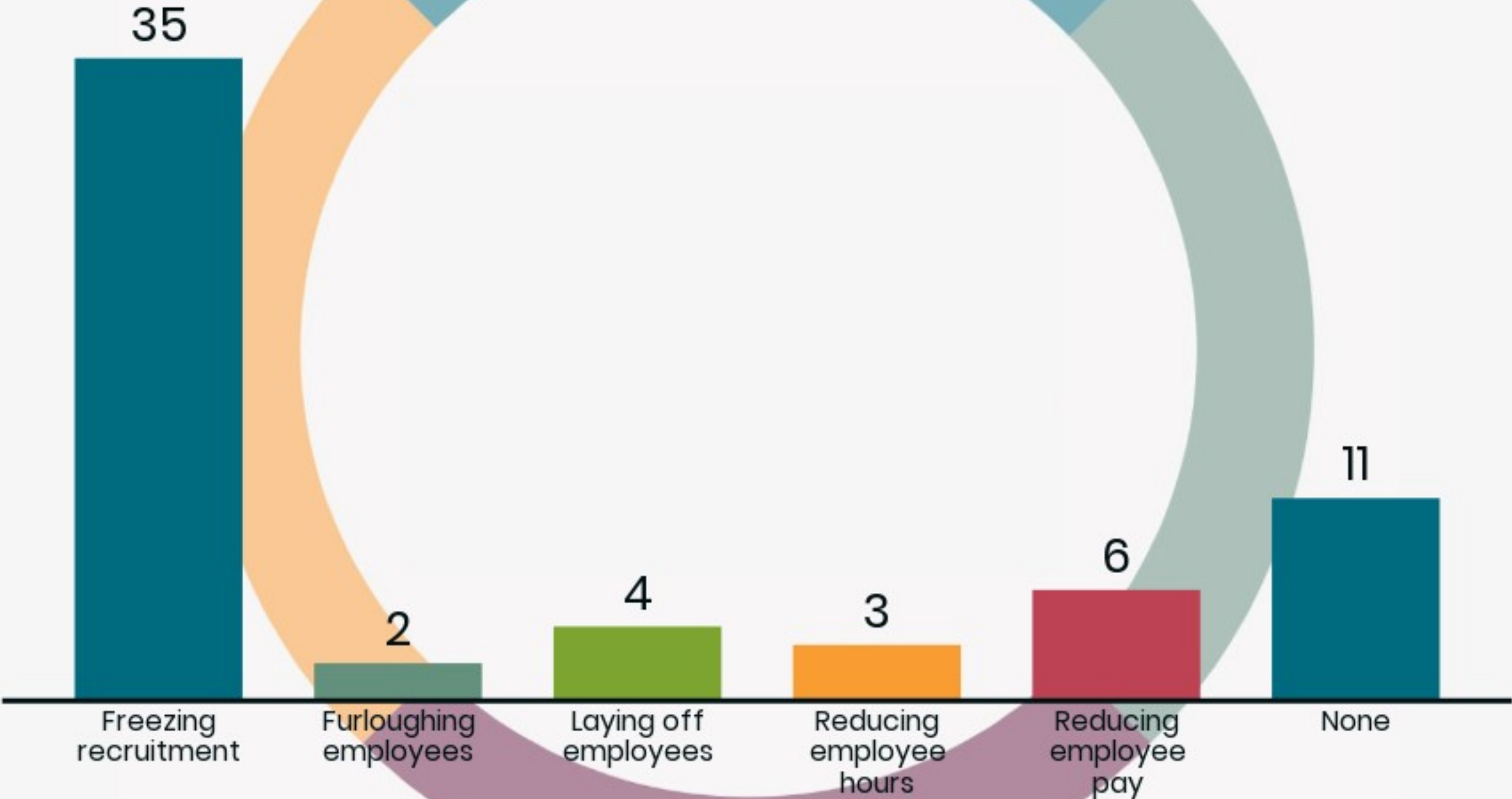
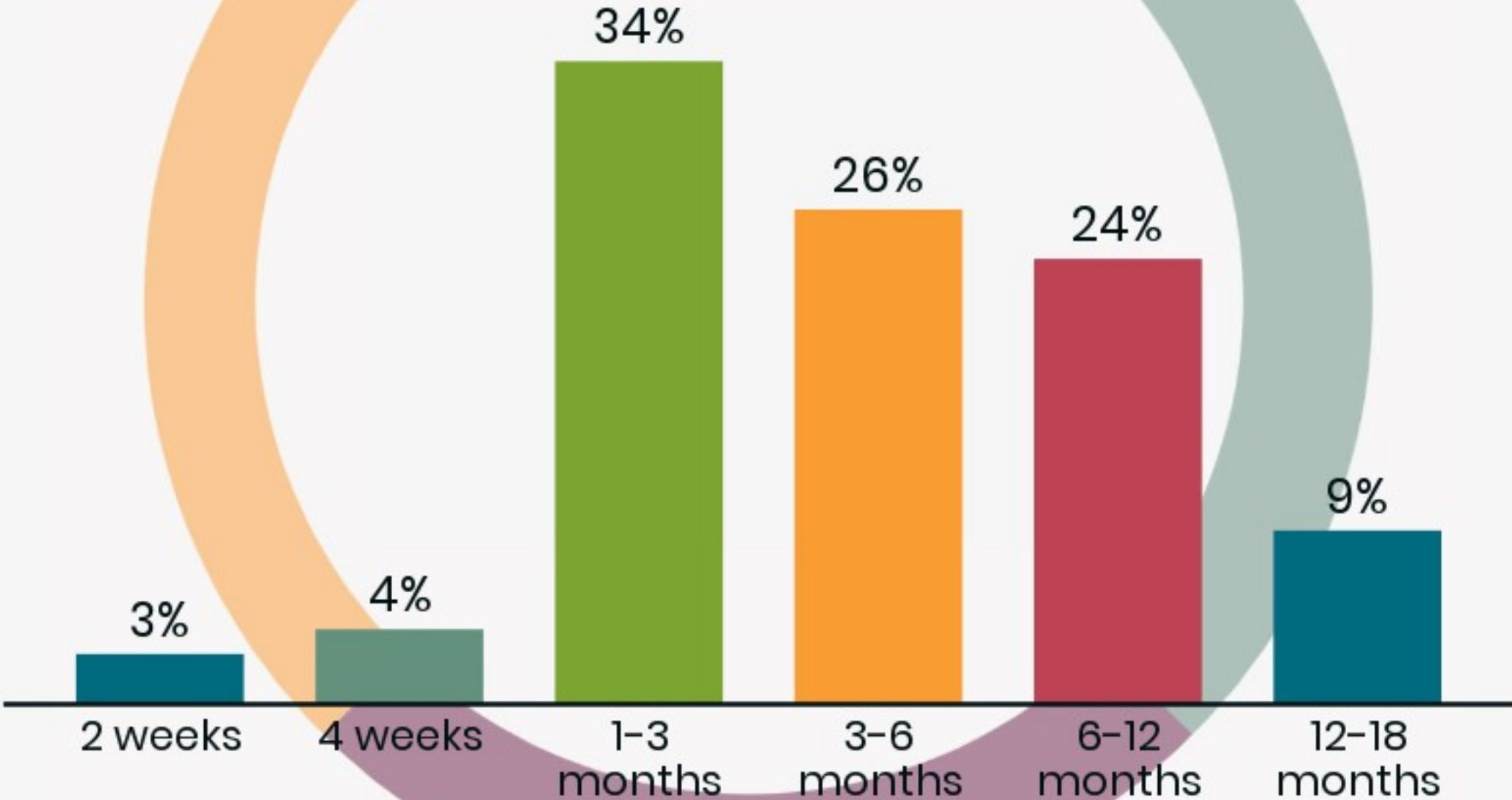


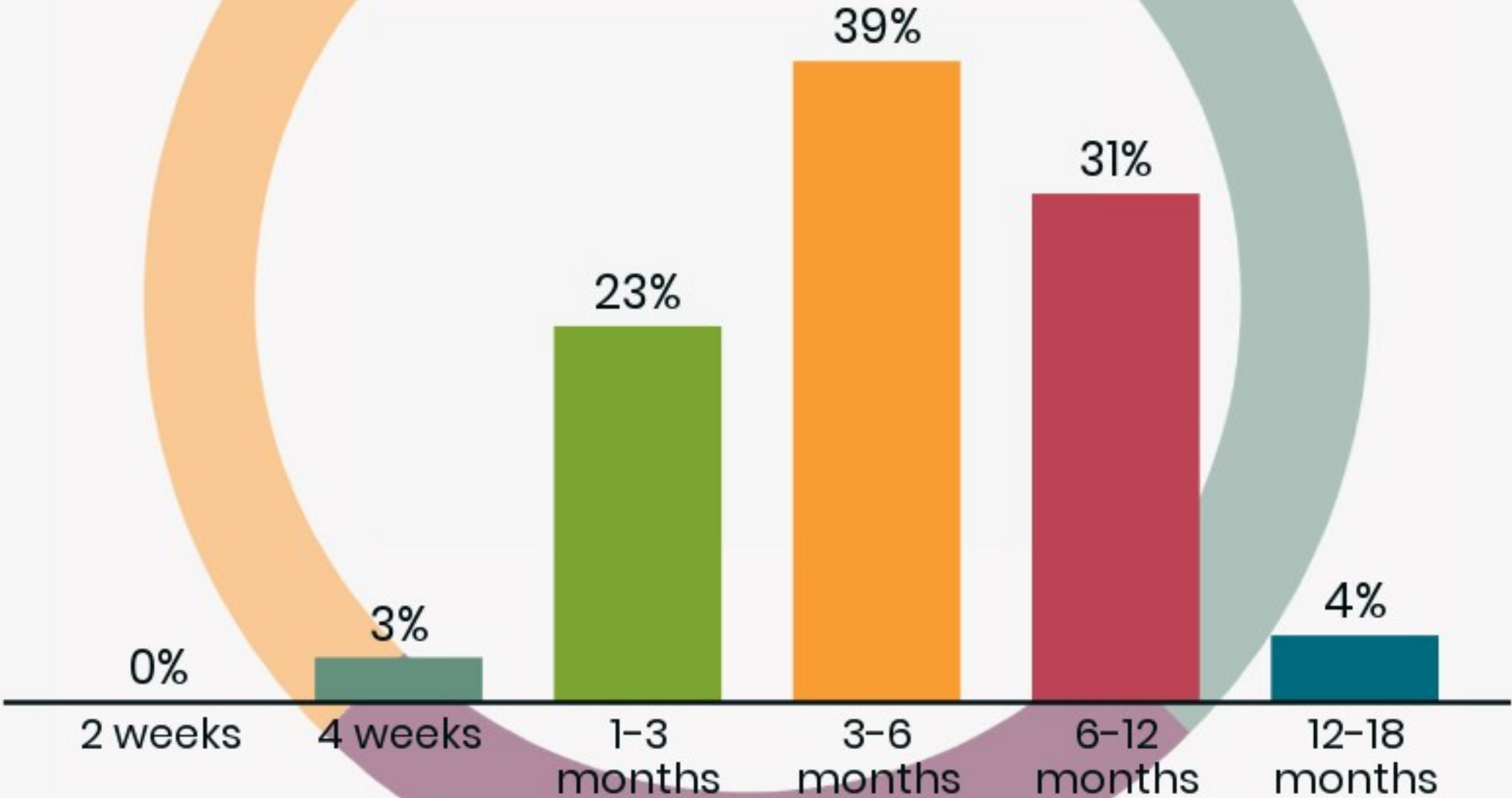
# Have you already or are you currently:



# What time horizon are you currently planning for?



# When do you anticipate being able to begin operating under a 'new normal'?





# What considerations are you facing as you think about resuming normal operations?

When will schools open and children return. This is where we work

Strong push-back from HQ staff against having lots of people back in the office all at once.

Will travel for our participants be allowed?

Pay cuts, time cuts, reduction in force, vacation carry over policies.

Domestic and international travel. FY20 revenue declines.

Do we actually need our large DC office space

moving to full time telework

Not knowing what PTSD staff will be feeling and how will we deal with that and also working on what our are biggest vulnerabilities and what can we do to mitigate them with what we know now.

changes in strategic goals



# What considerations are you facing as you think about resuming normal operations?

what the pandemic is doing in our other country offices; airport restrictions; impact on budget given we are largely a sponsorship organization; etc

Being able to have bilateral contracts in hand. Being unable to unfreeze (most) hiring. Being able to get back to more usual Grantmaking strategies.

Rethinking and reviewing how we support field projects with from HQ. We do not expect that we will ever go back to completely the way it used to be.

How to provide PPE to our employees as a public health organization? What new funding opportunities or shifts in programming that will allow for us to re-position our priorities as a public health organization that has expertise in this field?

Concerned about the reality of staff not waiting to return to the office (at least those utilizing public transportation)

hard to tell how things will shift; slow re-integration into full activities, staggered return to office with distancing incorporated into configuration

**New normal will change work models, more remote model**

how do we accomplish our mission with reduced travel. We do not think travel Hwill return to pre-COVID-19 access for 12-18 months.

**When will our different revenue streams be operational again to stabilize contributions.**



# What considerations are you facing as you think about resuming normal operations?

Our current draft includes 3 indicators each office should consider: - government stay-at-home or other restrictions lifted (cannot go back until after that) - schools resume - length of time with no deaths (or maybe length of time with no new cases) Our current draft includes 3 indicators each office should consider: - government stay-at-home or other restrictions lifted (cannot go back until after that) - schools resume - length of time with no deaths (or maybe length of time with no new cases)

Focusing on understanding the different phases we are in concurrently given our broad footprint and also ensuring that we hang onto the good things we've found by having to work like this.

More permanent work from home. More flexible work hours. Focusing now on learning and building improved, efficient infrastructure (systems and processes)

The activities/training ... would the people want to get together?

Taking lessons learned to improve the old normal.

-Maintaining attention on ongoing COVID-19 risks (not getting complacent) - Resuming programs in a compressed timeframe - Travel - Maintaining attention on ongoing COVID-19 risks (not getting complacent) - Resuming programs in a compressed timeframe - Travel

Uncertainty about return of C19 after abatement. Longer-term funding implications.

When will we be able to return to normal operations on non-Covid programs given our govt partners' focus on Covid?

Transitioning to remote support. Changes in donor focus. Redeploying staff LOE to new/shifting priorities.



# What considerations are you facing as you think about resuming normal operations?

-proposal development - economic recovery; looking for more local partners - duty of care to staff who are not vaccinated - in holding pattern for strategic goals until we can move forward - looking for new opportunities

Waves of resurgent levels of infection that may require further shut downs; the devastating effects of the pandemic on malnutrition and livelihoods on the populations we serve.

Decisions of local school administrators as a guiding factor for back to work options, what will be the impact of the pandemic in the countries in which we operate, as it is still developing

When travel bans are lifted and how has that changed - How can we monitor our projects from afar?

Longer term impact on global supply chains.

Safety of staff and beneficiaries

Operational - leave issues. furloughs, annual increases, return from remote

When we transition back "to normal", we anticipate the need to catch up; therefore, vacation will be hard to use; we are looking at how to use vacation now instead of later

Remote working policy, reviewing current building requirements



# What considerations are you facing as you think about resuming normal operations?

New restrictions and rules around office interaction; travel restrictions

Virtual work more often

donors may prefer the leaner implementation model with less travel, fewer in-person trainings, etc. - how do we adapt to ensure we can deliver that, and do we need to change our indirect models as well

Virtual work will become more of the norm

Staggered staffing, more virtual work, stipends for home office setups

Staff comfort in travel

When can travel resume?

Increased telework.

Use of vacation time



# What considerations are you facing as you think about resuming normal operations?

What effect this will have on travel, airports, in person contact. Will everything be remote now?

Will we just WFH (in US), how will we ensure protection of employees in country programs, how to we restart traveling, do we provide hazard pay?

Interact at least 2 meters apart from each other. Online meeting is default meeting venue. Face masks and gloves will be a must.

What will we learn and change going forward, from all of this?

Changing 'need to be in the office to be productive' culture

Working from home becomes normal. International travels become less frequent. Relying on national staff becomes a norm.

Time lag of Covid-19 impact in countries where we work; HQ travel to field offices; childcare if schools do not reopen

Comfort for staff to return to work, will people be nervous? for how long?

Childcare issue and safe transport for staff



# What considerations are you facing as you think about resuming normal operations?

PPE for field (international) & HQ staff. Staggering work schedules. Policy changes to accommodate teleworking more efficiently

only half of the office coming in at a time. Wearing masks. Possibly still no travel for a while beyond going back to office

Staff being fearful and potentially resistant to returning to the office.

Multitude of national restrictions / responses

New vaccines, innovation in communication.

All of them ;)

Shifting donor priorities; shifts in political dynamics with the US taking a backseat in funding and soft power

How to phase employees back into our physical office. There are certain meetings, brainstorming sessions, etc. that are more productive in person.



# What opportunities might emerge?

**Cost savings from remote training and mtgs**

Opportunity for national staff to take over key positions. Opportunity to work from home and implement a project abroad.

**New funding opportunities**

**Fewer donor dollars spent on staff travel.**

**Innovation and creativity**

**Merging with /expanding other infectious disease prevention approaches**

better use of technology. better management of funds - more lean. easier to collaborate with others. more flexible working arrangements.

**Lessons learned in remote training, operations, monitoring**

**The push we needed for increased investment in technology.**



# What opportunities might emerge?

Can rent a smaller office now that people realize we can be productive from home

innovation

Less reliance on Expat and TCN long term technical leadership. More shorter term technical guidance and check ins.

Perfecting asynchronous communication

Opening up recruitment to include FT teleworking positions.

Multipurpose technologies for testing.

more creative solutions to old problems

Better work life balance for staff

Reduced travel



# What opportunities might emerge?

more remote workers -  
hiring may expand

More flexible/open  
recruitment opportunities

more virtual training, and  
more staff adoption of  
virtual meeting software

Less need for office space