foreign Non-governmental Organizations

(1) The recipient agrees that it will not, during the term of this award, perform or actively promote abortion as a method of family planning in foreign countries or provide financial support to any other foreign non-governmental organization that conducts such activities. For purposes of this paragraph (a), a foreign non-governmental organization is a for-profit or not-for-profit non-governmental organization that is not organized under the laws of the United States, any State of the United States, the District of Columbia, or the Commonwealth of Puerto Rico, or any other territory or possession of the United States.

(2) The recipient agrees that authorized representatives of USAID may, at any reasonable time, announced or unannounced, consistent with 2 CFR Part 200: (i) inspect the documents and materials maintained or prepared by the recipient in the usual course of its operations that describe the health activities of the recipient, including reports, brochures and service statistics; (ii) observe the health activities conducted by the recipient, (iii) consult with healthcare personnel of the recipient; and obtain a copy of audited financial statements or reports of the recipient, as applicable.

(3) In the event USAID has reasonable cause to believe that the recipient may have violated its undertaking not to perform or actively promote abortion as a method of family planning, the recipient must make available to USAID such books and records and other information as USAID may reasonably request to determine whether a violation of that undertaking has occurred, consistent with 2 CFR Part 200.

(4) Health assistance furnished to the recipient under this award must be terminated if the recipient violates any undertaking required by this paragraph (a), unless USAID determines, consistent with 2 CFR 200.338, that other corrective action is warranted. In the event of termination, the recipient must refund to USAID any unexpended amounts furnished to the recipient under this award, plus an amount equivalent to that used by the recipient to perform or actively promote abortion as a method of family planning while receiving funding under this award. The amount to be refunded to USAID under this subparagraph (4) may not exceed the total amount of health assistance furnished under this award.

(5) The recipient may not furnish health assistance under this award to another foreign non-governmental organization (the sub-recipient) unless: (i) sub-recipient agrees, by entering into such subaward, that it will not, during the term of its subaward, perform or actively promote abortion as a method of family planning in foreign countries and will not provide financial support to any other foreign non-governmental organization that conducts such activities; and (ii) such foreign non-governmental organization's agreement contains the same terms and conditions as described in subparagraph (6), below.

(6) Prior to entering into an agreement to furnish health assistance to a foreign non-governmental organization under this award, the recipient, consistent with 2 CFR Part 200, must ensure that such agreement with sub-recipient includes the following terms:

(i) The sub-recipient will not, while receiving assistance under this award, perform or actively promote abortion as a method of family planning in foreign countries or provide financial support to other foreign non- governmental organizations that conduct such activities;

(ii) The recipient and authorized representatives of USAID may, at any reasonable time, announced or unannounced, consistent with 2 CFR Part 200: (A) inspect the documents and materials maintained or prepared by the sub-recipient in the usual course of its operations that describe the health activities of the sub-recipient, including reports, brochures and service statistics; (B) observe health activities conducted by the sub-recipient; (C) consult with healthcare personnel of the sub-recipient; and (D) obtain a copy of audited financial statements or reports of the sub-recipient, as applicable;

(iii) In the event that the recipient or USAID has reasonable cause to believe that a sub-recipient may have violated its undertaking not to perform or actively promote abortion as a method of family planning, the recipient will review the health program of the sub-recipient to determine whether a violation of such undertaking has occurred. The sub-recipient must make available to recipient such books and records and other information as may be reasonably requested to conduct the review. USAID may review the health program of the sub-recipient under these circumstances, and sub-recipient must provide access on a timely basis to USAID to such books and records and other information upon request, consistent with 2 CFR Part 200;

(iv) Health assistance provided to the sub-recipient under this award must be terminated if the sub-recipient violates any award terms under subparagraphs (6)(i)-(iii), above, unless USAID determines, consistent with 2 CFR 200.338, that other corrective action is warranted. In the event of termination, the sub-recipient must refund to the recipient any unexpended amounts furnished to the sub-recipient under this award, plus an amount equivalent to that used by the sub-recipient to perform or actively promote abortion as a method of family planning while receiving funding under

this award, up to the total amount of health assistance furnished to the sub-recipient under this award. Where USAID is not otherwise engaged in the determination to terminate a sub-recipient's award, the recipient must notify USAID of any action taken for a violation of any undertaking required under subparagraphs (6)(i)-(iii); and

(v) The sub-recipient may furnish health assistance under this award to another foreign non-governmental organization only if: (A) such foreign non-governmental organization agrees, by entering into such agreement, that it will not, during the term of its subaward, perform or actively promote abortion as a method of family planning in foreign countries and will not provide financial support to any other foreign non-governmental organization that conducts such activities and (B) such foreign non-governmental organization's agreement contains the same terms and conditions as those provided by the sub-recipient to the recipient as described in subparagraphs (6)(i)-(iv), above.

(7) Where the terms and conditions of the award require USAID approval of subawards, the recipient must, consistent with 2 CFR Part 200, include a description of the due diligence performed by the recipient on the sub- recipient before furnishing health assistance under this award.

(8) The recipient is liable to USAID for a refund for a violation by the sub- recipient of any requirement of this paragraph (a) only if: (i) the recipient knowingly furnishes health assistance under this award to a sub-recipient that performs or actively promotes abortion as a method of family planning, or (ii) the sub-recipient did not abide by its award terms required by subparagraphs (6)(i)-(iii), above, and the recipient failed to make reasonable due diligence efforts prior to furnishing health assistance to the sub-recipient, or (iii) the recipient knows or has reason to know, by virtue of the monitoring that the recipient is required to perform under the terms of this award, that a sub-recipient has violated any of the award terms required by subparagraphs (6)(i)-(iii), above, and the recipient fails to terminate health assistance to the sub-recipient, or fails to require the sub-recipient to terminate assistance furnished under a subaward that violates any award terms required by subparagraphs (6)(i)-(iii), above, or fails to take other appropriate corrective action consistent with subparagraph 6(iv), above.

(9) Recipient acknowledges that USAID may make independent inquiries in the community served by the recipient or a sub-recipient under this award regarding whether it performs or actively promotes abortion as a method of family planning.

(10) The following definitions apply for purposes of paragraph (a):

(i) Abortion is a method of family planning when it is for the purpose of spacing births. This includes, but is not limited to, abortions performed for the physical or mental health of the mother and abortions performed for fetal abnormalities, but does not include abortions performed if the life of the mother would be endangered if the fetus were carried to term or abortions performed following rape or incest

(ii) "To perform abortions" means to operate a facility where abortions are provided as a method of family planning. Excluded from this definition is the treatment of injuries or illnesses caused by legal or illegal abortions, for example, post-abortion care.

(iii) "To actively promote abortion" means for an organization to commit resources, financial or other, in a substantial or continuing effort to increase the availability or use of abortion as a method of family planning.

(A) This includes, but is not limited to, the following activities:

(I) Operating a service-delivery site that provides, as part of its regular program, counseling, including advice and information, regarding the benefits and/or availability of abortion as a method of family planning;

(II) Providing advice that abortion as a method of family planning is an available option or encouraging women to consider abortion (passively responding to a question regarding where a safe, legal abortion may be obtained is not considered active promotion if a woman who is already pregnant specifically asks the question, she clearly states that she has already decided to have a legal abortion, and the healthcare provider reasonably believes that the ethics of the medical profession in the host country requires a response regarding where it may be obtained safely and legally);

(III) Lobbying a foreign government to legalize or make available abortion as a method of family planning or lobbying such a government to continue the legality of abortion as a method of family planning; and

(IV) Conducting a public information campaign in foreign countries regarding the benefits and/or availability of abortion as a method of family planning.

(B) Excluded from the definition of active promotion of abortion as a method of family planning are referrals for abortion as a result of rape or incest, or if the life of the mother would be endangered if she were to carry the fetus to term. Also excluded from this definition is the treatment of injuries or illnesses caused by legal or illegal abortions, for example, post-abortion care.

(C) Action by an individual acting in the individual's capacity shall not be attributed to an organization with which the individual is associated, provided that the individual is neither on duty nor acting on the organization's premises, and the organization neither endorses nor provides financial support for the action and takes reasonable steps to ensure that the individual does not improperly represent that he or she is acting on behalf of the organization.

(iv) Furnishing health assistance to a foreign non-governmental organization includes the transfer of U.S. global health assistance funds made available under this award or goods financed with such funds. Furnishing health assistance to a foreign non-governmental organization does not include the provision of technical assistance or training (including other costs for individuals directly related to such technical assistance or participation in training), unless such organization receives a subaward of U.S. global health assistance funds under this award. Furnishing health assistance to a foreign non-governmental organization does not include the purchase of goods or services from an organization.

(v) To "control" an organization means to possess the power to direct, or cause the direction of, the management and policies of an organization.

(11) In determining whether a foreign non-governmental organization is eligible to be a recipient or sub-recipient of health assistance under this award, the action of separate non-governmental

organizations shall not be imputed to the recipient or sub-recipient, unless, in the judgment of USAID, a separate non-governmental organization is being used purposefully to avoid the provisions of this paragraph (a). Separate non- governmental organizations are those that have distinct legal existence in accordance with the laws of the countries in which they are organized. Foreign organizations that are separately organized shall not be considered separate, however, if one is controlled by the other. The recipient may request the USAID Agreement Officer's approval to treat as separate the health activities of two or more organizations, which would not be considered separate under the preceding sentence. The recipient must provide a written justification to USAID that the health activities of the organizations are sufficiently distinct to warrant not imputing the activity of one to the other.

(12) Health assistance may be furnished under this award by a recipient or sub-recipient to a foreign government or parastatal even though the government or parastatal includes abortion in its health program, provided that no such assistance may be furnished under this award in support of the abortion activity of the government or parastatal and any funds transferred to the government or parastatal must be placed in a segregated account to ensure that such funds may not be used to support the abortion activity of the government or parastatal.

(13) For the avoidance of doubt, in the event of a conflict between a term of this paragraph (a) and an affirmative duty of a healthcare provider required under local law to provide counseling about and referrals for abortion as a method of family planning, compliance with such law shall not trigger a violation of this paragraph (a).

II. Grants and Cooperative Agreements with U.S. Non-governmental Organizations

(1) The recipient (A) agrees that it will not furnish health assistance under this award to any foreign non-governmental organization that performs or actively promotes abortion as a method of family planning in foreign countries; and (B) further agrees to require that such sub-recipients do not provide financial support to any other foreign non-governmental organization that conducts such activities. For purposes of this paragraph (a), a foreign non-governmental organization is a for-profit or not-for-profit non-governmental organization that is not organized under the laws of the United States, any State of the United States, the District of Columbia, or the Commonwealth of Puerto Rico, or any other territory or possession of the United States.

(2) Prior to entering into an agreement to furnish health assistance to a foreign non-governmental organization (sub-recipient) under this award, recipient must ensure that such agreement with sub-recipient includes the following terms:

(i) The sub-recipient will not, while receiving assistance under this award, perform or actively promote abortion as a method of family planning in foreign countries or provide financial support to other foreign non- governmental organizations that conduct such activities;

(ii) The recipient, and authorized representatives of USAID may, at any reasonable time, announced or unannounced, consistent with 2 CFR Part 200: (A) inspect the documents and materials maintained or prepared by the sub-recipient in the usual course of its operations that describe the health activities of the sub-recipient, including reports, brochures and service statistics; (B) observe the health activities conducted by the sub-recipient; (C) consult with healthcare personnel of the sub-recipient; and (D) obtain a copy of audited financial statements or reports of the sub-recipient, as applicable;

(iii) In the event that the recipient or USAID has reasonable cause to believe that a sub-recipient may have violated its undertaking not to perform or actively promote abortion as a method of family planning, the recipient will review the health program of the sub-recipient to determine whether a violation of such undertaking has occurred. The sub-recipient must make available to recipient such books and records and other information as may be reasonably requested to conduct the review. USAID may review the health program of the sub-recipient under these circumstances, and sub-recipient must provide access on a timely basis to USAID to such books and records and other information upon request, consistent with 2 CFR part 200;

(iv) Health assistance provided to the sub-recipient under this award must be terminated if the sub-recipient violates any award terms required by subparagraphs (2)(i)-(iii), above, unless USAID determines, consistent with 2 CFR 200.338, that other corrective action is warranted. In the event of termination, the sub-recipient must refund to the recipient any unexpended amounts furnished to the sub-recipient under this award, plus an amount equivalent to that used by the sub-recipient to perform or actively promote abortion as a method of family planning while receiving funding under this award, up to the total amount of health assistance furnished to the sub-recipient under this award. Where USAID is not otherwise engaged in the determination to terminate a recipient's subaward, the recipient must notify USAID of any action taken for a violation of any undertaking required under subparagraphs (2)(i)-(iii); and

(v) The sub-recipient may furnish health assistance under this award to another foreign non-governmental organization only if: (A) such foreign non-governmental organization agrees, by entering into such agreement, that it will not, during the term of its subaward, perform or actively promote abortion as a method of family planning in foreign countries and will not provide financial support to any other foreign non-governmental organization that conducts such activities; and (B) such foreign non-governmental organization's agreement contains the same terms and conditions as those provided by the sub-recipient to the recipient as described in subparagraphs (2)(i)-(iv), above.

(3) Where the terms and conditions of the award require USAID approval of subawards, the recipient must, consistent with 2 CFR Part 200, include a description of the due diligence performed by the recipient on the sub- recipient before furnishing health assistance under this award.

(4) The recipient is liable to USAID for a refund for a violation by the sub- recipient of any requirement of this paragraph (a) only if: (i) the recipient knowingly furnishes health assistance under this award to a sub-recipient that performs or actively promotes abortion as a method of family planning; or (ii) the sub-recipient did not abide by its award terms required by subparagraphs (2)(i)-(iii), above, and the recipient failed to make reasonable due diligence efforts prior to furnishing health assistance to the sub-recipient; or (iii) the recipient knows or has reason to know, by virtue of the monitoring that the recipient is required to perform under the terms of this award, that a sub-recipient has violated any of the award terms required by subparagraphs (2)(i)-(iii), above, and the recipient fails to terminate health assistance to the sub-recipient, or fails to require the sub- recipient to terminate assistance furnished under a subaward that violates any award terms required by subparagraphs (2)(i)-(iii), above, or fails to take other appropriate corrective action consistent with subparagraph 2(iv), above.

(5) Recipient acknowledges that USAID may make independent inquiries in the community served by a sub-recipient under this award regarding whether such sub-recipient performs or actively promotes abortion as a method of family planning.

(6) The following definitions apply for purposes of this paragraph (a):

(i) Abortion is a method of family planning when it is for the purpose of spacing births. This includes, but is not limited to, abortions performed for the physical or mental health of the mother and abortions performed for fetal abnormalities, but does not include abortions performed if the life of the mother would be endangered if the fetus were carried to term or abortions performed following rape or incest.

(ii) "To perform abortions" means to operate a facility where abortions are provided as a method of family planning. Excluded from this definition is the treatment of injuries or illnesses caused by legal or illegal abortions, for example, post-abortion care.

(iii) "To actively promote abortion" means for an organization to commit resources, financial or other, in a substantial or continuing effort to increase the availability or use of abortion as a method of family planning.

(A) This includes, but is not limited to, the following activities:

(I) Operating a service-delivery site that provides, as part of its regular program, counseling, including advice and information, regarding the benefits and/or availability of abortion as a method of family planning;

(II) Providing advice that abortion as a method of family planning is an available option or encouraging women to consider abortion (passively responding to a question regarding where a safe, legal abortion may be obtained is not considered active promotion if a woman who is already pregnant specifically asks the question, she clearly states that she has already decided to have a legal abortion, and the healthcare provider reasonably believes that the ethics of the medical profession in the host country requires a response regarding where it may be obtained safely and legally);

(III) Lobbying a foreign government to legalize or make available abortion as a method of family planning or lobbying such a government to continue the legality of abortion as a method of family planning; and

(IV) Conducting a public-information campaign in foreign countries regarding the benefits and/or availability of abortion as a method of family planning.

(B) Excluded from the definition of active promotion of abortion as a method of family planning are referrals for abortion as a result of rape or incest, or if the life of the mother would be endangered if she were to carry the fetus to term. Also excluded from this definition is the treatment of injuries or illnesses caused by legal or illegal abortions, for example, post- abortion care.

(C) Action by an individual acting in the individual's capacity shall not be attributed to an organization with which the individual is associated, provided that the individual is neither on duty nor acting on the organization's premises, and the organization neither endorses nor

provides financial support for the action and takes reasonable steps to ensure that the individual does not improperly represent that he or she is acting on behalf of the organization.

(iv) Furnishing health assistance to a foreign non-governmental organization includes the transfer of U.S. global health assistance funds made available under this award or goods financed with such funds. Furnishing health assistance to a foreign non-governmental organization does not include the provision of technical assistance or training (including other costs for individuals directly related to such technical assistance or participation in training), unless such organization receives a subaward of U.S. global health assistance funds under this award. Furnishing health assistance to a foreign non- governmental organization does not include the purchase of goods or services from an organization.

(v) To "control" an organization means to possess the power to direct, or cause the direction of, the management and policies of an organization.

(7) In determining whether a foreign non-governmental organization is eligible to be a sub-recipient of health assistance under this award, the action of separate non-governmental organizations shall not be imputed to the sub- recipient, unless, in the judgment of USAID, a separate non-governmental organization is being used purposefully to avoid the provisions of this paragraph (a). Separate non-governmental organizations are those that have distinct legal existence in accordance with the laws of the countries in which they are organized. Foreign organizations that are separately organized shall not be considered separate, however, if one is controlled by the other. The recipient may request the USAID Agreement Officer's approval to treat as separate the health activities of two or more organizations, which would not be considered separate under the preceding sentence. The recipient must provide a written justification to USAID that the health activities of the organizations are sufficiently distinct to warrant not imputing the activity of one to the other.

(8) Health assistance may be furnished under this award by a recipient or sub-recipient to a foreign government or parastatal even though the government or parastatal includes abortion in its health program, provided that no such assistance may be furnished under this award in support of the abortion activity of the government or parastatal and any funds transferred to the government or parastatal must be placed in a segregated account to ensure that such funds may not be used to support the abortion activity of the government or parastatal.

(9) For the avoidance of doubt, in the event of a conflict between a term of this paragraph (a) and an affirmative duty of a healthcare provider required under local law to provide counseling about and referrals for abortion as a method of family planning, compliance with such law shall not trigger a violation of this paragraph (a).

(b) This provision shall be inserted verbatim in subawards in accordance with the terms of paragraph (a).

[END OF PROVISION]

All other terms and conditions remain the same.

--- END OF MODIFICATION NO. 15 ---

UCDUSR0006416

From: Sami Abbasi <sabbasi@usaid.gov>
Sent: Mon, 15 Jul 2019 11:24:09 -0400
Subject: Re: Notification of Change in P2 Key Personnel
To: Paula Noble <pnoble@ucdavis.edu>
Cc: Elizabeth Leasure <ealeasure@ucdavis.edu>, David John Wolking <djwolking@ucdavis.edu>, PREDICTMGT <predictmgt@usaid.gov>, Jonna Mazet <jkmazet@ucdavis.edu>, Patricia Bradley <pbradley@usaid.gov>, Andrew Clements <aclements@usaid.gov>, Jose Nunez Grullon <jnunezgrullon@usaid.gov>, Hannah R Chale <hrchale@ucdavis.edu>
AID-OAA-A-14-00102-15.pdf

Dear Paula,
Please find attached the fully executed copy of Mod#15 to Predict II award. Please note that the provision number has been corrected/updated to RAA28.

Please acknowledge receipt.

Best,
Sami Abbasi
Acquisition and Assistance Specialist, M/OAA/GH
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
SA-44; Rm 549-I
1300 Pennsylvania Ave., NW
Washington, DC, 20523-7900
T 202 567-4652

On Thu, Jul 11, 2019 at 11:25 AM Paula Noble <pnoble@ucdavis.edu> wrote:

> Dear Sami,
>
> Attached, please find a partially executed copy of Amendment #15. Please return a fully executed copy for my records.
>
> Thank you.
>
> **Paula Noble**
>
> **Assistant Director, Negotiations & Subawards**
>
> Office of Research, Sponsored Programs | University of California, Davis
>
> (530) 754-8115
>
> **From:** Sami Abbasi <sabbasi@usaid.gov>
> **Sent:** Thursday, July 11, 2019 6:23 AM
> **To:** Elizabeth Leasure <ealeasure@UCDAVIS.EDU>
> **Cc:** David John Wolking <djwolking@ucdavis.edu>; PREDICTMGT <predictmgt@usaid.gov>; Jonna Mazet <jkmazet@ucdavis.edu>; Patricia Bradley <pbradley@usaid.gov>; Andrew Clements <aclements@usaid.gov>; Jose Nunez Grullon <jnunezgrullon@usaid.gov>; Hannah R Chale <hrchale@UCDAVIS.EDU>; Paula Noble <pnoble@ucdavis.edu>
> **Subject:** Re: Notification of Change in P2 Key Personnel
>
> Thank you!

Sami Abbasi

Acquisition and Assistance Specialist, M/OAA/GH

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
SA-44; Rm 549-I
1300 Pennsylvania Ave., NW
Washington, DC, 20523-7900
T 202 567-4652

On Wed, Jul 10, 2019 at 5:11 PM Elizabeth Leasure <ealeasure@ucdavis.edu> wrote:

> Hi Sami. The modification is with our award analyst (Paula Noble, copied here) in the Office of Research for review and signature. She will follow up with you directly if she has any questions.
>
> Thank you,
>
> Liz
>
> *Elizabeth Leasure*
>
> *Financial Operations Manager*
>
> *One Health Institute*
>
> REDACTED *(cell)*
>
> *530-754-9034 (office)*
>
> *Skype: ealeasure*
>
> **From:** Sami Abbasi <sabbasi@usaid.gov>
> **Sent:** Wednesday, July 10, 2019 2:01 PM
> **To:** David John Wolking <djwolking@ucdavis.edu>
> **Cc:** PREDICTMGT <predictmgt@usaid.gov>; Jonna Mazet <jkmazet@ucdavis.edu>; Patricia Bradley <pbradley@usaid.gov>; Andrew Clements <aclements@usaid.gov>; Jose Nunez Grullon <jnunezgrullon@usaid.gov>; Hannah R Chale <hrchale@UCDAVIS.EDU>; Elizabeth Leasure <ealeasure@UCDAVIS.EDU>
> **Subject:** Re: Notification of Change in P2 Key Personnel
>
> Hi David,
>
> I am following up on Mod#15 I shared earlier. Please let me know if you have any questions.
>
> Thanks,

Sami Abbasi

Acquisition and Assistance Specialist, M/OAA/GH

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
SA-44; Rm 549-I
1300 Pennsylvania Ave., NW
Washington, DC, 20523-7900
T 202 567-4652

On Wed, Jul 3, 2019 at 12:01 PM David J Wolking <djwolking@ucdavis.edu> wrote:

> Hi Sami,
>
> Well received with thanks! We have sent these to the UC Davis Sponsored Programs Office for review and signature and will be in touch ASAP.
>
> Enjoy the holiday!
>
> David
>
> On Wed, Jul 3, 2019 at 6:52 AM Sami Abbasi <sabbasi@usaid.gov> wrote:
>
> > Dear All,
> >
> > Attached, please find Mod#15 to Predict Award AID-OAA-A-14-00102 for Key Personnel change and to update RAA24 Protecting Life in Global Health Assistance standard provision. Please acknowledge receipt and revert with a signed copy at your earliest.
> >
> > Let me know if you have any questions.
> >
> > Best,

Sami Abbasi

Acquisition and Assistance Specialist, M/OAA/GH

U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
SA-44; Rm 549-I
1300 Pennsylvania Ave., NW
Washington, DC, 20523-7900

T 202 567-4652

---------- Forwarded message ---------
From: **Jose Nunez Grullon** <jnunezgrullon@usaid.gov>
Date: Tue, Jun 18, 2019 at 8:52 AM
Subject: Fwd: Notification of Change in P2 Key Personnel
To: Sami Abbasi <sabbasi@usaid.gov>

Hi Sami,

See attached the recommendation for key personnel change on PREDICT award.

Thanks,

JOSE L. NUNEZ
Acquisition and Assistance Specialist, M/OAA/GH
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
SA-44; Rm 469-G
1300 Pennsylvania Ave., NW
Washington, DC, 20523-7900
T 202 567-4123

(Contractor-Jefferson Solutions, LLC)

---------- Forwarded message ---------
From: **Andrew Clements** <aclements@usaid.gov>
Date: Wed, Feb 20, 2019 at 9:57 AM
Subject: Fwd: Notification of Change in P2 Key Personnel
To: Bradley, Patricia (M/OAA/GH) <pbradley@usaid.gov>
Cc: David J Wolking <djwolking@ucdavis.edu>, Jonna Mazet <jkmazet@ucdavis.edu>, PREDICTMGT <predictmgt@usaid.gov>, Jose Nunez Grullon <jnunezgrullon@usaid.gov>

Hi Patricia,

See attached for a notification by PREDICT-2 of a change in key personnel and the project's recommendation for the way forward. I agree with this recommendation and am sharing it with you for AO approval.

Please let me know if you have any questions.

Andrew

Andrew Clements, Ph.D.
Senior Scientific Advisor
Emerging Threats Division/Office of Infectious Diseases/Bureau for Global Health

U.S. Agency for International Development

Mobile phone: 1-571-345-4253
E-mail: aclements@usaid.gov

For more information on USAID's Emerging Pandemic Threats program, see: http://www.usaid.gov/ept2

---------- Forwarded message ---------
From: **David J Wolking** <djwolking@ucdavis.edu>
Date: Tue, Feb 19, 2019 at 9:09 PM
Subject: Notification of Change in P2 Key Personnel
To: Clements, Andrew (GH/HIDN) <AClements@usaid.gov>, Alisa Pereira Emerging Threats Division <apereira@usaid.gov>, PREDICTMGT <predictmgt@usaid.gov>
Cc: predict@ucdavis.edu <predict@ucdavis.edu>, Prof. Jonna Mazet <jkmazet@ucdavis.edu>, Elizabeth Leasure <ealeasure@ucdavis.edu>

Hi Andrew and Alisa,

My apologies for the misunderstanding on our call earlier today. It appears this message with regard to notification of a change in P2 key personnel, while prepared for circulation on February 6th, never made it out of our UC Davis mail ecosystem.

Attached is the our official notification of this change due to the resignation of Dr. Leilani Francisco. Please let us know if you have any questions or concerns.

Best,

David

MODIFICATION OF ASSISTANCE AWARD

1. MODIFICATION NUMBER:	2. EFFECTIVE DATE OF MODIFICATION:	3. AWARD NUMBER:	4. EFFECTIVE DATE OF AWARD:
15	See Block 15	AID-OAA-A-14-00102	10/01//2014

5. RECIPIENT:

University of California, Davis
School of Veterinary Medicine,
1850 Research Park Dr.
Davis, CA 95618

DUNS No.: REDACTED
TIN No.: REDACTED LOC: 29B8P

6. ADMINISTERED BY:

U.S. Agency for International Development
Office of Acquisition and Assistance
M/OAA/GH/HIDN
1300 Pennsylvania Ave., NW
SA-44, 549
Washington, DC 20532-7900

7. FISCAL DATA:

Amount Obligated:
Detail:

8. TECHNICAL OFFICE:
USAID/GH/ID

9. PAYMENT OFFICE:

U.S. Agency for International Development
M/FM/CMP/LOC
loc@usaid.gov

10. FUNDING SUMMARY:

	Obligated Amount	Total Est. Amount
Amount Obligated prior to this Modification:	$ 132,262,396.95	$138,400,000.00
Change made by this Modification:	$ 0.00	$ 0.00
New/Current Total:	$ 132,262,396.95	$138,400,000.00

11. DESCRIPTION OF MODIFICATION:

The purpose of this modification is to:

a) Incorporate Key Personnel change in the award,
b) Incorporate the updated standard provision "RAA28 PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE" under the ATTACHMENT D REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL ORGANIZATIONS.

Continued....

12. THIS MODIFICATION IS ENTERED INTO PURSUANT TO THE AUTHORITY OF THE FOREIGN ASSISTANCE ACT OF 1961, AS AMENDED. EXCEPT AS SPECIFICALLY AMENDED HEREIN, ALL TERMS AND CONDITIONS OF THE AWARD REFERENCED ON BLOCK #3 ABOVE, AS IT MAY HAVE HERETOFORE BEEN AMENDED, REMAIN UNCHANGED AND IN FULL FORCE AND EFFECT.

13. RECIPIENT	X	IS		IS NOT REQUIRED TO SIGN THIS DOCUMENT TO RECONFIRM ITS AGREEMENT WITH THE CHANGES EFFECTED HEREIN.

14. RECIPIENT:

BY: Paula Noble

Paula Noble
(Name Typed or Printed)

TITLE: Assistant Director, Negotiations and Subawards

DATE: 7/11/19

15. THE UNITED STATES OF AMERICA
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

BY: Patricia Bradley

Patricia Bradley
(Name Typed or Printed)

TITLE: Agreement Officer

DATE: July 15, 2019

The Cooperative Agreement is modified as follows:

1) **ATTACHMENT A – SCHEDULE**:

A.10 SUBSTANTIAL INVOLVEMENT, delete item 2., and replace with the following:

2. Approval of key personnel to include the following positions:
   a. Project Director
   b. Operations Management Team
   c. Senior Biological and Ecological Surveillance Coordinator
   d. EPT-2 Liaison

2) **ATTACHMENT D II. REQUIRED AS APPLICABLE STANDARD PROVISIONS FOR U.S. NONGOVERNMENTAL ORGANIZATIONS**

In Attachment D II, after RAA25 provision, insert the following provision:

RAA28. PROTECTING LIFE IN GLOBAL HEALTH ASSISTANCE (MAY 2019)

(a) Ineligibility of Foreign Non-governmental Organizations that Perform or Actively Promote Abortion as a Method of Family Planning

This provision is in two parts: I, applicable to foreign non-governmental organizations; and II, applicable to U.S. non-governmental organizations. Both part I and part II should be included in awards.

I. Grants and Cooperative Agreements with Foreign Non-governmental Organizations

(1) The recipient agrees that it will not, during the term of this award, perform or actively promote abortion as a method of family planning in foreign countries or provide financial support to any other foreign non-governmental organization that conducts such activities. For purposes of this paragraph (a), a foreign non-governmental organization is a for-profit or not-for-profit non-governmental organization that is not organized under the laws of the United States, any State of the United States, the District of Columbia, or the Commonwealth of Puerto Rico, or any other territory or possession of the United States.

(2) The recipient agrees that authorized representatives of USAID may, at any reasonable time, announced or unannounced, consistent with 2 CFR Part 200: (i) inspect the documents and materials maintained or prepared by the recipient in the usual course of its operations that describe the health activities of the recipient, including reports, brochures and service statistics; (ii) observe the health activities conducted by the recipient, (iii) consult with healthcare personnel of the recipient; and obtain a copy of audited financial statements or reports of the recipient, as applicable.

(3) In the event USAID has reasonable cause to believe that the recipient may have violated its undertaking not to perform or actively promote abortion as a method of family planning, the recipient must make available to USAID such books and records and other information as USAID may reasonably request to determine whether a violation of that undertaking has occurred, consistent with 2 CFR Part 200.

(4) Health assistance furnished to the recipient under this award must be terminated if the recipient violates any undertaking required by this paragraph (a), unless USAID determines, consistent with 2 CFR 200.338, that other corrective action is warranted. In the event of termination, the recipient must refund to USAID any unexpended amounts furnished to the recipient under this award, plus an amount equivalent to that used by the recipient to perform or actively promote abortion as a method of family planning while receiving funding under this award. The amount to be refunded to USAID under this subparagraph (4) may not exceed the total amount of health assistance furnished under this award.

(5) The recipient may not furnish health assistance under this award to another foreign non-governmental organization (the sub-recipient) unless: (i) sub-recipient agrees, by entering into such subaward, that it will not, during the term of its subaward, perform or actively promote abortion as a method of family planning in foreign countries and will not provide financial support to any other foreign non-governmental organization that conducts such activities; and (ii) such foreign non-governmental organization's agreement contains the same terms and conditions as described in subparagraph (6), below.

(6) Prior to entering into an agreement to furnish health assistance to a foreign non-governmental organization under this award, the recipient, consistent with 2 CFR Part 200, must ensure that such agreement with sub-recipient includes the following terms:

(i) The sub-recipient will not, while receiving assistance under this award, perform or actively promote abortion as a method of family planning in foreign countries or provide financial support to other foreign non- governmental organizations that conduct such activities;

(ii) The recipient and authorized representatives of USAID may, at any reasonable time, announced or unannounced, consistent with 2 CFR Part 200: (A) inspect the documents and materials maintained or prepared by the sub-recipient in the usual course of its operations that describe the health activities of the sub-recipient, including reports, brochures and service statistics; (B) observe health activities conducted by the sub-recipient; (C) consult with healthcare personnel of the sub-recipient; and (D) obtain a copy of audited financial statements or reports of the sub-recipient, as applicable;

(iii) In the event that the recipient or USAID has reasonable cause to believe that a sub-recipient may have violated its undertaking not to perform or actively promote abortion as a method of family planning, the recipient will review the health program of the sub-recipient to determine whether a violation of such undertaking has occurred. The sub-recipient must make available to recipient such books and records and other information as may be reasonably requested to conduct the review. USAID may review the health program of the sub-recipient under these circumstances, and sub-recipient must provide access on a timely basis to USAID to such books and records and other information upon request, consistent with 2 CFR Part 200;

(iv) Health assistance provided to the sub-recipient under this award must be terminated if the sub-recipient violates any award terms under subparagraphs (6)(i)-(iii), above, unless USAID determines, consistent with 2 CFR 200.338, that other corrective action is warranted. In the event of termination, the sub-recipient must refund to the recipient any unexpended amounts furnished to the sub-recipient under this award, plus an amount equivalent to that used by the sub-recipient to perform or actively promote abortion as a method of family planning while receiving funding under

this award, up to the total amount of health assistance furnished to the sub-recipient under this award. Where USAID is not otherwise engaged in the determination to terminate a sub-recipient's award, the recipient must notify USAID of any action taken for a violation of any undertaking required under subparagraphs (6)(i)-(iii); and

(v) The sub-recipient may furnish health assistance under this award to another foreign non-governmental organization only if: (A) such foreign non-governmental organization agrees, by entering into such agreement, that it will not, during the term of its subaward, perform or actively promote abortion as a method of family planning in foreign countries and will not provide financial support to any other foreign non-governmental organization that conducts such activities and (B) such foreign non-governmental organization's agreement contains the same terms and conditions as those provided by the sub-recipient to the recipient as described in subparagraphs (6)(i)-(iv), above.

(7) Where the terms and conditions of the award require USAID approval of subawards, the recipient must, consistent with 2 CFR Part 200, include a description of the due diligence performed by the recipient on the sub- recipient before furnishing health assistance under this award.

(8) The recipient is liable to USAID for a refund for a violation by the sub- recipient of any requirement of this paragraph (a) only if: (i) the recipient knowingly furnishes health assistance under this award to a sub-recipient that performs or actively promotes abortion as a method of family planning, or (ii) the sub-recipient did not abide by its award terms required by subparagraphs (6)(i)-(iii), above, and the recipient failed to make reasonable due diligence efforts prior to furnishing health assistance to the sub-recipient, or (iii) the recipient knows or has reason to know, by virtue of the monitoring that the recipient is required to perform under the terms of this award, that a sub-recipient has violated any of the award terms required by subparagraphs (6)(i)-(iii), above, and the recipient fails to terminate health assistance to the sub-recipient, or fails to require the sub-recipient to terminate assistance furnished under a subaward that violates any award terms required by subparagraphs (6)(i)-(iii), above, or fails to take other appropriate corrective action consistent with subparagraph 6(iv), above.

(9) Recipient acknowledges that USAID may make independent inquiries in the community served by the recipient or a sub-recipient under this award regarding whether it performs or actively promotes abortion as a method of family planning.

(10) The following definitions apply for purposes of paragraph (a):

(i) Abortion is a method of family planning when it is for the purpose of spacing births. This includes, but is not limited to, abortions performed for the physical or mental health of the mother and abortions performed for fetal abnormalities, but does not include abortions performed if the life of the mother would be endangered if the fetus were carried to term or abortions performed following rape or incest

(ii) "To perform abortions" means to operate a facility where abortions are provided as a method of family planning. Excluded from this definition is the treatment of injuries or illnesses caused by legal or illegal abortions, for example, post-abortion care.

(iii) "To actively promote abortion" means for an organization to commit resources, financial or other, in a substantial or continuing effort to increase the availability or use of abortion as a method of family planning.

(A) This includes, but is not limited to, the following activities:

(I) Operating a service-delivery site that provides, as part of its regular program, counseling, including advice and information, regarding the benefits and/or availability of abortion as a method of family planning;

(II) Providing advice that abortion as a method of family planning is an available option or encouraging women to consider abortion (passively responding to a question regarding where a safe, legal abortion may be obtained is not considered active promotion if a woman who is already pregnant specifically asks the question, she clearly states that she has already decided to have a legal abortion, and the healthcare provider reasonably believes that the ethics of the medical profession in the host country requires a response regarding where it may be obtained safely and legally);

(III) Lobbying a foreign government to legalize or make available abortion as a method of family planning or lobbying such a government to continue the legality of abortion as a method of family planning; and

(IV) Conducting a public information campaign in foreign countries regarding the benefits and/or availability of abortion as a method of family planning.

(B) Excluded from the definition of active promotion of abortion as a method of family planning are referrals for abortion as a result of rape or incest, or if the life of the mother would be endangered if she were to carry the fetus to term. Also excluded from this definition is the treatment of injuries or illnesses caused by legal or illegal abortions, for example, post-abortion care.

(C) Action by an individual acting in the individual's capacity shall not be attributed to an organization with which the individual is associated, provided that the individual is neither on duty nor acting on the organization's premises, and the organization neither endorses nor provides financial support for the action and takes reasonable steps to ensure that the individual does not improperly represent that he or she is acting on behalf of the organization.

(iv) Furnishing health assistance to a foreign non-governmental organization includes the transfer of U.S. global health assistance funds made available under this award or goods financed with such funds. Furnishing health assistance to a foreign non-governmental organization does not include the provision of technical assistance or training (including other costs for individuals directly related to such technical assistance or participation in training), unless such organization receives a subaward of U.S. global health assistance funds under this award. Furnishing health assistance to a foreign non-governmental organization does not include the purchase of goods or services from an organization.

(v) To "control" an organization means to possess the power to direct, or cause the direction of, the management and policies of an organization.

(11) In determining whether a foreign non-governmental organization is eligible to be a recipient or sub-recipient of health assistance under this award, the action of separate non-governmental

organizations shall not be imputed to the recipient or sub-recipient, unless, in the judgment of USAID, a separate non-governmental organization is being used purposefully to avoid the provisions of this paragraph (a). Separate non- governmental organizations are those that have distinct legal existence in accordance with the laws of the countries in which they are organized. Foreign organizations that are separately organized shall not be considered separate, however, if one is controlled by the other. The recipient may request the USAID Agreement Officer's approval to treat as separate the health activities of two or more organizations, which would not be considered separate under the preceding sentence. The recipient must provide a written justification to USAID that the health activities of the organizations are sufficiently distinct to warrant not imputing the activity of one to the other.

(12) Health assistance may be furnished under this award by a recipient or sub-recipient to a foreign government or parastatal even though the government or parastatal includes abortion in its health program, provided that no such assistance may be furnished under this award in support of the abortion activity of the government or parastatal and any funds transferred to the government or parastatal must be placed in a segregated account to ensure that such funds may not be used to support the abortion activity of the government or parastatal.

(13) For the avoidance of doubt, in the event of a conflict between a term of this paragraph (a) and an affirmative duty of a healthcare provider required under local law to provide counseling about and referrals for abortion as a method of family planning, compliance with such law shall not trigger a violation of this paragraph (a).

II. Grants and Cooperative Agreements with U.S. Non-governmental Organizations

(1) The recipient (A) agrees that it will not furnish health assistance under this award to any foreign non-governmental organization that performs or actively promotes abortion as a method of family planning in foreign countries; and (B) further agrees to require that such sub-recipients do not provide financial support to any other foreign non-governmental organization that conducts such activities. For purposes of this paragraph (a), a foreign non-governmental organization is a for-profit or not-for-profit non-governmental organization that is not organized under the laws of the United States, any State of the United States, the District of Columbia, or the Commonwealth of Puerto Rico, or any other territory or possession of the United States.

(2) Prior to entering into an agreement to furnish health assistance to a foreign non-governmental organization (sub-recipient) under this award, recipient must ensure that such agreement with sub-recipient includes the following terms:

(i) The sub-recipient will not, while receiving assistance under this award, perform or actively promote abortion as a method of family planning in foreign countries or provide financial support to other foreign non- governmental organizations that conduct such activities;

(ii) The recipient, and authorized representatives of USAID may, at any reasonable time, announced or unannounced, consistent with 2 CFR Part 200: (A) inspect the documents and materials maintained or prepared by the sub-recipient in the usual course of its operations that describe the health activities of the sub-recipient, including reports, brochures and service statistics; (B) observe the health activities conducted by the sub-recipient; (C) consult with healthcare personnel of the sub-recipient; and (D) obtain a copy of audited financial statements or reports of the sub-recipient, as applicable;

(iii) In the event that the recipient or USAID has reasonable cause to believe that a sub-recipient may have violated its undertaking not to perform or actively promote abortion as a method of family planning, the recipient will review the health program of the sub-recipient to determine whether a violation of such undertaking has occurred. The sub-recipient must make available to recipient such books and records and other information as may be reasonably requested to conduct the review. USAID may review the health program of the sub-recipient under these circumstances, and sub-recipient must provide access on a timely basis to USAID to such books and records and other information upon request, consistent with 2 CFR part 200;

(iv) Health assistance provided to the sub-recipient under this award must be terminated if the sub-recipient violates any award terms required by subparagraphs (2)(i)-(iii), above, unless USAID determines, consistent with 2 CFR 200.338, that other corrective action is warranted. In the event of termination, the sub-recipient must refund to the recipient any unexpended amounts furnished to the sub-recipient under this award, plus an amount equivalent to that used by the sub-recipient to perform or actively promote abortion as a method of family planning while receiving funding under this award, up to the total amount of health assistance furnished to the sub-recipient under this award. Where USAID is not otherwise engaged in the determination to terminate a recipient's subaward, the recipient must notify USAID of any action taken for a violation of any undertaking required under subparagraphs (2)(i)-(iii); and

(v) The sub-recipient may furnish health assistance under this award to another foreign non-governmental organization only if: (A) such foreign non-governmental organization agrees, by entering into such agreement, that it will not, during the term of its subaward, perform or actively promote abortion as a method of family planning in foreign countries and will not provide financial support to any other foreign non-governmental organization that conducts such activities; and (B) such foreign non-governmental organization's agreement contains the same terms and conditions as those provided by the sub-recipient to the recipient as described in subparagraphs (2)(i)-(iv), above.

(3) Where the terms and conditions of the award require USAID approval of subawards, the recipient must, consistent with 2 CFR Part 200, include a description of the due diligence performed by the recipient on the sub- recipient before furnishing health assistance under this award.

(4) The recipient is liable to USAID for a refund for a violation by the sub- recipient of any requirement of this paragraph (a) only if: (i) the recipient knowingly furnishes health assistance under this award to a sub-recipient that performs or actively promotes abortion as a method of family planning; or (ii) the sub-recipient did not abide by its award terms required by subparagraphs (2)(i)-(iii), above, and the recipient failed to make reasonable due diligence efforts prior to furnishing health assistance to the sub-recipient; or (iii) the recipient knows or has reason to know, by virtue of the monitoring that the recipient is required to perform under the terms of this award, that a sub-recipient has violated any of the award terms required by subparagraphs (2)(i)-(iii), above, and the recipient fails to terminate health assistance to the sub-recipient, or fails to require the sub- recipient to terminate assistance furnished under a subaward that violates any award terms required by subparagraphs (2)(i)-(iii), above, or fails to take other appropriate corrective action consistent with subparagraph 2(iv), above.

(5) Recipient acknowledges that USAID may make independent inquiries in the community served by a sub-recipient under this award regarding whether such sub-recipient performs or actively promotes abortion as a method of family planning.

(6) The following definitions apply for purposes of this paragraph (a):

(i) Abortion is a method of family planning when it is for the purpose of spacing births. This includes, but is not limited to, abortions performed for the physical or mental health of the mother and abortions performed for fetal abnormalities, but does not include abortions performed if the life of the mother would be endangered if the fetus were carried to term or abortions performed following rape or incest.

(ii) "To perform abortions" means to operate a facility where abortions are provided as a method of family planning. Excluded from this definition is the treatment of injuries or illnesses caused by legal or illegal abortions, for example, post-abortion care.

(iii) "To actively promote abortion" means for an organization to commit resources, financial or other, in a substantial or continuing effort to increase the availability or use of abortion as a method of family planning.

(A) This includes, but is not limited to, the following activities:

(I) Operating a service-delivery site that provides, as part of its regular program, counseling, including advice and information, regarding the benefits and/or availability of abortion as a method of family planning;

(II) Providing advice that abortion as a method of family planning is an available option or encouraging women to consider abortion (passively responding to a question regarding where a safe, legal abortion may be obtained is not considered active promotion if a woman who is already pregnant specifically asks the question, she clearly states that she has already decided to have a legal abortion, and the healthcare provider reasonably believes that the ethics of the medical profession in the host country requires a response regarding where it may be obtained safely and legally);

(III) Lobbying a foreign government to legalize or make available abortion as a method of family planning or lobbying such a government to continue the legality of abortion as a method of family planning; and

(IV) Conducting a public-information campaign in foreign countries regarding the benefits and/or availability of abortion as a method of family planning.

(B) Excluded from the definition of active promotion of abortion as a method of family planning are referrals for abortion as a result of rape or incest, or if the life of the mother would be endangered if she were to carry the fetus to term. Also excluded from this definition is the treatment of injuries or illnesses caused by legal or illegal abortions, for example, post- abortion care.

(C) Action by an individual acting in the individual's capacity shall not be attributed to an organization with which the individual is associated, provided that the individual is neither on duty nor acting on the organization's premises, and the organization neither endorses nor

provides financial support for the action and takes reasonable steps to ensure that the individual does not improperly represent that he or she is acting on behalf of the organization.

(iv) Furnishing health assistance to a foreign non-governmental organization includes the transfer of U.S. global health assistance funds made available under this award or goods financed with such funds. Furnishing health assistance to a foreign non-governmental organization does not include the provision of technical assistance or training (including other costs for individuals directly related to such technical assistance or participation in training), unless such organization receives a subaward of U.S. global health assistance funds under this award. Furnishing health assistance to a foreign non- governmental organization does not include the purchase of goods or services from an organization.

(v) To "control" an organization means to possess the power to direct, or cause the direction of, the management and policies of an organization.

(7) In determining whether a foreign non-governmental organization is eligible to be a sub-recipient of health assistance under this award, the action of separate non-governmental organizations shall not be imputed to the sub- recipient, unless, in the judgment of USAID, a separate non-governmental organization is being used purposefully to avoid the provisions of this paragraph (a). Separate non-governmental organizations are those that have distinct legal existence in accordance with the laws of the countries in which they are organized. Foreign organizations that are separately organized shall not be considered separate, however, if one is controlled by the other. The recipient may request the USAID Agreement Officer's approval to treat as separate the health activities of two or more organizations, which would not be considered separate under the preceding sentence. The recipient must provide a written justification to USAID that the health activities of the organizations are sufficiently distinct to warrant not imputing the activity of one to the other.

(8) Health assistance may be furnished under this award by a recipient or sub-recipient to a foreign government or parastatal even though the government or parastatal includes abortion in its health program, provided that no such assistance may be furnished under this award in support of the abortion activity of the government or parastatal and any funds transferred to the government or parastatal must be placed in a segregated account to ensure that such funds may not be used to support the abortion activity of the government or parastatal.

(9) For the avoidance of doubt, in the event of a conflict between a term of this paragraph (a) and an affirmative duty of a healthcare provider required under local law to provide counseling about and referrals for abortion as a method of family planning, compliance with such law shall not trigger a violation of this paragraph (a).

(b) This provision shall be inserted verbatim in subawards in accordance with the terms of paragraph (a).

[END OF PROVISION]

All other terms and conditions remain the same.

--- END OF MODIFICATION NO. 15 ---

UCDUSR0006430

From: Elizabeth Leasure <ealeasure@UCDAVIS.EDU>
To: Sami Abbasi <sabbasi@usaid.gov>, Paula Noble <pnoble@ucdavis.edu>
Cc: David John Wolking <djwolking@ucdavis.edu>, PREDICTMGT <predictmgt@usaid.gov>, Jonna Mazet <jkmazet@ucdavis.edu>, Patricia Bradley <pbradley@usaid.gov>, Andrew Clements <aclements@usaid.gov>, Jose Nunez Grullon <jnunezgrullon@usaid.gov>, Hannah R Chale <hrchale@UCDAVIS.EDU>
Subject: RE: Notification of Change in P2 Key Personnel
Sent: Wed, 17 Jul 2019 00:30:27 +0000

Thank you!

Elizabeth Leasure
Financial Operations Manager
One Health Institute
REDACTED *(cell)*
530-754-9034 (office)
Skype: ealeasure

From: Sami Abbasi <sabbasi@usaid.gov>
Sent: Monday, July 15, 2019 8:24 AM
To: Paula Noble <pnoble@ucdavis.edu>
Cc: Elizabeth Leasure <ealeasure@UCDAVIS.EDU>; David John Wolking <djwolking@ucdavis.edu>; PREDICTMGT <predictmgt@usaid.gov>; Jonna Mazet <jkmazet@ucdavis.edu>; Patricia Bradley <pbradley@usaid.gov>; Andrew Clements <aclements@usaid.gov>; Jose Nunez Grullon <jnunezgrullon@usaid.gov>; Hannah R Chale <hrchale@UCDAVIS.EDU>
Subject: Re: Notification of Change in P2 Key Personnel

Dear Paula,

Please find attached the fully executed copy of Mod#15 to Predict II award. Please note that the provision number has been corrected/updated to RAA28.

Please acknowledge receipt.

Best,

Sami Abbasi
Acquisition and Assistance Specialist, M/OAA/GH
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
SA-44; Rm 549-I
1300 Pennsylvania Ave., NW
Washington, DC, 20523-7900
T 202 567-4652

On Thu, Jul 11, 2019 at 11:25 AM Paula Noble <pnoble@ucdavis.edu> wrote:

Dear Sami,

Attached, please find a partially executed copy of Amendment #15. Please return a fully executed copy for my records.

Thank you.

Paula Noble
Assistant Director, Negotiations & Subawards
Office of Research, Sponsored Programs | University of California, Davis
(530) 754-8115

From: Sami Abbasi <sabbasi@usaid.gov>
Sent: Thursday, July 11, 2019 6:23 AM
To: Elizabeth Leasure <ealeasure@UCDAVIS.EDU>
Cc: David John Wolking <djwolking@ucdavis.edu>; PREDICTMGT <predictmgt@usaid.gov>; Jonna Mazet <jkmazet@ucdavis.edu>; Patricia Bradley <pbradley@usaid.gov>; Andrew Clements <aclements@usaid.gov>; Jose Nunez Grullon

<jnunezgrullon@usaid.gov>; Hannah R Chale <hrchale@UCDAVIS.EDU>; Paula Noble <pnoble@ucdavis.edu>
Subject: Re: Notification of Change in P2 Key Personnel

Thank you!

Sami Abbasi
Acquisition and Assistance Specialist, M/OAA/GH
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
SA-44; Rm 549-I
1300 Pennsylvania Ave., NW
Washington, DC, 20523-7900
T 202 567-4652

On Wed, Jul 10, 2019 at 5:11 PM Elizabeth Leasure <ealeasure@ucdavis.edu> wrote:
Hi Sami. The modification is with our award analyst (Paula Noble, copied here) in the Office of Research for review and signature. She will follow up with you directly if she has any questions.

Thank you,
Liz

Elizabeth Leasure
Financial Operations Manager
One Health Institute
REDACTED *(cell)*
530-754-9034 (office)
Skype: ealeasure

From: Sami Abbasi <sabbasi@usaid.gov>
Sent: Wednesday, July 10, 2019 2:01 PM
To: David John Wolking <djwolking@ucdavis.edu>
Cc: PREDICTMGT <predictmgt@usaid.gov>; Jonna Mazet <jkmazet@ucdavis.edu>; Patricia Bradley <pbradley@usaid.gov>; Andrew Clements <aclements@usaid.gov>; Jose Nunez Grullon <jnunezgrullon@usaid.gov>; Hannah R Chale <hrchale@UCDAVIS.EDU>; Elizabeth Leasure <ealeasure@UCDAVIS.EDU>
Subject: Re: Notification of Change in P2 Key Personnel

Hi David,

I am following up on Mod#15 I shared earlier. Please let me know if you have any questions.

Thanks,

Sami Abbasi
Acquisition and Assistance Specialist, M/OAA/GH
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
SA-44; Rm 549-I
1300 Pennsylvania Ave., NW
Washington, DC, 20523-7900
T 202 567-4652

On Wed, Jul 3, 2019 at 12:01 PM David J Wolking <djwolking@ucdavis.edu> wrote:
Hi Sami,

Well received with thanks! We have sent these to the UC Davis Sponsored Programs Office for review and signature and will be in touch ASAP.

Enjoy the holiday!

David

On Wed, Jul 3, 2019 at 6:52 AM Sami Abbasi <sabbasi@usaid.gov> wrote:
Dear All,

Attached, please find Mod#15 to Predict Award AID-OAA-A-14-00102 for Key Personnel change and to update RAA24 Protecting Life in Global Health Assistance standard provision. Please acknowledge receipt and revert with a signed copy at your earliest.

Let me know if you have any questions.

Best,

Sami Abbasi
Acquisition and Assistance Specialist, M/OAA/GH
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
SA-44; Rm 549-I
1300 Pennsylvania Ave., NW
Washington, DC, 20523-7900
T 202 567-4652

---------- Forwarded message ---------
From: **Jose Nunez Grullon** <jnunezgrullon@usaid.gov>
Date: Tue, Jun 18, 2019 at 8:52 AM
Subject: Fwd: Notification of Change in P2 Key Personnel
To: Sami Abbasi <sabbasi@usaid.gov>

Hi Sami,

See attached the recommendation for key personnel change on PREDICT award.

Thanks,

JOSE L. NUNEZ
Acquisition and Assistance Specialist, M/OAA/GH
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
SA-44; Rm 469-G
1300 Pennsylvania Ave., NW
Washington, DC, 20523-7900
T 202 567-4123
(Contractor-Jefferson Solutions, LLC)

---------- Forwarded message ---------
From: **Andrew Clements** <aclements@usaid.gov>
Date: Wed, Feb 20, 2019 at 9:57 AM
Subject: Fwd: Notification of Change in P2 Key Personnel
To: Bradley, Patricia (M/OAA/GH) <pbradley@usaid.gov>
Cc: David J Wolking <djwolking@ucdavis.edu>, Jonna Mazet <jkmazet@ucdavis.edu>, PREDICTMGT <predictmgt@usaid.gov>, Jose Nunez Grullon <jnunezgrullon@usaid.gov>

Hi Patricia,

See attached for a notification by PREDICT-2 of a change in key personnel and the project's recommendation for the way forward. I agree with this recommendation and am sharing it with you for AO approval.

Please let me know if you have any questions.

Andrew

Andrew Clements, Ph.D.
Senior Scientific Advisor
Emerging Threats Division/Office of Infectious Diseases/Bureau for Global Health
U.S. Agency for International Development
Mobile phone: 1-571-345-4253
E-mail: aclements@usaid.gov

For more information on USAID's Emerging Pandemic Threats program, see: http://www.usaid.gov/ept2

---------- Forwarded message ---------
From: **David J Wolking** <djwolking@ucdavis.edu>
Date: Tue, Feb 19, 2019 at 9:09 PM
Subject: Notification of Change in P2 Key Personnel
To: Clements, Andrew (GH/HIDN) <AClements@usaid.gov>, Alisa Pereira Emerging Threats Division <apereira@usaid.gov>, PREDICTMGT <predictmgt@usaid.gov>
Cc: predict@ucdavis.edu <predict@ucdavis.edu>, Prof. Jonna Mazet <jkmazet@ucdavis.edu>, Elizabeth Leasure <ealeasure@ucdavis.edu>

Hi Andrew and Alisa,

My apologies for the misunderstanding on our call earlier today. It appears this message with regard to notification of a change in P2 key personnel, while prepared for circulation on February 6th, never made it out of our UC Davis mail ecosystem.

Attached is the our official notification of this change due to the resignation of Dr. Leilani Francisco. Please let us know if you have any questions or concerns.

Best,

David

From: Catherine Machalaba <machalaba@ecohealthalliance.org>
To: David Wolking <djwolking@ucdavis.edu>
Cc: "William B. Karesh" <karesh@ecohealthalliance.org>, "Corina Grigorescu Monagin" <cgmonagin@ucdavis.edu>, "predict@ucdavis.edu" <predict@ucdavis.edu>
Sent: Thu, 29 Aug 2019 00:22:07 +0000
Subject: [predict] Re: ACTION REQUIRED: Congratulations! You've been nominated to lead a session at the PREDICT All-Country Meeting: From OH Platforms to Action

Hey David,
Thank you - it would be a great honor! Billy and I are pretty familiar with the activities in Ghana. I think Bel would bring great insight as the moderator.

The list of countries looks great and will showcase a great range of activities and impact. Please see the proposed composition below- (but of course we're delighted to collaborate with any of the country teams on the panel. For Indonesia, maybe we can propose that Atie be the one to present. I think she has a great sense of the overall of scope of One Health needs and priorities in the country and tangible examples of where PREDICT has helped to operationalize key approaches.

Countries/Panelists:

- Bangladesh* (Arif)
- Ghana* (Samuel Bel-nono)
- Kenya* - potential moderator if not Ghana
- Liberia* (Jackson - Jim likely in other sessions)
- Indonesia - (Imung to decide? *Atie?*)
- CIV- proposed to join the capacity session but likely a better fit here given the workshop could replace one of the other Africa countries? *Kalpy would be fantastic for this session if we can place CIV on two panels. The One Health workshop was a huge success and very strongly supported by the USAID mission (especially Zandra), helping to show the value of each sector and identify where there were gaps that capacity strengthening could then effectively target (e.g. wildlife health capacity in the government). I think the Liberia-CIV perspectives on the panel will also be really informative, as there are not a lot of existing collaborations between the two neighboring countries but we found during the training that CIV was intensely interested in Liberia's experience in putting One Health into practice and really helped to turn a global, broad concept into something that they saw as feasible to implement in their own country. But if there isn't space, Billy can cover the workshop in his presentation and then maybe we can call on Kalpy to briefly say a few targeted words during this panel.*

If there is time at the end of the session, I think it would be great to give the panelists a few minutes to engage the audience with a few prompts so we can hear additional examples and continue the exchange of approaches across countries and contexts.

I will look forward to coordinating with folks and the co-moderator when you connect us. We are excited for the opportunity for their important One Health contributions to shine! Thanks again!!!

Kind regards,
Catherine

Catherine Machalaba, MPH
Policy Advisor and Research Scientist

EcoHealth Alliance
460 West 34th Street – 17th floor
New York, NY 10001

1.212.380.4472 (direct)
REDACTED (mobile)
1.212.380.4465 (fax)
www.ecohealthalliance.org

Chair, Veterinary Public Health Special Primary Interest Group, American Public Health Association

Program Officer, IUCN SSC Wildlife Health Specialist Group

On Aug 28, 2019, at 5:39 PM, David J Wolking <djwolking@ucdavis.edu> wrote:

Hi Catherine,

On behalf of the All-Country Meeting Coordinating Committee, we are really excited to see you in a few weeks in Bali! Due to your expertise and long-time working with PREDICT, we would like to nominate you both to co-moderate the panel session "**From One Health Platforms to Action - Sustaining the One Health Approach - Selected OH Case Studies Highlighting Country Teams, One Health and Economics and One Health Partnership and Intergovernmental Collaboration**". It's a 1 hour and 15 minute session on Day 3.

The structure is for two moderators to lead a discussion based on the theme of the session with a panel of participants from various PREDICT host countries. We have some ideas for co-moderators but since you and Billy have done so much work on the OH case studies thought we might give you the chance to suggest some individuals. We did nominate Arif to co-lead the capacity session, Kalpy from CIV may be helping with more lab related stuff, so it's a balancing act but happy to explore further with the bigger program in mind.

Below you will see some details on your panel along with suggested participants. The countries and panelists listed in black are those best suited for the session. Countries/panelists in red are either featured heavily in other sessions or did not provide a strong proposed theme in the Google Form. We tried to pick participants keeping in mind a host of factors including Consortium partner representation, global geography, proposed theme and participation on other panels for overall balance in the program. Ideally, each session will have between 4-6 panelists depending on length and the structure and goals for the session, which are largely your decision as moderators. Of course, if you have other ideas for good panel participants we can continue to explore.

First, please let us know if you are willing to lead the session. If so, we'd like you to review the theme and participants and get back to us with any questions or thoughts by this Friday, August 30th. On Monday (September 2nd) we plan to send out another email connecting you with your list of panelists to confirm their participation so you can begin preparations. After that, the rest is in your hands.

Please don't hesitate to reach out with any questions, happy to help!

David

From One Health Platforms to Action - Sustaining the One Health Approach - Selected OH Case Studies Highlighting Country Teams, One Health and Economics and One Health Partnership and Intergovernmental Collaboration - Moderated by Catherine Machalaba and Ghana (Bel?) reps?
1 hour and 15 mins
Countries/Panelists:

- Bangladesh* (Arif)
- Ethiopia* (Nigatu)

- Ghana* (Samuel Bel-nono) - Ghana is a must have for this session as not engaged in others...
- Jordan*
- Kenya* - potential moderator if not Ghana
- Liberia* (Jackson - Jim likely in other sessions)
- Indonesia - (Imung to decide?)
- Nepal*
- Sierra Leone*
- Viet Nam*

Suggestions:

- CIV - proposed to join the capacity session but likely a better fit here given the workshop could replace one of the other Africa countries?

From:	Peter Daszak <daszak@ecohealthalliance.org>
To:	Jonna Mazet (jkmazet@ucdavis.edu) <jkmazet@ucdavis.edu>
CC:	Samtha Maher <maher@ecohealthalliance.org>
Sent:	1/8/2020 8:34:02 AM
Subject:	draft GVP Board meeting Agenda for your comments/changes

Hi Jonna – here's a draft agenda for the GVP board meeting.

Can you edit/comment on this so you and I can get it lined up before the meeting Thursday…

Cheers,

Peter

Peter Daszak
President

EcoHealth Alliance
460 West 34th Street – 17th Floor
New York, NY 10001

Tel. +1 212-380-4474
Website: www.ecohealthalliance.org
Twitter: @PeterDaszak

EcoHealth Alliance leads cutting-edge research into the critical connections between human and wildlife health and delicate ecosystems. With this science we develop solutions that prevent pandemics and promote conservation.

Global Virome Project
Initial Board of Directors Meeting
13 February, 2020, 10:00 am – 9:30 pm
Keck Center, 500 5th St NW, Washington, DC [Tentative]

Summary

The Global Virome Project (GVP) was conceived in response to repeated and unpredictable emergence and re-emergence of high impact viral epidemics and pandemics compromising global health security and the well-being of the peoples of the world. The GVP has an ambitious objective: to characterize a large proportion (~90%) of viruses within 25 viral families believed to pose a threat to global public health (Carroll *et al*. 2018). This first Board of Directors meeting of the newly incorporated Global Virome Project (GVP) will mark the incorporation of the GVP Project as stand-alone not-for-profit organization with the ability to raise funds and function as an independent entity.

Agenda

Time	Topic	Lead
10:00 - 10:30	**Introductions**	Dennis Carroll
10:30 - 12:30	**Welcome to the Global Virome Project** ○ History, partners, current status [PD] ○ Working groups: - Science and Tech, GVP Targeting (PD) - Sample governance, legal etc. (JM) - Metadata (ER) ○ Governance structure [JM]	Peter Daszak Jonna Mazet Eddy Rubin
12:30 - 1:30	**Lunch (on site)**	All
1:30 - 3:00	**Review of the Bylaws, Discussion, Signing**	Peter Daszak
3:00 - 4:00	**Future of GVP and Fundraising Strategy**	Dennis Carroll
4:00 - 5:00	**Wrap-up and next steps** ● Closing reflections from each participant ● Plans for further engagement ● Meeting times/locations in 2020 (confs.)	All
7:00 - 9:30	**Group Dinner**	All

Board Members

Peter Bogner, GISAID Initiative
Dennis Carroll, U.S. Agency for International Development
Christian Brechot
Peter Daszak, EcoHealth Alliance
Jennifer Gardy, Bill & Melinda Gates Foundation
Jonna Mazet, University of California, Davis
Eddy Rubin, Metabiota
Suzan Murray, Smithsonian Institution
Oyewale Tomori, Redeemer's University, Nigeria

Observers
Cara Chrisman, U.S. Agency for International Development
Samantha Maher, EcoHealth Alliance

Background materials for distribution prior to meeting:

- Unsigned Resolutions Adopted by the Incorporator of the Global Virome Project, Inc.
- Unsigned Resolutions Adopted by the Initial Board of Directors of the Global Virome Project, Inc.
- Unsigned Bylaws of the Global Virome Project, Inc.
- GVP Certificate of Incorporation
- Carroll D, Daszak P, Wolfe ND, Gao GF, Morel CM, Morzaria S, Pablos-Méndez A, Tomori O, Mazet JAK (2018) The Global Virome Project. *Science* 359**:**872-874
- EcoHealth Alliance (2018). Global Costs of Emerging Infectious Diseases: an Economic Case for the Global Virome Project. *Emerging Disease Insights*. Ecohealth Alliance(Carroll et al., 2018)

From: David J Wolking <djwolking@ucdavis.edu>
Sent: Wed, 11 Mar 2020 10:01:02 -0700
Subject: Re: Change of plans for March meetings in DC
To: Andrew Clements <aclements@usaid.gov>
Cc: David J Wolking <djwolking@ucdavis.edu>, Christine Kreuder Johnson <ckjohnson@ucdavis.edu>, PREDICTMGT <predictmgt@usaid.gov>, Jonna Mazet <jkmazet@ucdavis.edu>

I think that should work, I'll confirm and share a Zoom link soon. We have a senior management team call scheduled earlier that same day, want to cancel that or keep it to talk over the week's plans in advance?
David

On Wed, Mar 11, 2020 at 3:07 AM Andrew Clements <aclements@usaid.gov> wrote:

> Thanks, David.
> Can we do 1-3 PM EDT on the 17th?

Andrew P. Clements, Ph.D.
Senior Scientific Advisor
Emerging Threats Division/Office of Infectious Diseases/Bureau for Global Health
U.S. Agency for International Development
Mobile phone: 1-571-345-4253
Email: aclements@usaid.gov

On Mar 11, 2020, at 12:59 AM, David J Wolking <djwolking@ucdavis.edu> wrote:

> Hi Andrew,
> I set up a Zoom room for the March 18 and 19th data meetings (details below). We can record the meetings as well if you like, just let me know your preference.

For the 17th USAID briefing, do you have a time in mind? I'm assuming it is still 2-4PM EDT but wanted to confirm.

Thanks!

David

Topic: Data Meeting (March 18-19, 2020)
Time: 07:00 AM Pacific Time (US and Canada)
Duration: 3 hours

Join Zoom Meeting
https://onehealth.zoom.us[redacted]

Meeting ID: REDACTED
Password: REDACTED

One tap mobile
+16699006833 REDACTED US (San Jose)
+16468769923 US (New York)

Dial by your location
+1 669 900 6833 US (San Jose)
+1 646 876 9923 US (New York)
Meeting ID: REDACTED
Find your local number: https://onehealth.zoom.us/u/adNXEpXrr9

On Tue, Mar 10, 2020 at 2:23 PM Christine Kreuder Johnson <ckjohnson@ucdavis.edu> wrote:

> Andrew, thanks for the update. That all works fine for us and we'll share news with the team. We're hoping to postpone the PREDICT public briefing rather than cancel entirely, with future date tbd obviously.
>
> /ckj

From: Andrew Clements <aclements@usaid.gov>
Date: Tuesday, March 10, 2020 at 1:00 PM
To: David John Wolking <djwolking@ucdavis.edu>, Christine Kreuder Johnson <ckjohnson@UCDAVIS.EDU>
Cc: PREDICTMGT <predictmgt@usaid.gov>, Jonna Mazet <jkmazet@ucdavis.edu>
Subject: Change of plans for March meetings in DC

Hi Chris and David,

Because of new guidance (and perceptions) concerning bringing lots of people together during an on-going pandemic, we're going to make some changes to the schedule for next week by making the meetings virtual.

We would like to propose the following re-shuffling:

March 17: cancel the Predict public briefing in the afternoon and move the USAID briefing from the morning to the afternoon; this meeting will now be by phone

March 18: cancel the Predict briefing for Hill staffers in the morning and move up the start of day 1 of the data meeting to 10:00 AM EDT (ending for the day at 1:00 PM EDT); this meeting will now be by phone. [Presentations related to topic 1 and topic 2 of the agenda between 10:00 AM-12:00 PM; discussion from 12:00 PM-1:00 PM]

March 19: delay the start of day 2 of the data meeting to 10:00 AM EDT (ending for the day at 1:00 PM EDT); this meeting will now be by phone. [Discussion continued 10:00 AM-11:00 AM; topic 3 and discussion from 11:00 PM-1:00 PM]

Questions for you:

- does this work for your schedules? it would be an early start for you on the 18th and 19th so that we can accomodate Europe.
- would UCD be able to host both the USAID briefing and the data meeting using Zoom so that presentations can be viewed by all? if so, we can send you the invite names and an amended agenda for the data meeting.

Thanks!

Andrew

Andrew Clements, Ph.D.
Senior Scientific Advisor
Emerging Threats Division/Office of Infectious Diseases/Bureau for Global Health

U.S. Agency for International Development

Mobile phone: 1-571-345-4253
E-mail: aclements@usaid.gov

For more information on USAID's Emerging Pandemic Threats program, see: http://www.usaid.gov/ept2

From:	Omar Romero-Hernandez <oromero@haas.berkeley.edu>
To:	alexandra zuber <alexandrazuber@atahealthstrategies.com>;Matthew Blake <mblake@ucdavis.edu>;Elizabeth Leasure <ealeasure@ucdavis.edu>;Peter Daszak <daszak@ecohealthalliance.org>;Sam Halabi <sfh9@georgetown.edu>;Jonna Mazet <jkmazet@ucdavis.edu>;Federico Castillo <f.castillo@berkeley.edu>;Margarita Martins <margaritamartins@berkeley.edu>;Jon Epstein <epstein@ecohealthalliance.org>;Woutrina A Smith <wasmith@ucdavis.edu>
Sent:	4/29/2020 2:55:15 PM
Subject:	Action Required - Draft for AFROHUN's Action Plan

Dear Elizabeth, Matt, Sam, John:

Alex, Federico, Margarita and I have prepared the first draft for AFROHUN's Action Plan, to be discussed with the Secretariat tomorrow. See attached the PPT file.

1. Could you **please spend 5-10 minutes and let us know if there is anything critical we should be changing?** In particular, please note that the last slides within this deck include specific questions to you. I know you are busy and that's why we had tried to come up with a final deck. Still, we want to make sure we have your input. If you have a chance to share a quick reaction before 5:00 pm PST today, we would appreciate it - we need to send this deck to Afrohun by EOD today.

2. For tomorrow's conference call, the plan is for the Global Team to connect some 15 minutes before Afrohun joins. That time will be used to touch base and see if you want to share any other input (optional).

3. So far, this is the plan we are proposing (we welcome your input):

Slides 1-6: Alex will introduce the workshop and SWOT (10 minutes)
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Slides 14-15: Elizabeth goes over Subaward management (10-12 minutes)
Slides 16-17: Matt - John present Brand and Communications Strategy (10-12 minutes)
Slides 18-19: Sam takes over Legal affairs (10-12 minutes)
Wrap up and next steps -

I will be taking notes and can help co-facilitate the discussion if you want me to.

Again, we welcome any comments or feedback you may share with us.
Thanks a lot!

Omar, Federico, Margarita,

AFROHUN

Action Plan

April 30, 2020

Meeting Agenda

- Short review of SWOT Analysis, NUPAS and OCA tools.
- Action plan: short and medium-term priorities.
- Group discussion.

Short Review of SWOT
Analysis, NUPAS & OCA tools

SWOT Analysis: Main Findings

STRENGTHS	WEAKNESSES
- Network growth: currently 24 institutions in member countries. - Leadership & management of secretariat staff. - Robustness & maturity of governance structures at regional / country level. - Financial Management. - Pre-service education and student clubs. - Regional and continental approach.	- Mostly a single donor organization. Limited experience in organizational sustainability and revenue generating mechanisms. - Lean network staff may limit the expansion of the strategic plan/programs to country level. - Capacity development of staff. - Finding our niche and moving beyond "project model". - Internal and external communications across the network including south-to-south collaboration. - Local ownership of AFROHUN activities by communities and universities.

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OPPORTUNITIES	THREATS
- Engage national, local governments and new partners to identify synergies and inform policy-making. - Resource mobilization. - Advancing research. - Grant writing. - Expanding to new countries and universities. - Leverage existing partners as a start point for new long-term strategic partners.	- Donor dependence. - Deans turn-over. - Adaptability to rapid change. - Exogenous factors (e.g. political instability, currency fluctuations) - Lack of awareness and support of OneHealth by key stakeholders. - Growing competition from other actors.

NUPAS & OCA Findings: Critical Priorities (Short Term)

NUPAS	OCA
Diversified sources of funding (Finarcial Management)	Diversified funding & finance strategy - financial sustainability (Financial Management) Resource mobilization (Organizational Management)
Sub-award management policy (Procurement Systems)	Sub-grant management policies and procedures (Program Management)
Legal corporate/entity registrations in countries where AFROHUN undertakes activities (Legal Structure) Indirect cost understanding and utilization (Financial Management)	Succession Planning (Governance) Communication strategy (Organizational Management) Cost-sharing plan and procedures (Financial Management) Standards for service delivery (Project Performance Management)

NUPAS & OCA Findings: Additional Priorities

*: This priority was also identified by country managers

NUPAS

- *Integrating Francophone/West African countries into governance (1)
- *Roadmap for rebranding (1)
- Chart of Accounts and General Ledger may need to be revisited with accounting system changes (Quickbooks) (2)
- Drafting policies and procedures for identifying, communicating, correcting unallowable costs and other charges for inclusion in the financial manual (2)
- * Additional training for country administrators and managers in unallowable/allowable costs (2)
- * Refresher trainings on annual basis to maintain capacity going forward (3)
- Adoption of a more generalized monitoring reporting (5)
- Minimize variance in budgeted expenses via training of HR related to project management and M&E (6)
- * Recruit a program officer to join (or grow capacity through skills transfer) the Grants and Resource Mobilization Department (6)
- Use of M&E data for improved program quality and planning (6)

OCA

- Internal controls (Financial Management)
- Budgeting: a core-cost budget that is generally aligned with the strategic plan (Financial Management).
- Change management: process for planning or responding to external changes (Organizational Management)
- *Culture and gender: tools for assessing local cultural/gender issues (Program Management)
- *Quality assurance for service delivery, clear performance expectations and monitoring the quality of services (Project Performance Management)

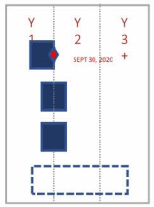
Action Plan
Short & Medium-Term Priorities

Action Plan Priorities

	YEAR 1	YEAR 2+	YEAR 3+
Business plan (creation and development)	X	X	X
Resource mobilization and funding diversification (partnership development, enhancing staff capabilities, training)	X	X	X
Subaward management policy and procedures	X	X	
Rebranding & communication strategy	X	X	
Legal corporate registration in countries where AFROHUN undertakes activities	X	X	
Indirect cost understanding and utilization		X	
Succession planning		X	
Cost-sharing plan and procedures		X	
Standards for service delivery		X	
Integrating Francophone/West African countries into governance			
Refresher/additional trainings on annual basis to maintain capacity going forward			
Culture and gender: tools for assessing local cultural/gender issues			
Quality assurance for service delivery, clear performance expectations and monitoring the quality of services			
Chart of Accounts and General Ledger may need to be revisited with accounting system changes (Quickbooks)			
Drafting policies/procedures for identifying and correcting unallowable costs and other charges for inclusion in the financial manual			
Adoption of a more generalized monitoring reporting			
Minimize variance in budgeted expenses via training of HR related to project management and M&E			
Use of M&E data for improved program quality and planning			
Internal controls in financial management			
Development of a core-cost budget that is generally aligned with the strategic plan			
Change management: process for planning or responding to external changes			

Action Plan: Short Term Priorities

1. Business plan

ACTIVITIES		HOW /
1. Integrate findings in a document and design a **5-year business plan**. BUSINESS PLAN includes: **Social business canvas model** Strategy for resource mobilization Strategy for Funding diversification. Other: _____		

Action Plan: Short Term Priorities

1. Business plan

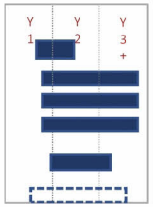
ACTIVITIES
1. Integrate findings in a document and design a **5-year business plan**.
BUSINESS PLAN includes:
Social business canvas model
Strategy for resource mobilization
Strategy for Funding diversification.
Other: _____

Action Plan: Short Term Priorities

Develcp of a partnership strategy

Proposal of an adequate framework for funding strategy.

2. Resource mobilization and funding diversification

ACTIVITIES		HOW
Icentify **donors and stakeholders (stakeholder mapping).** Partnership strategy Implementation of funding diver**sificatio**n strategy. Implementation of potential **value-generating activities.** Recruitment of a **program officer** / building capacity of existing staff Other:		

Action Plan: Short Term Priorities

Develcp of a partnership strategy

Proposal of an adequate framework for funding strategy.

2. Resource mobilization and funding diversification

ACTIVITIES
Icentify **donors and stakeholders (stakeholder mapping).**
Partnership strategy Implementation of funding diver**sificatio**n strategy.
Implementation of potential **value-generating activities**.
Recruitment of a **program officer** / building capacity of existing staff
Other:

Action Plan: Short Term Priorities

3. Subaward management

ACTIVITIES	Y 1	Y 2	Y 3 +	WHO
Development of a sub-award policy				Ask **Liz L.** for her input on th proposed activities – we included a few starting activities and corresponding timeframe to generate debate with the group.
Executing a pilot sub-award (Kinshasa?)				
Capacity builcing of the sub-awarde				
Roll out of subawards (Phase 2)				
Other: _____				

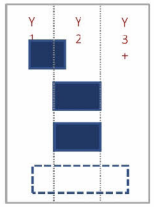
Action Plan: Short Term Priorities

3. Subaward management

ACTIVITIES
Development of a sub-award policy
Executing a pilot sub-award (Kinshasa?)
Capacity builcing of the sub-awarde
Roll out of subawards (Phase 2)
Other: _____

Action Plan: Short Term Priorities

4. Rebranding & communication strategy

ACTIVITIES		WHO
Rebranding.		Ask **Matt** and **John** for their input on the proposed activities and corresponding timeframe that has been included in this slide
Process for testing materials/messages.		
Templates for documents and a style guide.		
Other: _____		

Action Plan: Short Term Priorities

4. Rebranding & communication strategy

ACTIVITIES
Rebranding.
Process for testing materials/messages.
Templates for documents and a style guide.
Other: _____

Action Plan: Short Term Priorities

5. Legal corporate registration in countries where AFROHUN operates

ACTIVITIES	Y 1	Y 2	Y 3 +	WHO
Complete AFROHUN legal registration				Ask **Sam H.** for their input on the proposed activities and corresponding timeframe that has been included in this slide
Complete and/ or update registration on all partner countries				
Apply for tax exemption status?				
More on Governance? Sucession planning.				
Other: _____				

Action Plan: Short Term Priorities

5. Legal corporate registration in countries where AFROHUN operates

ACTIVITIES
Complete AFROHUN legal registration
Complete and/ or update registration on all partner countries
Apply for tax exemption status?
More on Governance? Sucession planning.
Other: _____

THANK YOU

We would welcome any further comments
and thoughts from you.

Please share them by email in the following days.

Appendix. Example of Action Plan. Sub-activities

Example - Business plan

Activity 1: Integrate findings in a document and design a 5-year business plan

SUBACTIVITIES	MILESTONES	WHO	WHEN
1.1. Integrate the findings of SWOT, OCA & NUPAS tools		AZ/OR/FC/MM	Q4-Y1
1.2. Defining elements of business canvas		OR/FC/MM	Q4-Y1
1.3. Integrate elements into a single working model		OR/FC/MM	Q4-Y1
1.4. Final business plan write-up		AZ/OR/FC/MM	Q4-Y1

From:	alexandra zuber <alexandrazuber@atahealthstrategies.com>
To:	oromero@haas.berkeley.edu <oromero@haas.berkeley.edu>
CC:	Matthew Blake <mblake@ucdavis.edu>;Elizabeth Leasure <ealeasure@ucdavis.edu>;Peter Daszak <daszak@ecohealthalliance.org>;Sam Halabi <sfh9@georgetown.edu>;Jonna Mazet <jkmazet@ucdavis.edu>;Federico Castillo <f.castillo@berkeley.edu>;Margarita Martins <margaritamartins@berkeley.edu>;Jon Epstein <epstein@ecohealthalliance.org>;Woutrina A Smith <wasmith@ucdavis.edu>
Sent:	4/29/2020 3:14:04 PM
Subject:	Re: Action Required - Draft for AFROHUN's Action Plan

Thank you team!

Just to elaborate, the 15 minutes tomorrow where we will open the Zoom line early (before our call) is an opportunity for us to share with you our thinking for how to facilitate the discussion sections and what you're trying to accomplish in your time allotted. If you can't log on early, I would recommend following the example set by Federico/ Omar in their facilitation of the first action item.

Also, as Omar suggested, if you're feeling unsure about leading the discussion, Omar is prepared to do this.

Thanks again!

On Apr 29, 2020, at 5:55 PM, Omar Romero-Hernandez wrote:

Dear Elizabeth, Matt, Sam, John:

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Wrap up and next steps -

I will be taking notes and can help co-facilitate the discussion if you want me to.

Again, we welcome any comments or feedback you may share with us.

Thanks a lot!

Omar, Federico, Margarita,

From: Elizabeth Leasure <ealeasure@UCDAVIS.EDU>
To: "oromero@haas.berkeley.edu" <oromero@haas.berkeley.edu>, alexandra zuber <alexandrazuber@atahealthstrategies.com>, Matthew Blake <mblake@ucdavis.edu>, Peter Daszak <daszak@ecohealthalliance.org>, Sam Halabi <sfh9@georgetown.edu>, Jonna Mazet <jkmazet@ucdavis.edu>, Federico Castillo <f.castillo@berkeley.edu>, Margarita Martins <margaritamartins@berkeley.edu>, Jon Epstein <epstein@ecohealthalliance.org>, Woutrina A Smith <wasmith@ucdavis.edu>
Subject: RE: Action Required - Draft for AFROHUN's Action Plan
Sent: Wed, 29 Apr 2020 23:45:20 +0000

Please disregard. The message wasn't meant for you. Long day...

Elizabeth Leasure
Financial Operations Manager
One Health Institute
REDACTED *(cell)*
530-754-9034 (office)
Skype: ealeasure

From: Elizabeth Leasure
Sent: Wednesday, April 29, 2020 4:44 PM
To: oromero@haas.berkeley.edu; alexandra zuber <alexandrazuber@atahealthstrategies.com>; Matthew Blake <mblake@ucdavis.edu>; Peter Daszak <daszak@ecohealthalliance.org>; Sam Halabi <sfh9@georgetown.edu>; Jonna Mazet <jkmazet@ucdavis.edu>; Federico Castillo <f.castillo@berkeley.edu>; Margarita Martins <margaritamartins@berkeley.edu>; Jon Epstein <epstein@ecohealthalliance.org>; Woutrina A Smith <wasmith@ucdavis.edu>
Subject: RE: Action Required - Draft for AFROHUN's Action Plan

The SAR is supposed to include:

- Update on expenditures for the reporting period against the pipeline
- Analysis and explanation of cost overruns or high unit costs, when applicable

Elizabeth Leasure
Financial Operations Manager
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REDACTED *(cell)*
530-754-9034 (office)
Skype: ealeasure

From: Omar Romero-Hernandez <oromero@haas.berkeley.edu>
Sent: Wednesday, April 29, 2020 2:55 PM
To: alexandra zuber <alexandrazuber@atahealthstrategies.com>; Matthew Blake <mblake@ucdavis.edu>; Elizabeth Leasure <ealeasure@UCDAVIS.EDU>; Peter Daszak <daszak@ecohealthalliance.org>; Sam Halabi <sfh9@georgetown.edu>; Jonna Mazet <jkmazet@ucdavis.edu>; Federico Castillo <f.castillo@berkeley.edu>; Margarita Martins <margaritamartins@berkeley.edu>; Jon Epstein <epstein@ecohealthalliance.org>; Woutrina A Smith <wasmith@ucdavis.edu>
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Subject: RE: Action Required - Draft for AFROHUN's Action Plan
Sent: Thu, 30 Apr 2020 00:08:03 +0000
AFROHUN - Action Plan_v1_el.pptx

Hi Omar. Not much time to review, but I appreciate your taking the lead on putting this together. Changes include:

- Fixed slides 14, 16, & 18, to say HOW instead of WHO in the far left box.
- Removed all yellow boxes since Sam and Matt confirmed the slides look fine.
- The timeline for development of the subaward policy needs to happen in Y1, and the execution of the pilot subaward bar should not extend beyond Y1, as we committed to establishing at least one subaward in Y1.
- I think building the capacity of the subawardees will need to start in Y1 with the pilot award and extend through sometime in Y3, as we'll be building capacity as we go.
- Rollout of additional subawards can start Y2.

Elizabeth Leasure
Financial Operations Manager
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USAID FROM THE AMERICAN PEOPLE · UCDAVIS One Health Institute School of Veterinary Medicine · HCEA Championing One Health · SEAOHUN Southeast Asia One Health University Network · EcoHealth Alliance · Ata Health Strategies · ICAP Columbia University Mailman School of Public Health · Berkeley University of California · Project ECHO · UCI University of California

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- Internal controls (Financial Management)
- Budgeting: a core-cost budget that is generally aligned with the strategic plan (Financial Management).
- Change management: process for planning or responding to external changes (Organizational Management)
- *Culture and gender: tools for assessing local cultural/gender issues (Program Management)
- *Quality assurance for service delivery, clear performance expectations and monitoring the quality of services (Project Performance Management)

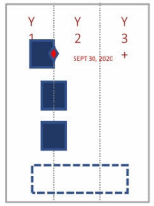
Action Plan
Short & Medium-Term Priorities

Action Plan Priorities

	YEAR 1	YEAR 2+	YEAR 3+
Business plan (creation and development)	X	X	X
Resource mobilization and funding diversification (partnership development, enhancing staff capabilities, training)	X	X	X
Subaward management policy and procedures	X	X	
Rebranding & communication strategy	X	X	
Legal corporate registration in countries where AFROHUN undertakes activities	X	X	
Indirect cost understanding and utilization		X	
Succession planning		X	
Cost-sharing plan and procedures		X	
Standards for service delivery		X	
Integrating Francophone/West African countries into governance			
Refresher/additional trainings on annual basis to maintain capacity going forward			
Culture and gender: tools for assessing local cultural/gender issues			
Quality assurance for service delivery, clear performance expectations and monitoring the quality of services			
Chart of Accounts and General Ledger may need to be revisited with accounting system changes (Quickbooks)			
Drafting policies/procedures for identifying and correcting unallowable costs and other charges for inclusion in the financial manual			
Adoption of a more generalized monitoring reporting			
Minimize variance in budgeted expenses via training of HR related to project management and M&E			
Use of M&E data for improved program quality and planning			
Internal controls in financial management			
Development of a core-cost budget that is generally aligned with the strategic plan			
Change management: process for planning or responding to external changes			

Action Plan: Short Term Priorities

1. Business plan

ACTIVITIES		HOW /
1. Integrate findings in a document and design a **5-year business plan**. BUSINESS PLAN includes: **Social business canvas model** Strategy for resource mobilization Strategy for Funding diversification. Other: _____		

Action Plan: Short Term Priorities

1. Business plan

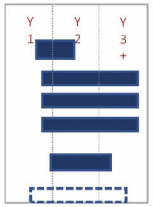
ACTIVITIES
1. Integrate findings in a document and design a **5-year business plan**.
BUSINESS PLAN includes:
Social business canvas model
Strategy for resource mobilization
Strategy for Funding diversification.
Other: _____

Action Plan: Short Term Priorities

Develcp of a partnership strategy

Proposal of an adequate framework for funding strategy.

2. Resource mobilization and funding diversification

ACTIVITIES		HOW
Icentify **donors and stakeholders (stakeholder mapping).** Partnership strategy Implementation of funding diver**sificatio**n strategy. Implementation of potential **value-generating activities.** Recruitment of a **program officer** / building capacity of existing staff Other:		

Action Plan: Short Term Priorities

Develcp of a partnership strategy

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2. Resource mobilization and funding diversification

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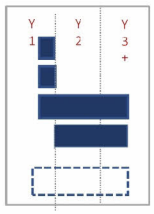
Icentify **donors and stakeholders (stakeholder mapping).**
Partnership strategy Implementation of funding diver**sificatio**n strategy.
Implementation of potential **value-generating activities**.
Recruitment of a **program officer** / building capacity of existing staff
Other:

Action Plan: Short Term Priorities

3. Subaward management

ACTIVITIES	Y 1	Y 2	Y 3 +	HOW
Development of a sub-award policy				
Executing a pilot sub-award (Kinshasa?)				
Capacity building of subrecipient organizations				
Roll out of subawards (Phase 2)				
Other: _____				



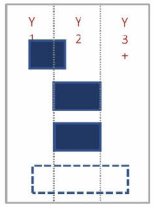
Action Plan: Short Term Priorities

3. Subaward management

ACTIVITIES
Development of a sub-award policy
Executing a pilot sub-award (Kinshasa?)
Capacity building of subrecipient organizations
Roll out of subawards (Phase 2)
Other: _____

Action Plan: Short Term Priorities

4. Rebranding & communication strategy

ACTIVITIES		HOW
Rebranding.		
Process for testing materials/messages.		
Templates for documents and a style guide.		
Other: _____		

Action Plan: Short Term Priorities

4. Rebranding & communication strategy

ACTIVITIES
Rebranding.
Process for testing materials/messages.
Templates for documents and a style guide.
Other: _____

Action Plan: Short Term Priorities

5. Legal corporate registration in countries where AFROHUN operates

ACTIVITIES	Y 1	Y 2	Y 3 +	HOW
Complete AFROHUN legal registration				
Complete and/ or update registration on all partner countries				
Apply for tax exemption status?				
More on Governance? Sucession planning.				
Other: _____				

Action Plan: Short Term Priorities

5. Legal corporate registration in countries where AFROHUN operates

ACTIVITIES
Complete AFROHUN legal registration
Complete and/ or update registration on all partner countries
Apply for tax exemption status?
More on Governance? Sucession planning.
Other: _____

THANK YOU

We would welcome any further comments
and thoughts from you.

Please share them by email in the following days.

Appendix. Example of Action Plan. Sub-activities

Example - Business plan

Activity 1: Integrate findings in a document and design a 5-year business plan

SUBACTIVITIES	MILESTONES	WHO	WHEN
1.1. Integrate the findings of SWOT, OCA & NUPAS tools		AZ/OR/FC/MM	Q4-Y1
1.2. Defining elements of business canvas		OR/FC/MM	Q4-Y1
1.3. Integrate elements into a single working model		OR/FC/MM	Q4-Y1
1.4. Final business plan write-up		AZ/OR/FC/MM	Q4-Y1