

Memorandum of Understanding between the Government of the United States of America and the Government of [Country Name]

IMPLEMENTATION PLAN

This MOU Implementation Plan (Implementation Plan) outlines the approach to execute the MOU made between the Government of the United States of America and the Government of [Country Name (Country Name Abbreviation)] signed on [Date of MOU Signing]. The Implementation Plan was approved by the Joint Health Cooperation Steering Committee (Steering Committee).

MOU IMPLEMENTATION PERIOD: [Insert Start Date from MOU Section 6.1 Duration] to [Insert End Date from MOU Section 6.1 Duration]

SECTION 1: OBJECTIVES

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For each health area (e.g., HIV / AIDS, tuberculosis, malaria, maternal and child health, polio, and outbreak detection and response):

- **Priority Strategies:** Describe the 3-5 strategies most critical to achieving the outcome and process metrics for the health area. For each priority strategy, describe:
 - Data outlining the rationale for prioritizing the strategy
 - The key activities and timeline for executing the strategy
 - The resources from the MOU, partner government, and/or other sources (e.g., Global Fund) that will be used to execute the strategy
- **Implementation Risks and Mitigation Plans:** Identify the top 3 risks to achieving the outcome and process metrics for each health area and the associated planned mitigation actions.

Responses should be approximately 2 to 10 pages for each health program area.

1.1: Outcome Metrics

[Insert table from Companion Tool, 1.1 Outcome Metrics tab]

Outcome Metric	Baseline	Baseline Source	2026			2027			2028			2029			2030		
			Target	Data Source	Data Availability Date	Target	Data Source	Data Availability Date	Target	Data Source	Data Availability Date	Target	Data Source	Data Availability Date	Target	Data Source	Data Availability Date
% People With HIV Who Know Their Status																	
% People Who Know Their HIV Status on Treatment																	
% People On Antiretroviral Treatment (ART) Who Are Virally Suppressed																	
# Malaria Deaths in Children Under 5																	
# TB Deaths																	
# Polio Cases (e.g., WPV, cVDPVB)																	
# Measles Cases																	
Maternal Mortality Rate																	
Children Under 5 Mortality Rate																	

ILLUSTRATIVE

1.2: Process Metrics

[Insert table from Companion Tool, 1.2 Process Metrics tab]

Process Metric (1.2) (list optional indicators at bottom of table if any)	Ability to collect as of April 1, 2026 (Yes, Partially, or No)	Data Source (April 1)	% of health facilities (sites) reporting (including private sector and non-profit) (April 1) This corresponds to national reporting coverage	% facilities with digital reporting (April 1)	% facilities with paper reporting (April 1)	Median Frequency of Data Collection from Paper Sites (April 1)	Expected Evolution of Data Reporting over MOU implementation
# of people on ART							
# new HIV diagnoses among infants (0-12 mo)							
# new HIV diagnoses among children and adults (age 12 months or older)							
% pregnant and breastfeeding women living with HIV who receive ART							
% confirmed malaria cases that receive first-line antimalarial treatment							
# insecticide-treated nets distributed to populations at risk of malaria							
# patients with TB notified (i.e., bacteriologically confirmed + clinically diagnosed)							
% patients with TB notified who completed treatment							
% surviving infants with at least IPV1							
% children 12-23 mo. with at least MCV1 (15-49y)							

ILLUSTRATIVE, TO BE UPDATED

1.3 Infectious Disease Outbreak Response Metrics

Describe the plan for joint after action reviews of any future outbreak response. Include how the after-action review will evaluate the timelines for outbreak detection, reporting, and responses. Also include any historical timelines for outbreak detection, reporting, and response from prior outbreaks (if available). *Responses should be approximately 1-2 pages.*

SECTION 2: AREAS OF COOPERATION

2.1 Surveillance and Outbreak Response

[2030] Vision: [Insert Vision Statement from MOU Section 2.1.1]

Assessment and Gap Closure Plan: If a new assessment will occur, describe the timeline for the new assessment, by whom the assessment will be conducted, and what the assessment will include. Describe the process by which the Steering Committee will determine how to prioritize closing any gaps identified in the assessment. If an assessment has occurred within the past three years, describe the results of the assessment, any gaps identified, and the plans for closing those gaps.

Outbreak Response Staff: Describe the existing number of field epidemiologists and other outbreak response staff in the country and any plans to train, grow, or transition those staff to the partner government over the period of the MOU. This should include details on any transition of staff from U.S. Government funding to partner government funding as well as details on any training to be provided on an ongoing basis by the U.S. Government in collaboration with the partner government.

Long-Term USG Support: To the extent possible, describe the vision for the long-term infectious disease outbreak support provided by U.S. Government staff, including any long-term need for U.S. Government technical assistance and/or presence of U.S. Government staff in the country, subject to U.S. Government funding availability.

Emergency Use Authorization: As appropriate, describe any actions that will be taken to implement FDA emergency use authorization in the event of an outbreak, including any pre-work that needs to be done between the FDA and the partner government's regulatory agency.

Surge Funding Mechanism: Describe U.S. Government plans to establish a funding mechanism that could be rapidly used to surge additional personnel and equipment to respond to infectious disease threats with epidemic potential as needed.

Specimen Sharing: If applicable, describe any actions that will be taken to implement the specimen sharing agreement.

Surveillance and Outbreak Response Budget Summary

[Insert Surveillance and Outbreak Response Table from Companion Tool, *Budget Summary* tab, filtered for Surveillance and Outbreak Response]

2.1 Surveillance and Outbreak Response	2026			2027			2028			2029			2030		
	Partner Government	USG	Total	Partner Government	USG	Total	Partner Government	USG	Total	Partner Government	USG	Total	Partner Government	USG	Total
Antimicrobial Resistance Monitoring	\$ -	\$ 750,000	\$ -	\$ 750,000	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ -
Outbreak Readiness	\$ -	\$ 1,500,000	\$ 250,000	\$ 1,500,000	\$ 750,000	\$ 1,500,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ -	\$ 750,000	\$ -	\$ 1,500,000	\$ 500,000	\$ 750,000
Leadership, management, and coordination	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Emergency Response	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2.2 Laboratory Systems

[2030] Vision: [Insert Vision Statement from MOU Section 2.2.1]

Frontline Lab Workers

[Insert Commitment to Laboratory Worker Support summary table from Companion Tool, *2.4 Frontline Staff Summary* tab]

[Country]	Commitment to Increase Frontline Laboratory Worker Support					
	Baseline FTEs Funded 2025	# FTEs Increased 2026	# FTEs Increased 2027	# FTEs Increased 2028	# FTEs Increased 2029	# FTEs Increased 2030
Role 1						
Role 2						
Role 3						
Role 4						
Total						

Co-Investment Commitment: Describe the partner government’s co-investment commitment in frontline lab workers including the total number of frontline lab workers the partner government will add in each year of the MOU.

Frontline Lab Worker Role #1: [INSERT ROLE NAME]

[Copy this section for each Frontline Laboratory Worker role included in MOU]**

- [Add narrative for each frontline laboratory role that answers the following questions:] If necessary, what is the plan to align U.S.-funded lab worker salaries in this role with the salaries of the partner government for frontline lab workers in this role?
- What is the plan to transition U.S.-funded lab workers in this role to the partner government funding?

- What training will be needed for frontline lab workers in this role transitioning to the partner government?
- To the extent there is not a 1:1 transition of frontline lab workers in this role, what is the plan to reallocate responsibilities associated with frontline lab workers in this role to the partner government to improve efficiency?
 - What training will be needed for existing lab workers who are taking on additional responsibilities?

[INSERT Role #1 Table from Companion Tool, 2.4 Frontline Staff tab]

Epidemiologists				
	U.S. Government		[COUNTRY]	[COUNTRY]
	# FTEs Funded	New # FTEs Funded	Existing # FTEs Funded	Total # FTEs Funded
2026				
2027				
2028				
2029				
2030				

Lab Commodity Procurement

[INSERT Laboratory Systems Table from Companion Tool, 2.3 Commodity Procurement Summary tab]

Laboratory Systems	2026		2027		2028		2029		2030			
	USG		[Country]	USG		[Country]	USG		[Country]	USG		[Country]
	Amount	Procurement Mechanism	Amount	Procurement Mechanism	Amount	Procurement Mechanism	Amount	Procurement Mechanism	Amount	Procurement Mechanism	Amount	Procurement Mechanism
Commodity category												
Commodity category												
Commodity category												

Co-Investment Commitment: Describe the partner government’s co-investment commitment in lab commodities including the total amount and/or value of lab commodities that the partner government will fund in each year of the MOU.

NOTE: To the extent lab commodities are procured or distributed through the same mechanisms as the commodities Section 2.3, the procurement and distribution sections of Section 2.2 can be left blank.

For all countries in which the U.S. Government will be funding any lab commodities:

Lab Commodity Demand Projections: Describe the process by which the U.S. Government and partner government will work together to project demand for each lab commodity being funded by the U.S. Government. Please describe the roles that would be involved in determining these projections, the approval process for these projections (the JHSC is recommended as one option), and the frequency with which these projections would be updated. *Responses should be approximately 1 to 3 pages.*

Investigations: Describe the number of individuals in the partner government who are responsible for detecting, investigating, and responding to incidents of theft, diversion, and falsification of lab commodities. Please describe the methods these individuals use to identify incidences, how they respond to incidences, and how they make a determination of whether to turn over an incident to national law enforcement. *Responses should be approximately 0.5 to 2 pages.*

Notification: Describe the process by which the U.S. Government will be notified of any suspicion of theft or diversion of U.S. Government funded lab commodities. *Responses should be approximately 0.5 to 1 page.*

For all countries in which the U.S. Government will be purchasing lab commodities through a U.S. Government mechanism:

U.S. Government Ordering Process: Describe the process by which the U.S. Government and partner government will actually place orders for lab commodities. *Responses should be approximately 0.5 to 1 page.*

For all countries in which any U.S. funded lab will be purchased through government-run channels:

Partner Government Ordering Process: Describe the process by which the partner government will place orders for lab commodities and how the partner government plans to inform the U.S. Government of the quantities of such orders. *Responses should be approximately 0.5 to 1 page.*

Partner Government Payment Terms: Describe how the partner government will ensure that suppliers receive cash flow in alignment with any contracts executed by the partner government. Please describe how the partner government will manage financial shocks (e.g., currency depreciation, inflation) to ensure that life-saving lab commodities can still be purchased. *Responses should be approximately 0.5 to 1 page.*

Pricing Comparisons: Describe the process by which the partner government will work with the U.S. Government to ensure that all lab commodities procured through government-run channels paid for by U.S. Government funds are at the same price or lower than

the lab commodities the U.S. Government could procure directly. To the extent government-run procurement channels are expected to be more expensive in certain cases, the partner government is expected to increase its co-investment to make up this difference. If this scenario is likely to occur in a given country, please describe how the partner government will calculate its additional co-investment required to make up the difference between the price the partner government is actually procuring commodities at and the price the U.S. government could have procured commodities at. *Responses should be approximately 0.5 to 1 page.*

Quality Comparisons: Describe the process by which the partner government will work with the U.S. Government to ensure that all lab commodities procured through government-run channels paid for by U.S. Government funds are of the same quality or higher quality than the lab commodities the U.S. Government could procure directly. *Responses should be approximately 0.5 to 1 page.*

Lab Commodity Distribution

For all countries in which the U.S. Government will distribute lab commodities through a U.S. Government mechanism:

Distribution Plan: Describe the plan by which the U.S. Government will directly distribute lab commodities. Please include details on any specific vendor managed inventory arrangements as relevant. *Responses should be approximately 1 to 3 pages.*

For all countries in which any U.S. funded lab commodities will be distributed through government-run channels:

End-to-End Supply Chain Tracking: Describe the process by which the partner government plans to fully implement GS1 standards for tracking lab commodities funded by the U.S. Government through government-owned supply chain. Please describe the specific timeline for this implementation, any key activities involved in the implementation, and any investments that will be made by either the U.S. Government or partner government to support this implementation. *Responses should be approximately 0.5 to 2 pages.*

Warehouse Standards: Describe the process by which the partner government plans to fully implement ISO warehouse standards for warehouses containing lab commodities funded by the U.S. Government. Please describe the specific timeline for this implementation, any key activities involved in the implementation, and any investments that will be made by either the U.S. Government or partner government to support this implementation. *Responses should be approximately 0.5 to 2 pages.*

Insurance: Describe the partner government's plan to insure any U.S.-funded lab commodities distributed through government-run systems. Please include the entity that will insure these lab commodities, the amount in which the lab commodities will be insured, and the types of actions the commodities will be insured from (e.g., theft, fire, natural disasters). *Responses should be approximately 0.5 page.*

For all countries in which any U.S. funded lab commodities will be distributed through contracts bid out by the partner government:

Bidding Process: Describe the process by which the partner government will select a contractor to distribute lab commodities in country. Describe the process by which the partner government will ensure the bid is price competitive, of high quality, and has mechanisms to prevent fraud, waste, and abuse. All partner government lab commodity distribution contracts funded by U.S. Government funds must be reviewed by the U.S. Government prior to signature by the partner government. *Responses should be approximately 0.5 to 2 pages.*

End-to-End Supply Chain Tracking: Describe the process by which the partner government plans to ensure GS1 standards are in place for tracking lab commodities funded by the U.S. Government that are distributed through contracts bid out by the partner government. *Responses should be approximately 0.5 to 2 pages.*

Vendor Managed Inventory: Describe any vendor managed inventory programs as relevant. Please include how the partner government will ensure that such programs are priced competitively. *Responses should be approximately 0.5 to 2 pages.*

Insurance: Describe the partner government's plan to ensure that any U.S.-funded lab commodities distributed through contracts bid out by the partner government are insured. Please include the amount in which the lab commodities will be insured and the types of actions the commodities will be insured from (e.g., theft, fire, natural disasters). *Responses should be approximately 0.5 page.*

Additional Lab Support Areas

Biosecurity: Describe any activities that will occur or any investments that will be made to ensure that all Level 2 and Level 3 biosafety labs have biosafety and biosecurity management programs and quality assurance in place that align with the commitments made in the MOU (e.g. ISO 35001 and ISO 15189). Please include the timing and details on any funding needed for these initiatives. *Responses should be approximately 0.5 to 2 pages.*

Specimen Transport: If the U.S. Government is providing any specimen transport as of the date of the completion of this MOU implementation plan, please describe the plan to transition specimen transport over to the partner government including the specific transition timeline, key activities involved in the transition, any new efficiencies expected as part of the longer-term specimen transport solution, and the entity from the partner government that will ultimately be responsible for specimen transport. Please include details on any funding needed for these activities. *Responses should be approximately 0.5 to 3 pages.*

Diagnostic Network Optimization: If the U. S. Government is providing any diagnostic network optimization support as of the date of the completion of this MOU implementation plan, please describe the plan to transition diagnostic network optimization over to the partner government including the specific transition timeline, key activities, any new efficiencies expected as part the transition, and the entity from the partner government that will ultimately be responsible for diagnostic network optimization. Please include details on any funding needed for these activities. *Responses should be approximately 0.5 to 3 pages.*

Lab Quality Improvement & Accreditation: If the U.S. Government is providing any lab quality improvement and/or lab accreditation support as of the date of the completion of this MOU implementation plan, please describe the plan to transition this lab quality improvement and accreditation support to the partner government including the specific transition timeline, key activities, any new efficiencies expected as part of the transition, and the entity from the partner government that will ultimately be responsible for lab quality improvement and/or accreditation. Please include details on any funding needed for these activities. *Responses should be approximately 0.5 to 3 pages.*

Laboratory Systems Budget Summary

[INSERT Laboratory Systems Table from Companion Tool, *Budget Summary* tab, filtered for Laboratory Systems]

2.2 Laboratory Systems	2026			2027			2028			2029			2030		
	Partner Government	USG	Total	Partner Government	USG	Total	Partner Government	USG	Total	Partner Government	USG	Total	Partner Government	USG	Total
Frontline Lab Workers	\$ -	\$ 750,000	\$ 750,000	\$ -	\$ 750,000	\$ 750,000	\$ -	\$ 750,000	\$ 750,000	\$ 500,000	\$ 250,000	\$ 750,000	\$ 750,000	\$ -	\$ 750,000
Lab System Management	\$ -	\$ 750,000	\$ 750,000	\$ -	\$ 750,000	\$ 750,000	\$ -	\$ 750,000	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ -	\$ 1,500,000	\$ 1,500,000	\$ -	\$ 1,500,000	\$ 1,500,000	\$ -	\$ 750,000	\$ 750,000	\$ 500,000	\$ 250,000	\$ 750,000	\$ 750,000	\$ -	\$ 750,000

2.3 Commodities

[2030] Vision: [Insert Vision Statement from MOU Section 2.3.1]

Co-Investment Commitment: Describe the partner government’s co-investment commitment in commodities including the total amount and/or value of lab commodities that the partner government will fund in each year of the MOU.

Commodity Procurement

[INSERT Commodities Table from Companion Tool, 2.3 Commodity Procurement Summary tab]

Commodities	2026				2027				2028				2029				2030			
	USG		[Country]		USG		[Country]		USG		[Country]		USG		[Country]		USG		[Country]	
	Amount	Procurement Mechanism	Amount	Procurement Mechanism	Amount	Procurement Mechanism	Amount	Procurement Mechanism	Amount	Procurement Mechanism	Amount	Procurement Mechanism	Amount	Procurement Mechanism	Amount	Procurement Mechanism	Amount	Procurement Mechanism	Amount	Procurement Mechanism
Commodity category																				
Commodity category																				
Commodity category																				

ILLUSTRATIVE

For all countries in which the U.S. Government will be funding any commodities (delete if not applicable):

Commodity Demand Projections: Describe the process by which the U.S. Government and partner government will work together to project demand for each commodity being funded by the U.S. Government. Please describe the roles that would be involved in determining these projections, the approval process for these projections (the JHSC is recommended as one option), and the frequency with which these projections would be updated. *Responses should be approximately 1 to 3 pages.*

Investigations: Describe the number of individuals in the partner government who are responsible for detecting, investigating, and responding to incidents of theft, diversion, and falsification of health commodities. Please describe the methods these individuals use to identify incidences, how they respond to incidences, and how they make a determination of whether to turn over an incident to national law enforcement. *Responses should be approximately 0.5 to 2 pages.*

Notification: Describe the process by which the U.S. Government will be notified of any suspicion of theft or diversion of U.S. Government funded commodities. *Responses should be approximately 0.5 to 1 page.*

For all countries in which the U.S. Government will be purchasing commodities through a U.S. Government mechanism (delete if not applicable):

U.S. Government Ordering Process: Describe the process by which the U.S. Government and partner government will place orders for commodities. *Responses should be approximately 0.5 to 1 page.*

For all countries in which any U.S. funded commodities will be purchased through government-run channels:

Partner Government Ordering Process: Describe the process by which the partner government will place orders for commodities and how the partner government plans to inform the U.S. Government of the quantities of such orders. *Responses should be approximately 0.5 to 1 page.*

Partner Government Payment Terms: Describe how the partner government will ensure that suppliers receive cash flow in alignment with any contracts executed by the partner government. Please describe how the partner government will manage financial shocks (e.g., currency depreciation, inflation) to ensure that life-saving healthcare commodities can still be purchased. *Responses should be approximately 0.5 to 1 page.*

Pricing Comparisons: Describe the process by which the partner government will work with the U.S. Government to ensure that all commodities procured through government-run channels paid for by U.S. Government funds are at the same price or lower than the commodities the U.S. Government could procure directly. To the extent government-run procurement channels are expected to be more expensive in certain cases, the partner government is expected to increase its co-investment to make up this difference. If this scenario is likely to occur in a given country, please describe how the partner government will calculate its additional co-investment required to make up the difference between the price the partner government is actually procuring commodities at and the price the U.S. government could have procured commodities at. *Responses should be approximately 0.5 to 1 page.*

Quality Comparisons: Describe the process by which the partner government will work with the U.S. Government to ensure that all commodities procured through government-run channels paid for by U.S. Government funds are of the same quality or higher quality than the commodities the U.S. Government could procure directly. *Responses should be approximately 0.5 to 1 page.*

Commodity Distribution

For all countries in which the U.S. Government will distribute commodities through a U.S. Government mechanism (delete if not applicable):

Distribution Plan: Describe the plan by which the U.S. Government will directly distribute commodities. Please include details on any specific vendor managed inventory arrangements as relevant. *Responses should be approximately 1 to 3 pages.*

For all countries in which any U.S. funded commodities will be distributed through government-run channels (delete if not applicable):

End-to-End Supply Chain Tracking: Describe the process by which the partner government plans to fully implement GS1 standards for tracking commodities funded by the U.S. Government through government-owned supply chain. Please describe the specific timeline for this implementation, any key activities involved in the implementation, and any investments that will be made by either the U.S. Government or partner government to support this implementation. *Responses should be approximately 0.5 to 2 pages.*

Warehouse Standards: Describe the process by which the partner government plans to fully implement ISO warehouse standards for warehouses containing commodities funded by the U.S. Government. Please describe the specific timeline for this implementation, any key activities involved in the implementation, and any investments that will be made by either the U.S. Government or partner government to support this implementation. *Responses should be approximately 0.5 to 2 pages.*

Insurance: Describe the partner government's plan to insure any U.S.-funded commodities distributed through government-run systems. Please include the entity that will insure these commodities, the amount in which the commodities will be insured, and the types of actions the commodities will be insured from (e.g., theft, fire, natural disasters). *Responses should be approximately 0.5 page.*

For all countries in which any U.S. funded commodities will be distributed through contracts bid out by the partner government (delete if not applicable):

Bidding Process: Describe the process by which the partner government will select a contractor to distribute commodities in country. Describe the process by which the partner government will ensure the bid is price competitive, of high quality, and has mechanisms to prevent fraud, waste, and abuse. All partner government commodity distribution contracts funded by U.S. Government funds must be reviewed by the U.S. Government prior to signature by the partner government. *Responses should be approximately 0.5 to 2 pages.*

End-to-End Supply Chain Tracking: Describe the process by which the partner government plans to ensure GS1 standards are in place for tracking commodities funded by the U.S. government that are distributed through contracts bid out by the partner government. *Responses should be approximately 0.5 to 2 pages.*

Vendor Managed Inventory: Describe any vendor managed inventory programs as relevant. Please include how the partner government will ensure that such programs are priced competitively. *Responses should be approximately 0.5 to 2 pages.*

Insurance: Describe the partner government’s plan to ensure that any U.S.-funded commodities distributed through contracts bid out by the partner government are insured. Please include the amount in which the commodities will be insured and the types of actions the commodities will be insured from (e.g., theft, fire, natural disasters). *Responses should be approximately 0.5 page.*

Commodities Budget Summary

[INSERT Commodities Table from Companion Tool, *Budget Summary* tab, filtered to Commodities]

2.3 Commodities	2026			2027			2028			2029			2030		
	Partner Government	USG	Total	Partner Government	USG	Total	Partner Government	USG	Total	Partner Government	USG	Total	Partner Government	USG	Total
Prevention commodity procurement	\$ -	\$ 750,000	\$ 750,000	\$ -	\$ 750,000	\$ 750,000	\$ -	\$ 750,000	\$ 750,000	\$ -	\$ 750,000	\$ 750,000	\$ -	\$ 750,000	\$ 750,000
Diagnostic commodity procurement	\$ -	\$ 1,500,000	\$ 1,500,000	\$ -	\$ 1,500,000	\$ 1,500,000	\$ -	\$ 1,500,000	\$ 1,500,000	\$ -	\$ 1,500,000	\$ 1,500,000	\$ -	\$ 1,500,000	\$ 1,500,000
Therapeutic commodity procurement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Response commodity procurement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supply chain management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2.4 Frontline Health Workers

[2030] **Vision:** [Insert Vision Statement from MOU Section 2.4.1]

[Insert Commitment to Frontline Health Worker Support summary table from Companion Tool, *2.4 Frontline Staff Summary* tab]

[Country] Commitment to Increase Frontline Health Worker Support						
	Baseline FTEs Funded 2025	# FTEs Increased 2026	# FTEs Increased 2027	# FTEs Increased 2028	# FTEs Increased 2029	# FTEs Increased 2030
Role 1						
Role 2						
Role 3						
Role 4						
Total						

Co-Investment Commitment: Describe the partner government’s co-investment commitment in frontline health care workers including the total number of frontline healthcare workers the partner government will add in each year of the MOU.

Frontline Healthcare Worker Role #1: [INSERT ROLE NAME]

[Copy section for each Frontline Healthcare Worker role included in MOU]**

[Add narrative for each frontline healthcare role that answers the following questions:]

- If necessary, what is the plan to align U.S.-funded worker salaries in this role with the salaries of the partner government for frontline workers in this role?
- What is the plan to transition U.S.-funded workers in this role to the partner government funding?
 - What training will be needed for frontline workers in this role transitioning to the partner government?
- To the extent there is not a 1:1 transition of frontline workers in this role, what is the plan to reallocate responsibilities associated with frontline workers in this role to the partner government to improve efficiency?
 - What training will be needed for existing workers who are taking on additional responsibilities?

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Note: Responses should be approximately 1 to 3 pages per role.

[INSERT Role #1 Table from Companion Tool, 2.4 Frontline Staff tab]

Community Health Workers				
	U.S. Government	[COUNTRY]	[COUNTRY]	[COUNTRY]
	# FTEs Funded	New # FTEs Funded	Existing # FTEs Funded	Total # FTEs Funded
2026				
2027				
2028				
2029				
2030				

EXAMPLE

Frontline Health Workers Budget Summary

[INSERT Frontline Health Workers Table from Companion Tool, Budget Summary tab, filtered to Frontline Health Workers]

2.4 Frontline Health Workers	2026			2027			2028			2029			2030		
	Partner Government	USG	Total	Partner Government	USG	Total	Partner Government	USG	Total	Partner Government	USG	Total	Partner Government	USG	Total
Campaign workers	\$ -	\$ 750,000	\$ -	\$ 750,000	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ -
Community health workers/Community-based staff	\$ -	\$ 1,500,000	\$ 250,000	\$ -	\$ -	\$ 750,000	\$ 1,500,000	\$ 750,000	\$ 750,000	\$ -	\$ 750,000	\$ -	\$ 1,500,000	\$ 500,000	\$ 750,000
Doctors/Clinical Officers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Nurses/Midwives	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2.5 Data Systems

[2030] Vision: [Insert Vision Statement from MOU Section 2.5.1]

National Data System

Provide an overview of the national digital health strategy and vision.

- Outline the responsible stakeholders for the digital health strategy and national health data architecture.
- If the country has a published digital health strategy and/or national health data architecture, please include a link to the strategy and/or architecture
- If the country does not have a published digital health strategy and/or national health data architecture, please describe the country's current digital health strategy and national health data architecture.
- Outline how each of the digital health systems funded by the MOU are incorporated into the digital health strategy and national health data architecture
- Describe the phased technology roadmap that will guide progress from current digital health systems to an integrated digital health system and national health data architecture by the end of the MOU period, including the key data flows and interoperability points.
- Describe any policy or regulatory structures that will be needed to support these systems long-term

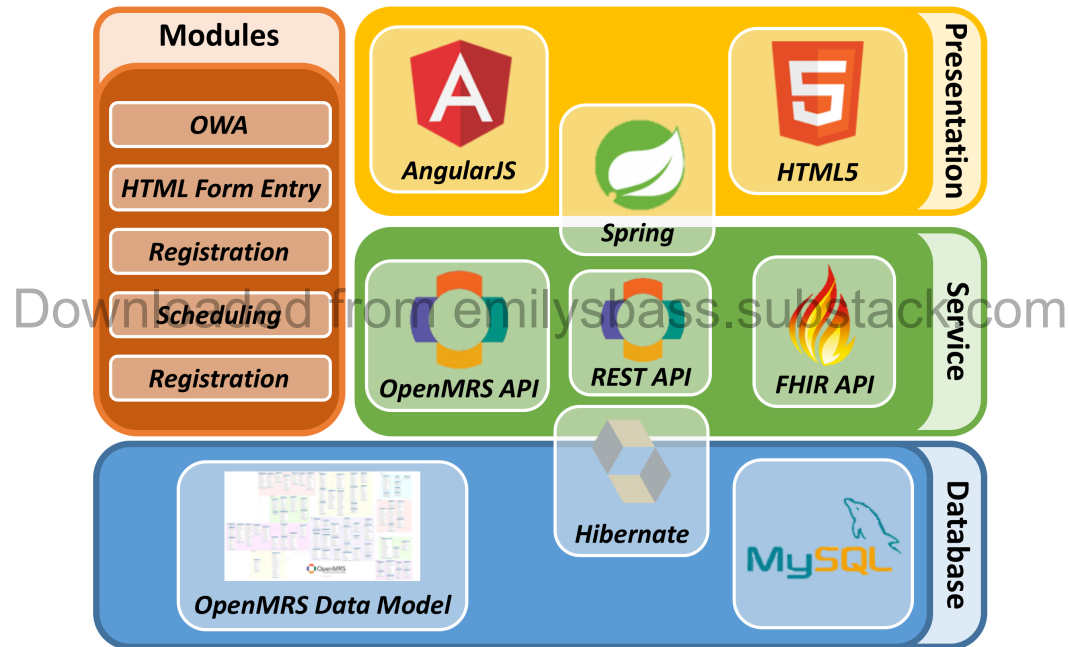
Note: For countries that have a published digital health strategy and national health data architecture, *responses should be approximately 3 to 8 pages*. For countries that do not have a published digital health strategy and/or national health data architecture, *responses should be approximately 10 to 25 pages*.

[Digital System #1] ***copy section for each system that will be funded by the U.S. Government during the MOU period. The description of each data system should be approximately 2 to 5 pages.*

Current Capabilities: Describe current functionality and capabilities of the system

Current Usage / Coverage: Describe current usage statistics including # facilities using the system today where relevant

System Architecture: Provide technology architecture diagram of the system. Diagrams should provide a clear, structured representation of hardware, software, networks, and data flows, enabling stakeholders to see how systems connect and communicate. Please see an example below.



Remainder 2026 Detailed Work Plan: Describe in detail the work plan for the digital system through the end of calendar year 2026, including the target dates for specific deliverables and rollouts. Use a Gantt chart such as the template below if helpful.

[Digital System Name]									
	[Month]	[Month]	[Month]	[Month]	[Month]	[Month]	[Month]	[Month]	[Month]

Task 1									
Task 2									
Task 3									
Task 4									
....									

Future Capabilities: Describe additional functionality and/or capabilities of the system that will be developed over the period of the MOU

Interoperability: Describe current and future interoperability capabilities with other data systems (e.g., national data warehouse)

Rollout Plans: Describe any rollout plans over the course of the MOU period, including the anticipated timing and scale of such rollouts and the related training that will occur

Current Staffing: Describe the current engineering and product team for the system

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Future Staffing: Describe how the current engineering and product team for the system will change over time and – if currently funded by the U.S. Government – how the engineering and product team will transition over to the partner government over the course of the MOU including the timeline and key activities associated with such a transition.

Ongoing Costs: Describe the ongoing hardware, software, and other costs of the system and – if currently supported by U.S. Government funding – how the ongoing cost of the system will transition over to the partner government over the period of the MOU including the timeline and key activities associated with such a transition

Data Systems Budget Summary

[INSERT Data Systems Table from Companion Tool, Budget Summary tab, filtered to Data Systems]

2.5 Data Systems	2026			2027			2028			2029			2030		
	Partner Government	USG	Total	Partner Government	USG	Total	Partner Government	USG	Total	Partner Government	USG	Total	Partner Government	USG	Total
Data systems developer staff	\$ -	\$ 750,000	\$ -	\$ 750,000	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ -
Data systems infrastructure	\$ -	\$ 1,500,000	\$ 250,000	\$ -	\$ -	\$ 750,000	\$ 1,500,000	\$ 750,000	\$ 750,000	\$ -	\$ 750,000	\$ -	\$ 1,500,000	\$ 500,000	\$ 750,000
Licenses & software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cybersecurity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

2.6 Strategic Assistance

[2030] Vision: [Insert Vision Statement from MOU Section 2.6.1]

[INSERT Strategic Assistance Project #1] **copy section for each Strategic Assistance project included in MOU Section 2.6.2.

The description of each strategic assistance project should range from 0.5 to 10 pages depending on the size and complexity of the project.

Outcome: Describe the target outcome(s) from the project; to the extent possible, include specific performance metrics and targets by year, including any performance metrics or targets tied to outcome metrics in Section 1.1 or process metrics in Section 1.2.

Description: Describe the project in an appropriate amount of detail given its size and complexity.

Key Activities / Milestones: List in bullet points or a table format all key activities or milestones associated with the project.

Budget:

[INSERT Strategic Assistance Project #1 Budget Table from Companion Tool, 2.6 Strategic Assistance tab]

Promote Standards and Best Practices						
	2026	2027	2028	2029	2030	MOU Total
cost A	\$ 1,000,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 2,000,000
cost B	\$ 500,000	\$ 500,000	\$ 500,000	\$ 100,000	\$ 100,000	\$ 1,700,000
cost C	\$ 2,000,000	\$ 2,000,000	\$ 1,000,000	\$ -	\$ -	\$ 6,500,000
Total	\$ 5,000,000	\$ 3,000,000	\$ 2,000,000	\$ 100,000	\$ 100,000	\$ 10,200,000

Strategic Assistance Budget Summary

[INSERT Strategic Assistance Table from Companion Tool, Budget Summary tab, filtered to Strategic Assistance]

2.6 Strategic Investment	2026			2027			2028			2029			2030		
	Partner Government	USG	Total	Partner Government	USG	Total	Partner Government	USG	Total	Partner Government	USG	Total	Partner Government	USG	Total
Training (pre and in-service) and supervision of front line health care workers	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ -	\$ -
TA to support program transition to government or local partners	\$ -	\$ 1,500,000	\$ 250,000	\$ 1,500,000	\$ -	\$ 750,000	\$ 1,500,000	\$ 750,000	\$ 750,000	\$ -	\$ 750,000	\$ -	\$ 1,500,000	\$ 500,000	\$ 750,000
TA to support public financial management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TA support to achieve co-financing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

EXAMPLE

Section 3: Implementation

Joint Health Cooperation Steering Committee

The Joint Health Cooperation Steering Committee (Steering Committee) is tasked with guiding, overseeing, and monitoring MOU implementation, ensuring effective collaboration, and facilitating the achievement of agreed upon MOU health outcomes and process metrics. The U.S. Government and partner government may also choose to use the Steering Committee to facilitate collaboration during active outbreak responses and to address other bilateral issues related to health cooperation as they arise. The Steering Committee should be composed of senior representatives from both governments as well as any other stakeholders mutually agreed to by the two governments. The Steering Committee is expected to identify technical staff to develop the MOU Implementation Plan for JHSC approval, meet at least quarterly to monitor progress toward the goals outlined in Section 1 of the MOU, and review at least annually the MOU and implementation plan and recommend modifications to either document as needed. The description of the Steering Committee should be approximately 1 to 2 pages.

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Membership: List the roles that will participate in the Steering Committee from each government. List any non-government individuals who will participate in the Steering Committee (optional). Describe the process by which membership will change over time. Note who will Chair the Steering Committee and describe the process by which the Chair will be selected and replaced.

Meeting Cadence: Describe the planned meeting cadence (e.g., monthly, quarterly).

Role: Describe the role of the Steering Committee, how decisions will be made by the Steering Committee (and/or escalated as needed), and how it will interact with the transition management office. Describe any specific topics that will be discussed at various frequencies (e.g., review of outcome and process metrics quarterly, review of MOU annually).

Performance Monitoring: Describe how progress against the outcome and process metrics in Sections 1.1, 1.2, and 1.3 will be reviewed and how the MOU implementation plan will be updated and/or corrective actions will be implemented (if necessary) in the event the metric targets are not being achieved.

Transition Management Office (TMO)

A transition management office is a dedicated team focused on helping ensure day-to-day implementation of the MOU, including ensuring a smooth transition to partner government ownership and ensuring outcome and process metrics are achieved. The TMO should report into the Steering Committee. All countries with an annual average MOU budget of greater than \$20M are highly encouraged to have a TMO. The description of the Transition Management Office should be approximately 2 to 4 pages.

Lead: Please list the name of the lead of the Transition Management Office. This person should work for the partner government and be 100% dedicated (or nearly 100% dedicated) to running this office. Describe who this person will report to and how he or she will be replaced as needed.

Team Members: Please list the individuals or roles that will be part of the office. The office should have multiple staff that are 100% dedicated to the work while other staff can be part-time. Staff may include partner government personnel, U.S. Government personnel, and contractors as appropriate.

Physical Location: Please describe the physical location of the office. It should be a place where the majority of the full-time team members can meet on a daily basis.

Responsibilities: Please describe the responsibilities of the office. At a minimum, it should be supporting the Steering Committee, tracking outcome and process metrics, project management, and tracking both U.S. Government and partner government contracting related to the MOU. Please outline how the office will interact with various components of the partner government as well as the U.S. Government.

Reporting: Describe in a table or in bullet points the types of reporting the office will produce and the frequency with which each report will be produced. At a minimum, the office should produce reports on outcome and process metrics, implementation status, and contracting status.

Government-to-Government Agreements (as applicable)

Flow of Funds: Describe through which government entity resources will flow and – if applicable – how will resources move to other Ministries, Parastatals, and/or Sub-National entities, as applicable?

Budget

[Insert Total Planned G2G funding table summarizing funding under G2G agreements by line item and year from Companion Tool, G2G Budget tab]

	2026		2027		2028		2029		2030	
	USG	Partner Government	USG	Partner Government	USG	Partner Government	USG	Partner Government	USG	Partner Government
Surveillance and Outbreak Response										
Laboratory Systems										
Commodities										
Frontline Health Workers										
Data Systems										
Strategic Assistance										
Delivery Unit										

EXAMPLE

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Fiscal Oversight: Describe the fiscal oversight process including at a minimum by whom it will be conducted (e.g., U.S. Government or U.S. Government contractor), the scope of the fiscal oversight, and the frequency of the fiscal oversight.

Section 4: Audits

4.1 Outcomes Survey (As Applicable)

The outcomes survey section should be approximately 1 to 2 pages.

If survey(s) are expected to be used to measure key outcome metrics in Section 1.1., please describe the plan to develop and oversee a survey including an estimated timeline for the survey (including development of the protocols, survey execution, data analysis, and final report generation) as well as the role various partner government agencies will play in developing, administering, and analyzing the results of the survey. Ensure the survey is done in a cost-effective way that the country can sustain long-term. Describe how survey results will be shared with both the U.S. Government and partner government and (if appropriate) publicly.

4.2 Process Metric Audit

This audit section should be approximately 1 to 3 pages. If more than one process metric audit is planned, please complete the below for each audit.

Auditing Organization: Name the organization that will conduct the audit. If the name is not available, describe the process by which the organization will be selected.

Frequency: Describe the frequency of the audit. In general, the audit should be at least annual and may be as frequent as continual.

Scope: Describe the scope of the audit including listing the specific process metrics from Section 1.2 of the MOU that will be included in the audit and the data system(s) and/or the number or percent of physical site(s) from which each metric will be audited.

[Insert Process Metric Audit table from Companion Tool, 4.2 Process Metric Audit tab]

Process Metric (1.2) (list optional indicators at bottom of table if any)	Audited (Y/N)	Frequency	Data Systems	Percent of Physical Sites
# of people on ART				
# new HIV diagnoses among infants (0-12 mo)				
# new HIV diagnoses among children and adults (age 12 months or older)				
% pregnant and breastfeeding women living with HIV who receive ART				
% confirmed malaria cases that receive first-line antimalarial treatment				
# insecticide-treated nets distributed to populations at risk of malaria				
# patients with TB notified (i.e., bacteriologically confirmed + clinically diagnosed)				
% patients with TB notified who completed treatment				
% surviving infants with at least IPV1				
% children 12-23 mo. with at least MCV1				
% of pregnant women with at least 4 ANC visits (15-49y)				

Methodology: Describe the methodology of the audit to the maximum extent possible. This can be modified over time as the survey gets closer.

U.S. Government Ownership: Describe the process by which the U.S. Government will provide final oversight and direction to the audit, including the selection of the Auditing Organization, and how the U.S. Government will collaborate with the partner government to get their advice on the audit methodology.

Partner Government Involvement: Describe the process by which the partner government will be able to provide advice on the audit methodology.

4.3 Supply Chain Audit

This audit section should be approximately 1 to 3 pages. If more than one supply chain audit is planned, please complete the below for each audit.

Auditing Organization: Name the organization that will conduct the audit. If the name is not available, describe the process by which the organization will be selected.

Frequency: Describe the frequency of the audit. In general, the audit should be at least annual and may be as frequent as continual.

Scope: Describe the scope of the audit including listing the specific parts of the supply chain process that will be audited. Options for what may be audited could include:

- Procurement & Contract Audits (e.g., audits of tender processes, contract reviews)
- Warehouse & Inventory Audits (e.g., warehouse stock counts, facility level inventory reconciliations)
- Distribution & Transport Audits (e.g., proof of delivery validation)
- Supply Chain Information System & Data Quality Audits (e.g., comparison of LMIS data with physical stock)

Methodology: Describe the methodology of the audit to the maximum extent possible. This can be modified over time as the survey gets closer.

U.S. Government Ownership: Describe the process by which the U.S. Government will provide final oversight and direction to the audit, including the selection of the Auditing Organization, and how the U.S. Government will collaborate with the partner government to get their advice on the audit methodology.

Partner Government Involvement: Describe the process by which the partner government will be able to provide advice on the audit methodology.

4.4 Co-Investment Audit

Commodity Procurement: Describe the process by which the partner government will provide the U.S. Government with data on the partner government's commodity procurement spending and co-investment, including how the partner government will ensure these are net new procurements relative to the existing procurements of partner government. Describe the process by which the partner government will verify to the U.S. Government that this co-investment funding only includes funding provided directly by the partner government and does not include funding from other donors or multilateral organizations. Describe any process that the U.S. Government will use to verify the data provided by the partner government.

Frontline Lab and Health Workers: Describe the process by which the partner government will provide the U.S. Government with data on the partner government's absorption of frontline lab and health workers, including how the partner government will ensure these are net new positions in addition to the existing number of partner government frontline lab and health workers. Describe the process by which the partner government will verify to the U.S. Government that these positions are only funded directly by the partner government and not by funding from other donors or multilateral organizations. Describe any process that the U.S. Government will use to verify the data provided by the partner government.

Total Budget Spent on Health (if applicable): Describe the process by which the partner government will provide the U.S. Government with data on the partner government's domestic government expenditures on health and/or the percent of domestic government expenditures spent on health. Describe the process by which the partner government will verify to the U.S. Government that these expenditures only include funding provided directly by the partner government and do not include funding from other donors or multilateral organizations. Describe any process that the U.S. Government will use to verify the data provided by the partner government.

4.5 Statutory and Regulatory Compliance Audit

[Standard language; no response needed] Statutory and regulatory requirements are described in the standard terms of contracts and grants. By signing grants and contracts, all parties will attest they will comply with these requirements. Monitoring of U.S.

government statutory, regulatory, and policy requirements are an inherently U.S. Government function and compliance will be monitored through U.S. Government site visits and award management.

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APPROVAL

This MOU Implementation Plan is approved on [DATE]

FOR THE GOVERNMENT OF THE
UNITED STATES OF AMERICA:

FOR THE GOVERNMENT OF
[INSERT COUNTRY NAME]:

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ANNEX A: AREAS OF COOPERATION BUDGET

[Attach complete Excel budget table from Companion Tool, *Budget Detail* tab]

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