

## **Implementing the America First Global Health Strategy**

The 90-day period after an MOU is signed is a critical time to begin successful MOU implementation. During this window, U.S. Government country health teams and partner governments should work closely together to (1) review existing U.S. Government implementing partner awards, (2) develop an MOU implementation plan, (3) establish joint governance and management structures, (4) modify and terminate existing awards, and/or (5) create new awards, including government-to-government agreements, as appropriate. This document provides an overview of each step.

### **Step #1: Review Existing Implementing Partner Awards**

***Completed by: January 31 [or within 30 days of MOU signing]***

The first step in the process should be for the U.S. Government country health team and the partner government to jointly review the existing implementing partner awards to assess how current activities do (or do not) align with the MOU. Each existing project should be assessed to determine whether the implementing partner award should be recommended for continuation in its current form, modified, or terminated. Considerations should include:

- 1) Ensuring there is no break in service delivery, with a focus on implementing partners who are providing frontline service delivery
- 2) The implementing partner's demonstrated capacity to achieve against targets
- 3) Alignment of the award's scope with the MOU objectives

The U.S. Government will provide complete workplans and budgets for each implementing partner to the maximum extent permitted by U.S. law. The output of Step #1 should be a draft list of recommendations of which awards to continue, modify, or terminate pending completion of the implementation plan (Step #2 below).

### **Step #2: Develop MOU Implementation Plan**

***Completed by: February 27 [or within 60 days of MOU signing]***

The U.S. Government country health team and the partner government should jointly develop a MOU Implementation Plan using the template provided. The result will be a multi-year roadmap that details the activities anticipated to be necessary to achieve the outcomes outlined in the MOU. The MOU Implementation Plan should finalize recommendations on which implementing partner awards to continue, modify, or terminate as well as any new awards that need to be created, including government-to-government agreements. Similar to the MOU approval process, the Implementation Plan will undergo a formal joint review process by both the U.S. Government and partner government to ensure all parties are aligned on timelines, resource requirements, and risk mitigation strategies.

### **Step #3: Establish Joint Governance and Management Structure**

***Completed by: March 31 [or within 90 days of MOU signing]***

The U.S. Government country health team and the partner government should finalize and launch a Joint Health Cooperation Steering Committee ("Steering Committee"), which will be composed of senior leaders from both the U.S. and the partner government, as well as other relevant stakeholders (if any) mutually agreed upon by the two governments. In addition, it is strongly recommended that each country establish a Transition Management Office (TMO), which would report to the Steering Committee and oversee the day-to-day implementation of the MOU. It is recommended the TMO be led by a senior member of the partner government who is 100% (or nearly 100%) dedicated to the TMO. The TMO can be staffed by a combination of partner government staff, U.S. Government staff, and contractors. The

TMO should be responsible for project managing the MOU implementation, including ensuring all activities are implemented on time and with fidelity and that targets established in the MOU are achieved.

**Step #4: Modify or Terminate Existing Awards**

*Drafted by: March 31 [or within 90 days of MOU signing]*

Once the MOU Implementation Plan has been approved and signed by the U.S. Government and the partner government, the U.S. Government will begin modifying and/or terminating existing implementing partner awards as appropriate. A key component of finalizing any existing award modifications or terminations will be ensuring there will be no break in life-saving activities.

**Step #5: Create New Awards, Including Government-to-Government Agreements**

*Drafted by: March 31 [or within 90 days of MOU signing]*

Once the MOU Implementation Plan has been approved and signed by the partner government and U.S. Government, the U.S. Government will also begin the process of creating new awards as appropriate. This could include government-to-government agreements as well as entering into new awards with new parties for specific tasks as appropriate. Additional details on government-to-government agreements will be provided in late January. Based on U.S. law, the first step in each government-to-government agreement process will be to conduct a risk assessment that will ensure the structure of the agreement and the proposed amount of government-to-government financing is commensurate with the underlying risk context.