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# RESPOND – EMERGING PANDEMIC THREATS PROGRAM

**QUARTERLY REPORT: SEPTEMBER 30, 2009 – DECEMBER 31, 2009**

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# RESPOND

**QUARTERLY REPORT: OCTOBER 2009 – DECEMBER 2009**

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# ACRONYMS

AAVMC	American Association of Veterinary Medical Colleges
AED	Academy of Educational Development
AFENET	Africa Field Epidemiology Network
AFRO	WHO – Regional Office for Africa
CDC	Center for Diseases Control and Prevention
CNRS	French National Center for Scientific Research
DGPHCD	Division Global Public Health Capacity Development
ECTAD	Emerging Centre for Transboundary Animal Diseases
EMPRES	Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases
EPT	Emerging Pandemic Threats Program
FAO	Food and Agriculture Organization of the United Nations
FE(L)TP	Field Epidemiology (Laboratory) Training Program
FETP-V	Field Epidemiology Training Program – Veterinary Component
GDD	Global Disease Detection
GLEWS	Global Early Warning System
GORAN	Global Outbreak and Response Network
GVFI	Global Viral Forecasting Initiative
LOW	Line of Work
M&E	Monitoring and Evaluation
NIH	National Institute of Health
NRM	Natural Resource Management
OIE	World Organization of Animal Health
PMP	Performance Monitoring Planning
TAMIS	Technical and Management Information Systems
TUSK	Tufts University Sciences Knowledgebase
UMN	University of Minnesota

USFWS	United States Fish and Wildlife Service
WCS	Wildlife Conservation Society
WHO	World Health Organization

# EXECUTIVE SUMMARY

RESPOND is a USAID-funded project awarded on September 30, 2009. As part of a larger USAID investment, RESPOND is one of five projects in the Emerging Pandemic Threats (EPT) program designed to work collaboratively among stakeholders to build surveillance and outbreak response capacity. Within the first two weeks of award signing, the RESPOND team<sup>1</sup> began to mobilize resources and begin its Washington, DC headquartered start-up activities. This report serves as the project's first Quarterly Progress Report covering the period of September 30, 2009 – December 31, 2009. As the RESPOND workplan is still under review, this report highlights the necessary coordination and operational activities that occurred during the first quarter.

Throughout the document there is considerable attention placed on many of the programmatic challenges the project faced in the first quarter. These challenges, became opportunities for improving internal coordination, and EPT collaboration – the resulting product will yield a more cohesive technical approach in the years to follow.

## First Quarter Highlights:

- USAID-sponsored Jamboree meeting on November 18, 2009 brought together all Emerging Pandemic Threats Program partners
- Line of Work EPT coordination streamlined the development of programmatic workplans
- Project Workplan Development process
- Monitoring and Evaluation / Performance Monitoring Plan development and submission
- RESPOND team coordination activities including two partner meetings, one in early October and another meeting on November 18, 2010
- Development of project methodologies, resulting in draft strategic documents
- Outreach to manage collaborative relationships and begin programmatic discussions with new and existing stakeholders
- Program management activities, including key HQ start-up procedures and identification of new office space, and relocation to new office space

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<sup>1</sup> The RESPOND team is led by DAI in collaboration with the University of Minnesota, Tufts University, Training Resources Group and Ecology and Environment.

# CHAPTER I: SUMMARY OF PROJECT ACTIVITIES

This section provides an overview of operational and coordination activities through December 31, 2009, including EPT harmonization, workplan development and integration of USAID-established Lines of Work (LOW) activities, strategic outreach and strategy development, program management, and challenges and resolutions RESPOND faced in the first quarter.

## EPT COORDINATION

In order to maximize investment and streamline field activities, USAID established five Lines of Work, namely Wildlife Pathogen Detection, Risk Determination, Institutionalizing One Health, Outbreak Response Capacity, and Risk Reduction. Guidance and an initial strategic framework were introduced at the USAID-sponsored EPT Jamboree on November 18, 2009, to highlight the collaboration that will be critical to the success of the EPT program. RESPOND led two of the LOWs, Outbreak Response Capacity Building and Institutionalizing One Health, with project representation on the remaining three LOWs.

On November 18, 2009, USAID sponsored a **Jamboree** to officially launch the **Emerging Pandemic Threats** program. This was the first meeting to bring together members of all five projects, international stakeholders, and other USG agencies for a two day workshop. The plenary served as an opportunity to provide an overview of the program and overall strategic vision, identify key points of coordination among the projects, provide clarity on priorities and expectations for year one implementation, introduce Lines of Work, and to discuss specific USAID policies and systems.

Initial coordination meetings and timelines were established among program partners with regularly scheduled conference calls and frequent electronic correspondence among implementers and USAID. Basecamp, a share site developed by the Academy for Educational Development (AED), was created to post announcements and share updated LOW activity matrices, while coordinating with each individual project objective-level workplans. The extensive process built consensus around identified activities and sub activities incorporating descriptions of the indicators to measure progress along the Lines of Work. Partners also self-selected their roles and assumed level of participation during program implementation. Lines of Work activity matrices were submitted to USAID and posted to Basecamp prior to EPT workplan submission on January 6, 2010.

The LOWs were the most time intensive activity of the quarter, with hundreds of hours of contributions from RESPOND partners, consuming up to 50% level-of-effort for each lead and representative. The LOW process resulted in an increased amount of interaction between program stakeholders, increased familiarity with other projects, and created a way forward for future coordination. The following table summarizes RESPOND representation on LOW groups, the project leading the group, some of the activities involved, and the date activity matrices were posted to Basecamp for USAID review:

Line of Work	Representative / Role	Project Lead	Activities <sup>2</sup>	Submission To USAID
Wildlife Pathogen Detection	Felicia Nutter, representative	PREDICT	5 conference calls, coordination, planning, coordination, revision, submission of deliverable	December 28, 2009
Risk Determination	John Deen, representative	PREDICT	3 conference calls coordination, planning, coordination, revision, submission of deliverable	December 18, 2009
Institutionalizing One Health	Katey Pelican, chair	RESPOND	6 conference calls coordination, planning, coordination, revision, submission of deliverable	January 5, 2010
Outbreak Response Capacity	Douglas Hatch, chair	RESPOND	7 conference calls coordination, planning, coordination, revision, submission of deliverable	December 22, 2009
Risk Reduction	Robyn Alders, representative	PREVENT	4 conference calls coordination, planning, coordination, revision, submission of deliverable	December 21, 2009

## WORKPLAN DEVELOPMENT

The RESPOND work planning process was underway within two weeks after award signing and included significant input across all partners representing multidisciplinary technical input and expertise. Extensive time and effort went into developing activities that align to RESPOND's four objectives, producing a

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<sup>2</sup> The activities listed represent some of the major actions required during the process but does not capture the full extent of the work involved in coordinating LOW activities.

draft version available for distribution at the USAID EPT Jamboree. At the Jamboree, further guidance on the development and organization of LOWs were presented requiring several major modifications to the plan and a restructuring that offered two perspectives – a project level view that captured the work to be implemented within the framework of each project’s agreement and objectives, and a program level view that captured activities within the framework of the lines of work, describing how activities will constitute a coherent program approach to implementation. Given the complexity and scope of the project and EPT program and the creation of Line of Work Planning, the original submission deadline was extended from December 21, 2009 to January 6, 2010, allowing for a comprehensive and coordinated program level submission. This activity resulted in two products –a RESPOND project workplan and a program line of work summary document.

## **MONITORING AND EVALUATION / PMP DEVELOPMENT**

During the earliest phase of workplan development, M&E experts from DAI, UMN, and TUFTS established a RESPOND working group for developing project level indicators and year one outcomes. M&E team members were simultaneously conducting desktop research for the Democratic Republic of Congo and Uganda to supplement proposed field assessments to inform program activities. The first draft of the field assessment questionnaire and a guidebook were designed and drafted in early November. This process involved careful design of questionnaires to assess country and institutional capacity for responding to outbreaks. Although field assessments were not approved, the tool’s unique modules will be used in the future for initial baseline capacity assessments. Continued desktop research and data triangulation will continue in the second quarter with proposed implementation planning trips to occur in March 2010. The RESPOND Performance Monitoring Plan (PMP) was submitted to USAID on 6 January 2010.

## **RESPOND TEAM COORDINATION**

On October 14<sup>th</sup> and 15<sup>th</sup>, RESPOND convened a partners meeting for initial introductions, review RESPOND objectives and define the technical approach. This process uncovered questions for further clarification and generated a list of requirements in order to streamline internal communications.

On November 16<sup>th</sup> and 17<sup>th</sup>, in conjunction with the USAID-sponsored Jamboree, RESPOND held its Start-Up Workshop to allow for open and facilitated discussions on a variety of operational and technical topics. Forty-eight participants across all partner organizations worked on refining the workplan, discussed M&E indicators, and linkages to other EPT projects within the larger program. Small breakout sessions provided opportunities for working groups to discuss upcoming timelines and the systems and structures by which they will operate. Concurrent to the Jamboree, there were many opportunities for RESPOND staff to meet members of the other projects, discuss ideas for collaboration, and review draft workplans.

## **STRATEGY DEVELOPMENT**

In order to provide a coherent and consistent technical approach to achieving RESPOND’s objectives, working groups were established and draft strategic frameworks were created. The strategic frameworks serve two purposes – informing all stakeholders of our approach including common terminology, methods, and desired outcomes, and to clearly define roles and responsibilities among partner organizations. The following drafts are still in development:

- Skills and Knowledge Building Strategy

- Twinning Strategy
- Communications Strategy

## STRATEGIC OUTREACH

The following table highlights discussions with potential collaborators, members of the EPT program, and subject matter experts operating in hot spot regions. A significant amount of time went into managing these relationships without raising any programmatic expectations. Host country institutions that were contacted during the proposal development phase have expressed continued interest in RESPOND, with all correspondence being referred to the Project Director.

Contact	Date	Outreach	Objective
Dr. Franco Dallmeir, Center for Biodiversity Education and Sustainability - Smithsonian Institute	9 October 2009	Meeting	Introduce RESPOND project for possible future collaboration at Smithsonian field sites in Central Africa and the Amazon Basin
CDC Foundation	20 October 2009	Conference Call	Introduce RESPOND project; discuss Gates-funded Central Africa program working with WHO and CDC
Dr. Nyaneba Nkkumah, AFTEN, Africa Region, World Bank – Washington, DC	22 October 2009	Meeting	Introduce RESPOND project for possible collaboration in West African countries. Currently involved in a NRM human/wildlife interaction assessment project in Cote d' Ivoire, West Africa
Dr. Mirelle Obame-Nguema Moore, Embassy of Gabon –Washington, DC	4 November 2009	Meeting	Introduce RESPOND project for possible collaboration with Gabon Ministries of Health, Water and Forests, Agriculture, and Medical Universities
Dr. Maryvonne Kombila, Department of Tropical Medicine, University of Medicine –Libreville, Gabon Central Africa	6 November 2009	Email	Introduction of RESPOND and EPT Program for potential partnership with University of Medicine and/or teaching / training programs within the Ministry of Public Health
Dr. Lisa Korte, Office of Central African Affairs, US Department of State – Washington, DC	12 November 2009	Meeting	Introduction of RESPOND project and discussion of socio-political and environmental conditions in Central Africa
Dr. Richard Ruggiero, Division of International Conservation, US Fish and Wildlife Service – Washington, DC	12 November 2009	Meeting	Introduction of RESPOND for potential collaboration with USFWS-funded projects in some countries
Dr. Clarion Johnson, Medical Director, Exxon Mobile Cooperation	19 November 2009	Meeting	Introduction of RESPOND project and EPT Program to discuss areas for possible participation of oil and gas corporations in hotspot regions.
Division Global Public Health Capacity Development (DGPHCD) / Global Disease Detection (GDD), CDC –Atlanta, GA	23-24 November 2009	Meeting	Provide overview of RESPOND project, introduce CDC staff responsible for FE(L)TP/FETP-Vs in Central Africa, and initiate discussions about surveillance, monitoring and evaluation, and curriculum development; requested future CDC collaboration/planning meetings
Dr. Jonna Mazet, UC Davis, PREDICT – Davis, CA	3 December 2009	Meeting	Discuss draft workplans and collaboration, clarify the roles of each project and identify opportunities for RESPOND trainees to gain field level experience
Global Viral Forecasting Initiative (GVFI)	4 December 2009	Meeting	Provide an overview of RESPOND and learn about ongoing and future activities in Congo and Mekong River Basins, review of geographic division of responsibilities among PREDICT partner

Contact	Date	Outreach	Objective
			organizations,
Drs. Joseph Fair, Karen Saylor and Brian Pike, GVFI –San Francisco, CA	8 December 2009	Conference call	Discuss common program vision and project goals; identify overlapping and complimentary activities as well as need for effective coordination and collaboration
Dr. Steven Osofsky, Senior Policy Advisor, Wildlife Health, Wildlife Conservation Society (WCS) –Oakton, VA	10 December 2009	Phone	Discussions of evolution of PREDICT, RESPOND, and PREVENT projects within the EPT framework and areas for PREDICT/RESPOND collaboration in certain regions.
Embassy of France, Washington, DC	14-15 December 2009	Conference	Attended seminar entitled “The Impacts of Climate Change on Infectious Diseases;” made extensive contacts with diverse representatives of CNRS (French National Center for Scientific Research), IRD, CDC, University of Michigan, NIH, etc.
Dr. Pierre Formenty, GORAN, WHO –Geneva, Switzerland	22 December 2009	Email	Requested joint meeting with WHO-Lyon, FAO, and OIE to discuss collaboration between IDENTIFY and RESPOND in EPT Program
Dr. Simon Waint-Hobson, Institut Pasteur – Paris, France	22 December 2009	Email	Introduction of RESPOND project and EPT program; request to meet with representatives of Institut Pasteur to formally present project and discuss possibilities for possible collaboration in Central African Countries
Dr. David Mukanga, AFENET – Kampala, Uganda	December 2009	Email/phone	Discuss RESPOND’s interest in collaborating with AFENET on Institutionalizing One Health strategy, disease surveillance and outbreak response capacity building, short-term training, mentoring; arrange for Dr. Mukanga to visit Washington, DC
SAFETYNET	December 2009	Email/phone	The SE Asia equivalent of AFENET, introduced RESPOND project and requested information about Board of Directors, funding sources, and opportunities for collaboration
WHO –Lyon, OIE, FAO	December 2009	Email/phone	Request for meetings in early January 2010
American Association of Veterinary Medical Colleges (AAVMC)	December 2009	Email/phone	Initial discussions about AAVMC’s capacity to support RESPOND and EPT activities

## PROGRAM MANAGEMENT

RESPOND's primary objective under this component is to establish a flexible management structure that will support the urgent requirements of this program, fully utilize partner resources, and adhere to USAID and DAI policies and procedures.

### RESPOND HQ team mobilization / development

Output	Status	% Complete	Comment
Mobilize key staff to Washington office	Complete	100%	All 4 key staff were relocated by 18 November 2009
Recruitment of HQ administrative staff	In-process	90%	Hired a regional program administrator, operations manager, database manager, M&E manager, and Communications Officer
Train administrative staff	In-process	90%	Ongoing operational and field deployment training
Prepare start-up plan	Complete	100%	Start-up plan draft completed in late November
Issue / negotiate subcontracts and subawards with partners	Complete	100%	TUFTS, UMN, E&E, TRG contracts/awards signed December 2009.

### Establish HQ office space and administration policies

Output	Status	% Complete	Comment
Set-up functional office that meets project requirements	Complete	100%	Temporary office space utilized October 1; dedicated office space established by mid December
Establish office administration policies and procedures	In-process	90%	The DAI home office operations manual guides HQ operational policies. Access has been provided to seconded staff to maintain consistency in management. Field manuals and specific procedural documents are under development

### Partners mobilization / development

Output	Status	% Complete	Comment
Steering Committees established at UMN and Tufts	Complete	100%	Committees established to facilitate effective coordination between medical, veterinary, public health, nursing, wildlife, education and international programs.
Recruitment of partner administrative staff	In-process	50%	Job descriptions developed and advertised
Recruitment of long-term technical advisors for regional offices	In-process	50%	Terms of reference developed by UMN and Tufts and candidates identified

### Information Communication and Technology Systems

Output	Status	% Complete	Comment
Technical and Management Information Systems (TAMIS) project management software customized for project	In-process	85%	Core project management components finalized to track financial data, travel authorizations, contact information, and basic subaward management
ICT systems evaluation and development	In-process	75%	RESPOND engaged DAI ICT experts to evaluate, recommend, and assist with development of key project systems, including those used for project management across partners, monitoring and evaluation, training, and external communications.  Alfresco was selected as an internal web based communications and document sharing tool, and WebEx was selected to facilitate online meeting collaboration. Development and launch will continue in Quarter 2.

### Prepare Annual Workplan, Monitoring and Evaluation Plan, and Grants Manual

Output	Status	% Complete	Comment
Annual workplan including LOW summary	In-process	90%	Submitted to USAID 6 January 2010; awaiting approval
Monitoring and Evaluation Plan	In-process	90%	Submitted to USAID 6 January 2010; awaiting approval

### Roll-out of Regional Offices

Output	Status	% Complete	Comment
Operational Field start-up teams identified for DRC, and Uganda	Complete	100%	Anticipated field operations deployment in early 2010
Expatriate recruitment	In-process	50%	Country Director for DRC was identified; Interviews for DRC Deputy Director completed and candidate identified. Uganda Country Director and Deputy Director Interviews were held. Partners recruited for Senior Technical Leads and Training Managers for each hub office.

## CHALLENGES AND RESOLUTIONS

### Update on Resolution of Issues

This section does not apply for this quarterly report. The next quarterly report will update you on the resolution of issues listed in the final section.

### New Problems Encountered and Proposed Solutions

Issue	Solution
Extended start-up phase delayed RESPOND baseline assessments in regional hubs to inform program planning and design	Desktop assessments will be integrated into ongoing field deployment activities
Extended start-up phase resulted in the loss of three regional directors, one regional technical lead, and difficulty recruiting for a sub awards manager	Continued recruitment efforts; all but the sub awards manager have been identified
University administrative reporting systems are designed for NIH projects, rather than USAID projects	University partners are working collaboratively with DAI to develop systems that will enable the efficient and effective tracking of project activities and expenditures
Philosophical question of HOW to incorporate general principles of animal and human ecology, ecosystem dynamics and socio-cultural concepts into teaching and training curricula	This issued will be addressed at an upcoming Skills and Knowledge Building workshop at Tufts University on January 27-28, 2010
How to effectively engage CDC, FAO, OIE, and WHO as partners in RESPOND	To be discussed during preliminary meetings in Atlanta, Lyon, and Rome in January 2010
Loosely defined roles and responsibilities of capacity building vs. skills and knowledge building among training partners	Capacity Building Advisory Group and Skills and Knowledge Building Team established to structure training roles



# CHAPTER II: ANTICIPATED ACTIVITIES / PLAN FOR THE NEXT QUARTER

The RESPOND team anticipates the following technical, strategic and operational activities will occur during the next quarter:

Activity	Comment
<b>Technical</b>	
<ul style="list-style-type: none"> <li>RESPOND will commence baseline capacity assessments</li> </ul>	<ul style="list-style-type: none"> <li>These baseline capacity assessments will inform country and regional workplans.</li> </ul>
<ul style="list-style-type: none"> <li>M&amp;E information sharing and coordination group between CDC and RESPOND established</li> </ul>	
<ul style="list-style-type: none"> <li>Develop regional and country level workplans in Central Africa</li> </ul>	<ul style="list-style-type: none"> <li>The joint workplan process will be critical to ensure local ownership of the project with program stakeholders. The process will demonstrate how RESPOND will integrate with ongoing activities within the region; engage local partners in planning process, and will ensure program harmonization.</li> </ul>
<ul style="list-style-type: none"> <li>EPT WHO/AFRO USAID meeting, Brazzaville, Congo</li> </ul>	<ul style="list-style-type: none"> <li>Identify role of WHO/AFRO in EPT program February 16<sup>th</sup> and 17<sup>th</sup></li> </ul>
<ul style="list-style-type: none"> <li>Begin curriculum development / review for tier 3 training</li> </ul>	
<ul style="list-style-type: none"> <li>Engage local institutions for initial twinning / identification of host institutions</li> </ul>	
<b>Strategic</b>	
<ul style="list-style-type: none"> <li>Conduct the first Skills and Knowledge Building Team Strategy Workshop</li> </ul>	<ul style="list-style-type: none"> <li>A two-day participatory workshop to develop a project wide strategy for our reaching our skills and knowledge objectives</li> </ul>
<ul style="list-style-type: none"> <li>Skills and Knowledge Building Team – Curriculum Inventory and Review Workshop</li> </ul>	<ul style="list-style-type: none"> <li>A five-day participatory workshop at TRG to reach agreement about the criteria for reviewing curricula, ranking it against available curricula, and determining its level of appropriateness and readiness.</li> </ul>
<ul style="list-style-type: none"> <li>Presentation by Dr. John Hart, Scientific Director, Tshuapa-Lomami-Lualaba Project – DRC</li> </ul>	<ul style="list-style-type: none"> <li>To learn more about the challenges and opportunities in DRC; possible collaboration of activities</li> </ul>
<ul style="list-style-type: none"> <li>Introductory and organizational meetings at CDC in Atlanta, Georgia</li> </ul>	<ul style="list-style-type: none"> <li>To present the RESPOND project and learn about CDC's Division of Public Health Capacity Development (DGPDCD) and the Global Disease Detection (GDD) activity, and current FETP activities for possible collaboration</li> </ul>
<ul style="list-style-type: none"> <li>External communications and outreach strategy development</li> </ul>	<ul style="list-style-type: none"> <li>Finalized strategy document in quarter 2</li> </ul>
<ul style="list-style-type: none"> <li>Skills and Knowledge Building strategy development</li> </ul>	<ul style="list-style-type: none"> <li>Finalized strategy document in quarter 2</li> </ul>
<ul style="list-style-type: none"> <li>Detailed organizational / introductory meetings</li> </ul>	<ul style="list-style-type: none"> <li>Scheduled to meet with IDENTIFY partners on</li> </ul>

Activity	Comment
with IDENTIFY partners (WHO, OIE, FAO) at WHO-Lyon, France office	12 January 2010
<ul style="list-style-type: none"> <li>Detailed organizational / introductory meetings at FAO headquarters to discuss their current training activities– Rome, Italy</li> </ul>	<ul style="list-style-type: none"> <li>Scheduled to meet with FAO on 14 January 2010 and 19 January 2010 to meet members of the FAO Emerging Center for Transboundary Animal Diseases (ECTAD), the Emergency Prevention System for Animals and Plant Pest Diseases (EMPRES), and the Global Emergency Warning System (GLEWS) focusing on collaborative activities in SE Asia.</li> </ul>
<ul style="list-style-type: none"> <li>Joint planning meeting with Dr. Joseph Fair of GVFI- PREDICT</li> </ul>	<ul style="list-style-type: none"> <li>Scheduled to meet 16 January 2010 at the Ecology &amp; Environment office</li> </ul>
<ul style="list-style-type: none"> <li>The Capacity Building and Twinning Working Group will be established</li> </ul>	<ul style="list-style-type: none"> <li>Work will commence to develop and guide the twinning process</li> </ul>
<ul style="list-style-type: none"> <li>Introductory meeting with USAID/RDMA to discuss RESPOND roll-out activities</li> </ul>	<ul style="list-style-type: none"> <li>This meeting will provide an update on exploratory issues on office establishment in Bangkok - 22 January 2010 to</li> </ul>
<b>Operational</b>	
<ul style="list-style-type: none"> <li>Continue recruitment efforts for regional offices, support staff for partner institutions, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Must recruit training managers, deputy directors, and local staff; one project administrator for TUFTS</li> </ul>
<ul style="list-style-type: none"> <li>Establish fully operational regional hub offices</li> </ul>	<ul style="list-style-type: none"> <li>DRC and Uganda by the end of Q2</li> </ul>
<ul style="list-style-type: none"> <li>TUSK personnel will initiate customizing software to support curriculum co-development with in-country university partners in Congo and SE ASIA</li> </ul>	<ul style="list-style-type: none"> <li>This tool will support university partners and tier 1 training</li> </ul>
<ul style="list-style-type: none"> <li>Alfresco share site established</li> </ul>	<ul style="list-style-type: none"> <li>Customization and training will be conducted to streamline internal project communications</li> </ul>
<ul style="list-style-type: none"> <li>Operational field assessment in Bangkok, Thailand</li> </ul>	<ul style="list-style-type: none"> <li>This trip will provide operational strategy for the rolling RESPOND SE Asia regional hub</li> </ul>
<ul style="list-style-type: none"> <li>Ongoing operational training</li> </ul>	<ul style="list-style-type: none"> <li>TAMIS, Alfresco, Operations, AIEMBA, sub awards management</li> </ul>
<ul style="list-style-type: none"> <li>RESPOND website development</li> </ul>	<ul style="list-style-type: none"> <li>Begin to design and layout line frames and text for external communication</li> </ul>

# APPENDIX

