

# Executive Course on Global Health Diplomacy Course Program

Online: November 2020 - June 2021

Location: Online

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## Expert Instructor Information

### Course Co-Directors

- **Garry Aslanyan.** Adjunct Professor, Dalla Lana School of Public Health, University of Toronto and Manager, Partnerships and Governance, TDR, World Health Organization
- **Erica Di Ruggiero.** Associate Professor, Dalla Lana School of Public Health, University of Toronto and Director of the Centre for Global Health, DLSPH, University of Toronto

### Module 1 Experts

- **Haik Nikogosian.** Senior Fellow, Global Health Centre, Graduate Institute of International and Development Studies, Geneva, Switzerland and Former (founding) Head & Head, Emeritus, Secretariat of the WHO Framework Convention on Tobacco Control
- **Michael Pearson.** Branch Head, Office of International Affairs for the Health Portfolio, Public Health Agency of Canada
- **Gloria Wiseman.** Deputy Permanent Representative, Permanent Mission of Canada to the Food and Agriculture Agencies of the U.N., Embassy of Canada, Government of Canada
- **Ron Labonté.** Professor, Faculty of Medicine, School of Epidemiology and Public Health, University of Ottawa & Distinguished Research Chair in Globalization and Health Equity
- **Marleen Temmerman.** Professor, Department of Obstetrics and Gynaecology & Director Women's Health Faculty of Health Sciences, Aga Khan University, East Africa
- **Pierre Blais.** Deputy Director, Infectious Diseases, Global Health and Nutrition Bureau, Global Issues and Development Branch, Global Affairs Canada, Government of Canada

### Module 2: Experts

- **Ilona Kickbusch.** Adjunct Professor & Founder and Chair of the Global Health Centre at the Graduate Institute of International and Development Studies, Geneva
- **Jillian Kohler.** Professor, Dalla Lana School of Public Health & Munk School of Global Affairs, University of Toronto & Director of the WHO Collaborating Centre for Governance, Transparency and Accountability in the Pharmaceutical Sector
- **Zulie Sachedina.** Adjunct Professor, Allard School of Law, University of British Columbia



### Module 2: Case Study Technical Presenters

- **Akihito Watabe.** Task Lead, UHC2030 Core team, World Health Organization
- **Ross Upshur.** Professor & Head, Division of Clinical Public Health, Dalla Lana School of Public Health, University of Toronto, & Assistant Director, Lunenfeld Tanenbaum Research Institute, Sinai Health System
- **Haik Nikogosian.** Senior Fellow, Global Health Centre, Graduate Institute of International and Development Studies, Geneva, Switzerland and Former (founding) Head & Head, Emeritus, Secretariat of the WHO Framework Convention on Tobacco Control
- **Paula Braitstein.** Associate Professor, Epidemiology Division, Dalla Lana School of Public Health, University of Toronto, & Visiting Professor, Moi University School of Public Health, Kenya, & Adjunct Professor, Fairbanks School of Public Health, Indiana University, USA

### Module 2: Case Study Mentors

Case study 1: Universal Health Coverage, including mental health

- **Akwatu Khenti.** Affiliate Scientist, Institute for Mental Health Policy Research, Centre for Addiction and Mental Health (CAMH), & Assistant Professor, Social & Behavioural Sciences Division, Dalla Lana School of Public Health, University of Toronto
- **Zulie Sachedina.** Adjunct Professor, Allard School of Law, University of British Columbia
- **Ranu Sharma.** Manager, Office of International Affairs for the Health Portfolio, Government of Canada
- **Marilyn Entwistle.** Former WHO Staff Technical Advisor, Health Systems and Service Development, & Mentor, Canadian Society for International Health (CSIH)
- **Madani Thiam.** Chief of Health and Nutrition, UNICEF Country Office Myanmar, & Former Health Sector Team Lead, Canada's International Assistance Program in Tanzania, & Former Head of Canada's Development Cooperation in Nigeria and Zambia, Global Affairs Canada

Case study 2: Equitable access to COVID-19 vaccines

- **Jason Nickerson.** Humanitarian Representative to Canada, Doctors without Borders/Médecins Sans Frontiers & Adjunct Professor of Common Law, Centre for Health Law, Policy and Ethics, University of Ottawa & Clinical Scientist, Bruyère Research Institute
- **Elisabeth King.** Manager, Multilateral Relations Division, Office of International Affairs for the Health Portfolio, Government of Canada
- **Fabio Zicker.** Professor of Science, Technology & Innovation in Global Health, Oswaldo Cruz Foundation (FIOCRUZ), & Former Senior Staff, WHO Special Programme for Research & Training in Tropical Diseases (TDR), Geneva and Pan American Health Organization (PAHO)

Case study 3: Global emergency and response systems, including the International Health Regulations

- **Mathias Bonk.** Project Management Officer at Independent Panel on Pandemic Preparedness and Response, & Co-Founder & Chairman, Berlin Institute of Global Health, & Global Health Consultant, Project Manager, Editor and Author at Think Global Health
- **Tracy Gibbons.** Manager, United Nations & Global Health Security Team, Multilateral Relations Division, Office of International Affairs for the Health Portfolio, Government of Canada



- **Ryan Melnychuck.** Senior Policy Analyst, Multilateral Relations Division, Office of International Affairs for the Health Portfolio, Government of Canada
- **Marleen Temmerman.** Professor, Department of Obstetrics and Gynaecology & Director Women's Health Faculty of Health Sciences, Aga Khan University, East Africa

### Case study 4: Climate change and health

- **Paula Braitstein.** Associate Professor, Epidemiology Division, Dalla Lana School of Public Health, University of Toronto, & Visiting Professor, Moi University School of Public Health, Kenya, & Adjunct Professor, Fairbanks School of Public Health, Indiana University, USA
- **Lucero Hernandez.** Manager, Multilateral Relations Division, Office of International Affairs for the Health Portfolio, Government of Canada
- **Kim Perrotta.** Executive Director, Canadian Health Association for Sustainability and Equity (CHASE), & Former Executive Director, Canadian Association of Physicians for the Environment (CAPE)

### Floating mentor for all 4 case studies:

- **Shaghig Reynolds.** Senior Policy Analyst, Office of International Affairs for the Health Portfolio, Government of Canada

## Module 2: Case Study Panel of Commentators

- **Ilona Kickbusch.** Adjunct Professor & Founder and Chair of the Global Health Centre at the Graduate Institute of International and Development Studies, Geneva
- **Nicolas Palanque.** Multilateral Relations Division, Office of International Affairs for the Health Portfolio, Government of Canada.
- **Allison DesRosiers-Rodriguez.** Office Delegations and Strategic Integration, Office of International Affairs for the Health Portfolio, Government of Canada.
- **Garry Aslanyan.** Adjunct Professor, Dalla Lana School of Public Health, University of Toronto and Manager, Partnerships and Governance, TDR, World Health Organization
- **Erica Di Ruggiero.** Associate Professor, Dalla Lana School of Public Health, University of Toronto and Director of the Centre for Global Health, DLSPH, University of Toronto

## Module 3: Experts

- **Garry Aslanyan.** Adjunct Professor, Dalla Lana School of Public Health, University of Toronto and Manager, Partnerships and Governance, TDR, World Health Organization
- **Yipeng Ge.** Public Health and Preventive Medicine Resident Physician, University of Ottawa & Canadian Youth Delegate to the WHO and PAHO
- **Ambassador Juan José Gómez Camacho.** Ambassador of Mexico to Canada.

## Course Coordinator

**Ophelia Michaelides.** Manager, Centre for Global Health, Dalla Lana School of Public Health, University of Toronto



### General Information

#### Description

The DLSPH's Executive Course on Global Health Diplomacy is the first-of-its-kind in Canada. In collaboration with the Office of International Affairs for the Health Portfolio, Public Health Agency of Canada, and working with the Graduate Institute Geneva, the course is designed for professionals working in health or health-related sectors. The course will explore the theory and practice of global health diplomacy as it relates to COVID-19 and other current health issues, while offering a uniquely Canadian approach.

#### Course Format

This online course will take place from November 2020 - June 2021.

- ✚ Module 1: **ONLINE** | *Immersing into Global Health Diplomacy* | Nov 2020 - Jan 2021
- ✚ Module 2: **ONLINE** | *Individual Global Health Diplomacy Training* | Feb 2021 - May 2021
- ✚ Module 3: **ONLINE** | *Skill-building: Global Health Diplomacy Negotiations* | Jun 7-11, 2021

#### Communicating throughout the course:

Virtual meetings spaces have been created for learners to meet up for live conversations in real-time.

#### Connecting with Experts & Learners:

- **Discussion Board [Optional]** : Learners are encouraged to start a conversation, leave a note, share ideas and chat with others using the online Discussion Board. The Discussion Board will be organized by theme.
- **Zoom Café [Optional]** : Based on the feedback received on the online Discussion Board, 1-hour thematic Zoom Cafés can be scheduled as a space for learners, co-directors and mentors to connect outside of formal lectures. These sessions will be scheduled on a case-by-case basis.
- **Case study Meet-up [Optional]** : Case study meet-ups can be scheduled for any case study group wishing to connect over zoom to discuss their assignment(s). Case mentors may also be invited to these meetings, as needed.

#### Connecting with Co-Directors:

- **1-on-1 Director Discussion [Optional]** : Course co-directors are available for one-on-one clinics (15min) by request, for learners wishing to connect over course content. Emails can be sent to: [ophelia.michaelides@utoronto.ca](mailto:ophelia.michaelides@utoronto.ca) to schedule a director discussion.

#### Technical Requirements

The digital platform of choice for online delivery of the course is Zoom. Please ensure you meet the technical requirements that support this software.

#### Language Considerations

While course content and discussions will be delivered in English, additional support/assistance can be provided by course Directors and Coordinator for attendees wishing to receive clarification in French, Spanish, German, Portuguese and Russian.



### Course Overview

MODULES	DELIVERY	DATES	SESSIONS	Time (hrs.)
Module 1: Foundations  Immersing into Global Health Diplomacy	Online	Week of <ul style="list-style-type: none"> <li>Nov 2, 2020</li> <li>Nov 9, 2020</li> </ul>	<ul style="list-style-type: none"> <li>Readings</li> </ul>	3
		Monday, Nov 16, 2020 @ 9:00-10:30am ET	<ul style="list-style-type: none"> <li><u>Live Lecture 1a</u>: Course Orientation</li> </ul>	2
		Monday, Nov 23, 2020 @9:00-10:30am ET	<ul style="list-style-type: none"> <li><u>Live Lecture 1b</u>: Introductory Session</li> </ul>	2
		Monday, Nov 30, 2020 @ 9:00-10:30am ET	<ul style="list-style-type: none"> <li><u>Live Lecture 1c</u>: Panel discussion</li> </ul>	2
		Weeks of <ul style="list-style-type: none"> <li>Dec 7, 2020</li> <li>Dec 14, 2020</li> </ul>	<ul style="list-style-type: none"> <li>Readings</li> </ul>	2
		Month of <ul style="list-style-type: none"> <li>Jan 2021</li> </ul>	<ul style="list-style-type: none"> <li>Readings &amp; supplementary discussions via Zoom Cafés, etc.</li> </ul>	2
Module 2: Application to Individual learning  Individual Global Health Diplomacy Training	Online	Weeks of <ul style="list-style-type: none"> <li>Feb 1, 2021</li> <li>Feb 8, 2021</li> </ul>	<ul style="list-style-type: none"> <li>Readings</li> <li>Self-guided online lectures</li> </ul>	2
		Tuesday, Feb 16, 2021 @9:00-10:30am ET	<ul style="list-style-type: none"> <li><u>Live Lecture 2a</u>: Global Health Diplomacy in Practice</li> </ul>	2
		Weeks of <ul style="list-style-type: none"> <li>Feb 22, 2021</li> <li>Mar 1, 2021</li> <li>Mar 8, 2021</li> </ul>	<ul style="list-style-type: none"> <li>Peer learning: Case study group work</li> </ul>	2
		Monday, Mar 15, 2021 @9:00-10:30am ET	<ul style="list-style-type: none"> <li><u>Live Lecture 2b</u>: Case study topics: Issues Overview</li> </ul>	2
		Weeks of <ul style="list-style-type: none"> <li>Mar 22, 2021</li> <li>Mar 29, 2021</li> <li>Apr 5, 2021</li> <li>Apr 12, 2021</li> <li>Apr 19, 2021</li> <li>Apr 26, 2021</li> </ul>	<ul style="list-style-type: none"> <li>Case study group work, including mentor-guided discussions as required</li> </ul>	6
		Monday, May 3, 2021 @9:00-10:30am ET	<ul style="list-style-type: none"> <li><u>Live Lecture 2c</u>: Case study group presentations (1-2)</li> </ul>	2
		Monday, May 10, 2021 @ 9:00-10:30am ET	<ul style="list-style-type: none"> <li><u>Live Lecture 2d</u>: Case study group presentations (3-4)</li> </ul>	2
		Module 3: Skill-building  Global Health Diplomacy Negotiations	Online	Monday, Jun 7, 2021 @9:00-11:00am ET
Wednesday, Jun 9, 2021 @9:00-11:00am ET	<ul style="list-style-type: none"> <li><u>Live Lecture 3b</u>: Negotiation simulation</li> </ul>	2		
Friday, Jun 11, 2021 @9:00-11:00am ET	<ul style="list-style-type: none"> <li><u>Live Lecture 3c</u>: Debrief, closing and certificates</li> </ul>	2		

### Program Details

#### Module 1: Foundations [ONLINE] | IMMERSING INTO GLOBAL HEALTH DIPLOMACY

##### Objectives

1. To introduce the concept of global health diplomacy, its key characteristics (channels, dimensions, actors, outcomes) and the evolution and intersection of health and foreign policy.
2. To describe the global health diplomacy landscape from the Canadian perspective.

Week	Session	Details	Readings
Nov 2, 2020 Nov 9, 2020	Readings	Session Learning Objectives: <ol style="list-style-type: none"> <li>1. To be able to describe the key characteristics of global health diplomacy</li> </ol>	Module 1 Reading List
Nov 16, 2020 @9:00- 10:30am ET	Live Lecture 1A	Session Learning Objectives: <ol style="list-style-type: none"> <li>1. To gain an understanding of program expectations &amp; various modes of communication for the course</li> <li>2. To be able to describe the key characteristics of global health diplomacy</li> <li>3. To build rapport with peers</li> </ol> Teaching Plan: Live Lecture (90min) <ol style="list-style-type: none"> <li>1. Introduction session by <b>Garry Aslanyan &amp; Erica Di Ruggiero</b></li> </ol>	Module 1 Reading List
Nov 23, 2020 @9:00- 10:30am ET	Live Lecture 1B: Introductory session	Session Learning Objectives: <ol style="list-style-type: none"> <li>1. To be able to describe the various channels, dimensions, actors, and outcomes of global health diplomacy</li> <li>2. To be able to describe Canada's role in the global health diplomacy landscape</li> </ol> Teaching Plan: Live Lecture (90min) <ol style="list-style-type: none"> <li>1. Moderator: <b>Garry Aslanyan/ &amp; Erica Di Ruggiero</b></li> <li>2. Speakers:               <ol style="list-style-type: none"> <li>a. Global health diplomacy - a global lens: <b>Haik Nikogosian</b></li> <li>b. Global health diplomacy - the Canadian perspective: <b>Michael Pearson</b></li> </ol> </li> </ol>	Module 1 Reading List
Nov 30, 2020 @9:00- 10:30am ET	Live Lecture 1C: Panel discussion	Session Learning Objectives:	Module 1 Reading List



Week	Session	Details	Readings
		<ol style="list-style-type: none"> <li>To gain insight into diverse global health diplomacy experiences from experts and learners</li> </ol> Teaching Plan: Live panel <ol style="list-style-type: none"> <li>Moderator: <b>Garry Aslanyan &amp; Erica Di Ruggiero</b></li> <li>Experts:               <ol style="list-style-type: none"> <li><b>Gloria Wiseman</b></li> <li><b>Marleen Temmerman</b></li> <li><b>Pierre Blais</b></li> <li><b>Ron Labonté</b></li> </ol> </li> </ol>	
Dec 7, 2020	Readings		Module 1
Dec 14, 2020			Reading List
Dec 21, 2020	DLSPH closed		N/A
Dec 28, 2020			
Jan 4, 2021	Readings & Zoom	Session Learning Objectives:	Module 1
Jan 11, 2021	Café discussions	<ol style="list-style-type: none"> <li>To introduce learners to case study topics that will be covered in Module 2.</li> <li>To deepen learner knowledge on learner-identified areas of interest related to global health diplomacy.</li> </ol> Teaching Plan: Discussion Board & Zoom Café <ol style="list-style-type: none"> <li>A mix of asynchronous (Discussion Board) and synchronous (Zoom Café) platforms will be used for discussions.</li> </ol>	Reading List
Jan 18, 2021			
Jan 25, 2021			

### Module 2: Application to Individual Learning [ONLINE] | INDIVIDUAL GLOBAL HEALTH DIPLOMACY TRAINING

#### Objectives

- To understand the role and key considerations for various actors during a multilateral global health negotiation case study.
- To develop individual and collective perspectives on how different actors impact the outcome of a global health diplomatic process using case studies.

Week	Session	Details	Readings
Feb 1, 2021	Online Lectures	Session Learning Objectives:	Case study
Feb 8, 2021			key reference documents





Week	Session	Details	Readings
		<ol style="list-style-type: none"> <li>To gain insight into various cross-cutting considerations when negotiating a global health issue.</li> </ol> <p>Teaching Plan: Group work</p> <ol style="list-style-type: none"> <li>Learners will be assigned a case study to work on as a small group (6-7 learners each) and will be asked to do research and develop recommendations in response to the case study assignments.</li> <li>Learners will be assigned case study mentors, whom they can connect with over email and zoom, for guidance throughout the case study development.</li> </ol> <p>Bonus pre-recorded lectures:</p> <ol style="list-style-type: none"> <li>Corruption by <b>Jillian Kohler</b></li> <li>Global Health Law: Navigating Constraints and Complexities by <b>Zulie Sachedina</b></li> </ol>	
Feb 16, 2021 @9:00-11:00am ET	Live Lecture 2A: Global Health Diplomacy in Practice	<p>Session Learning Objectives:</p> <ol style="list-style-type: none"> <li>To present practical examples from 'A guide to global health diplomacy' by the Graduate Institute of International and Development Studies, Geneva that will assist learners in their case study analyses.</li> </ol> <p>Teaching Plan: Live Lecture (90min)</p> <ol style="list-style-type: none"> <li>Moderator: <b>Garry Aslanyan &amp; Erica Di Ruggiero</b></li> <li>Speaker: <b>Ilona Kickbusch</b></li> </ol>	Module 1 Reading List
Feb 22, 2021 Mar 1, 2021 Mar 8, 2021	Peer Learning: Case study group work	<p>Session Learning Objectives:</p> <ol style="list-style-type: none"> <li>To begin gathering information and developing an understanding of their case study topic, independently and as a group.</li> </ol> <p>Teaching Plan: Group work</p> <ol style="list-style-type: none"> <li>Learners will begin to identify and reflect upon the various practical considerations required to navigate and influence a global health diplomatic process through independent research, mentor- and peer-feedback.</li> </ol>	Case study key reference documents





Week	Session	Details	Readings
Mar 15, 2021 @9:00-11:00am ET	Live Lecture 2B: Case study topics: Issues overview	<p>Session Learning Objectives:</p> <ol style="list-style-type: none"> <li>To gain an overview of all case study topics, including: (i) what are the key issues related to each case; and (ii) what is the context for negotiations.</li> </ol> <p>Teaching Plan: Live Lecture (90min)</p> <ol style="list-style-type: none"> <li>Moderator: <b>Garry Aslanyan &amp; Erica Di Ruggiero</b></li> <li>Case study technical presenters: <b>Akihito Watabe, Ross Upshur, Haik Nikogosian, &amp; Paula Braitstein</b></li> </ol>	Case study key reference documents
Mar 22, 2021 Mar 29, 2021 Apr 5, 2021 Apr 12, 2021 Apr 19, 2021 Apr 26, 2021	Case study work in small groups, including mentor- guided discussions as required	<p>Session Learning Objectives:</p> <ol style="list-style-type: none"> <li>To apply global health diplomacy knowledge and skills to navigate a global health diplomacy case study.</li> <li>To continue to identify and reflect upon the various practical considerations required to navigate and influence a global health diplomatic process through mentor- and peer-feedback.</li> </ol> <p>Teaching Plan: Small group work</p> <ol style="list-style-type: none"> <li>Case study groups will continue to work individually and as a team to develop their case study approach. Case study mentors will be available for guidance.</li> </ol>	Case study key reference documents
May 3, 2021 @ 9:00-10:30AM ET	Live Lecture 2C: Case study group presentations (1-2)	<p>Session Learning Objectives:</p> <ol style="list-style-type: none"> <li>To present case study analyses findings to the class and a panel of commentators.</li> </ol> <p>Teaching Plan: Live Lecture (90min)</p> <ol style="list-style-type: none"> <li>Moderator: <b>Ophelia Michaelides</b></li> <li>Presenters: <b>Case study group 1, Case study group 2</b></li> <li>Panel of commentators: <b>Ilona Kickbusch, Nicolas Palanque, Allison DesRosiers-Rodriguez, Garry Aslanyan, Erica Di Ruggiero</b></li> </ol> <p>Assessment Objectives:</p> <ol style="list-style-type: none"> <li>Formative assessment: To assess case study analysis through a panel of commentators.</li> </ol>	N/A



Week	Session	Details	Readings
May 10, 2021 @ 9:00 - 10:30AM ET	Live Lecture 2D: Case study group presentations (3-4)	<p>Session Learning Objectives:</p> <ol style="list-style-type: none"> <li>To present case study analyses findings to the class and a panel of judges.</li> </ol> <p>Teaching Plan: Live Lecture (90min)</p> <ol style="list-style-type: none"> <li>Moderator: <b>Ophelia Michaelides</b></li> <li>Presenters: <b>Case study group 3, Case study group 4.</b></li> <li>Panel of commentators: <b>Nicolas Palanque, Allison DesRosiers-Rodriguez, Garry Aslanyan, Erica Di Ruggiero</b></li> </ol> <p>Assessment Objectives:</p> <ol style="list-style-type: none"> <li>Formative assessment: To assess case study analysis through a panel of commentators.</li> </ol>	N/A

### Module 3: DIPLOMATIC SKILL-BUILDING - NEGOTIATION SIMULATIONS [ONLINE]

#### Objectives

- To gain a better understanding of the negotiating environment for health through the application of knowledge and critical thinking skills.

Time	Session	Details	Readings
June 7, 2021 @ 9:00- 11:00am ET	Live Lecture 3A: Understanding the Nature of Global Health Negotiations	<p>Session Learning Objectives:</p> <ol style="list-style-type: none"> <li>To describe and reflect on the instruments of international governance and discuss their application in real scenarios.</li> <li>To gain a better understanding of the negotiating environment for health through the perspective of different actors.</li> </ol> <p>Teaching Plan:</p> <ol style="list-style-type: none"> <li>Speakers: <ol style="list-style-type: none"> <li>A key global health instrument: The Framework Convention on Tobacco Control (FCTC): <b>Garry Aslanyan</b></li> <li>Negotiation perspectives from a WHO youth delegate: <b>Yipeng Ge</b></li> <li>Negotiation insights from a diplomat: <b>Ambassador Juan José Gómez Camacho</b></li> </ol> </li> </ol>	



Time	Session	Details	Readings
		4. Moderators: <b>Garry Aslanyan &amp; Erica Di Ruggiero</b>	
June 9, 2021 @9:00 - 11:00am ET	Live Lecture 3B: The Dynamics of Global Health Negotiations	Session Learning Objectives: <ol style="list-style-type: none"><li>1. To build competencies required to conduct global health negotiations by applying knowledge and critical thinking skills to a realistic global health negotiation simulation.</li><li>2. To demonstrate negotiation skills during a simulation event.</li></ol> Teaching Plan: <ol style="list-style-type: none"><li>1. Moderators: <b>Garry Aslanyan &amp; Erica Di Ruggiero</b></li><li>2. Negotiation simulation event</li></ol> Assessment <ol style="list-style-type: none"><li>1. Learners will be assessed by moderators based on the learning objectives of this session.</li></ol>	N/A
June 11, 2021 @ 9:00-11:00am ET	Live Lecture 3C: Debrief, Future Outlook & Certificates	Session Learning Objectives: <ol style="list-style-type: none"><li>1. To share reflections on the global health negotiation exercise.</li><li>2. To receive feedback from learners around shared reflections on the course and the future of global health diplomacy for Canada.</li><li>3. To present learner certificates &amp; offer closing remarks</li></ol> Teaching Plan: <ol style="list-style-type: none"><li>1. Moderators: <b>Garry Aslanyan &amp; Erica Di Ruggiero</b></li><li>2. Class discussion</li></ol>	N/A