



**GUIDELINES FOR A COMPREHENSIVE APPROACH FOR THE  
RAPID ASSESSMENT OF AVIAN AND HUMAN INFLUENZA PROGRAMMES IN SSA  
WITHIN THE GPAI RAPID ASSESSMENT TERMS OF REFERENCE**

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## I. BACKGROUND AND MAIN PRINCIPLES

1. Avian influenza (AI), a transborder zoonotic disease that emerged in Asia (2003) and spread by means of migratory flows and/or uncontrolled trade with Europe (2005) and Africa (2006), is to date still an animal disease, but may at any time, through various genetic mutations of the influenza virus, acquire the characteristics of a highly contagious and pathogenic disease of humans. Although it is not possible to foresee when, if, or where that will occur, or what the social and economic consequences might be, the most recent influenza pandemics make it possible to predict that those consequences could be devastating. Beyond the already severe impacts (in terms of income, food security, impoverishment, etc.) of poultry flock mortality – whether due to disease or culling measures — on national economies and wealth throughout the world, the human death toll could be catastrophic.
2. The prevention of a potential pandemic requires, first and foremost, the prevention and control of avian influenza at its animal source. The obvious link between animal health and human health has, for the first time, spurred a joint mobilization of the international and regional technical organizations (i.e., OIE, FAO, AU-IBAR and WHO) and, in an unprecedented development where an animal disease is concerned, the participation of donors.
3. In November 2005, an International Conference on Avian and Human Influenza (AHI) took place in Geneva and led to the preparation and adoption of a joint OIE/FAO/WHO strategy supported by the World Bank and other donors. In January 2006 (Beijing) and December 2006 (Bamako), subsequent international conferences generated donor commitments totaling US\$ 1.9 billion and \$500 million, respectively. These commitments set in motion the establishment of financial mechanisms to bridge the financing gaps on AHI. The components of the joint intervention strategy unveiled in Geneva were also accepted in these conferences.
4. It was thus agreed that the mobilization of the international community would concentrate on urgent **programs and projects that are also part of a long-term approach. In the specific case of Africa, given existing initiatives and particularly the ALive Partnership<sup>1</sup>, the regional coordination of activities has been designated a priority.** Although these programs and projects, - e.g., identification of the characteristics of the national herd and production systems, urgent actions needed for early detection and rapid intervention, etc. – make animal health a priority, they must at the same time consider the danger of human contamination, potential pandemic spread, and the socio-economic impacts for all stakeholders, thereby justifying the label **Integrated National Action Program (INAP)**.
5. The INAPs must be steered by the countries (via their National Coordination Committees) and drawn up with the help of technical experts provided either directly by the international and regional technical organizations (OIE, FAO, AU-IBAR and WHO) or in the case of animal health, through the regional animal health centers in Sub-Saharan Africa (existing in Bamako, and planned in Gaborone and Nairobi) in collaboration with the regional economic communities. If these experts cannot assist in the preparation of the INAPs, then these documents should be

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<sup>1</sup> ALive is a multi-actor partnership devoted to livestock development in Sub-Saharan Africa, with the main goals of alleviating poverty and promoting sustainable economic growth.

validated *a posteriori* by the OIE, FAO, AU-IBAR and WHO, with regard to veterinary services and other issues affecting livestock and human health, respectively. The countries will then submit them to the various financial/ development partners with a view to developing jointly the INAP's **Financial Plan** that will allow the activities to be judiciously distributed, in a simultaneous effort to both address all needs and avoid redundant financing.

6. The INAPs must be based on a reliable diagnostic analysis of the national situation. To this end, the ALive Partnership has validated the Global Program for Avian Influenza Control and Human Pandemic Preparedness and Response (GPAI) Terms of Reference for a **Rapid Assessment (RA)**<sup>2</sup> of the situation with regard to avian influenza; these TORs now constitute a recognized and standardized basis for analysis in Sub-Saharan Africa. Rapid Assessments are to be performed at the countries' request. In accordance with the goals set by the international community at the Geneva, Beijing, and Bamako meetings, the **immediate, as well as medium- and long-term needs** must be identified so that country capacities can be sustainably enhanced, particularly in the area of animal health, and the capacity to prevent and combat not only avian influenza but also **the major emergent and re-emergent animal diseases**.

7. A country's capacity to prevent, detect and control a livestock epidemic of avian influenza (and of other livestock diseases) depends on the quality of its **National Veterinary Services**<sup>3</sup> which, if they are to be effective, must be managed according to scientific principles and technically independent from political pressures, including those coming from their users. They must therefore be a particular focus of INAP preparation and, hence, of the preceding Rapid Assessment. The OIE has developed a Performance, Vision and Strategy (PVS) tool to evaluate veterinary services (VS) and determine their level of performance, help them share a vision with the private sector, set priorities, and facilitate their strategic planning.<sup>4</sup> This reference tool, incorporating OIE's public standards democratically approved by its member countries (see Terrestrial Animal Health Code, Chapters [1.3.3](#) and [1.3.4](#)), shall be used by an OIE-certified expert to evaluate VS within the context of the Rapid Assessment TOR, initially with a short-term focus on the specific urgency of avian influenza and then with a longer-term goal of sustainable capacity-building for VS using the PVS tool.

8. **Livestock issues** other than those directly involving the Veterinary Services shall also be analyzed under the GPAI TOR for Rapid Assessment and will be addressed by an FAO-certified expert. Such issues will include in particular those associated with **poultry production**, as well as all other upstream and downstream links in the **poultry production stream** (feeding, processing, and marketing of poultry, etc.) that also need to be studied from the technical and socio-economic standpoints. Certain aspects of animal health (including those directly implemented by sector professionals, such as biosecurity measures in breeding stock) will also be analyzed within this framework.

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<sup>2</sup> Based on work initiated by the World Bank, in collaboration with OIE, FAO and WHO.

<sup>3</sup> As understood under the nomenclature of the OIE Code, Chapter 1.1.1 (« The term **Veterinary Services** refers to the Veterinary Administration, all Veterinary Authorities, and all empowered, registered or accredited by the Statutory Body »).

<sup>4</sup> The PVS is an evaluation tool for strengthening the capacities of VS and is thus a development tool for less-developed countries (LDCs). The capacity-building programs, adjusted on the basis of national diagnostics, will be carried out in close cooperation with the OIE's Collaboration Centers.

9. In the event of suspected or confirmed outbreaks of avian influenza, livestock experts (from/ or certified by OIE, FAO and AU-IBAR) shall incorporate into their diagnostic analysis and technical recommendations the results of **FAO scientific missions** aimed at providing an initial epidemiological analysis of the situation (e.g., number of outbreak sites, number of cases, their probable origin, immediate prevention and control measures, etc.).

10. **Human health issues** related to avian influenza will be addressed by a WHO-certified public health expert within the framework of the GPAI Rapid Assessment TOR as well. In particular, the expert shall analyze and make recommendations on the country's surveillance program including early warning system, prevention and control measures, and health system capacity and preparedness in relation to avian human influenza and potential pandemic.

11. The country's **communications and public awareness** plan on avian influenza will be assessed in the context of the GPAI Rapid Assessment TOR by a communications expert, who shall focus on the public's existing levels of knowledge, whether the government has an effective communications strategy in place, the level of media involvement, and how the country's communications infrastructure could be mobilized towards social mobilization and public awareness campaign in relation to the country's avian influenza program.

12. The technical experts in close collaboration with the mission leader (see para. 14 below) and Operations Specialist shall also address the cross-sectoral issues - particularly on issues that relate to their specific area of expertise – that include: (i) current status of AI in the country; (ii) analysis of the national strategic plan on AI; (iii) institutional arrangements and coordination mechanisms; and (iv) policy and regulatory framework on AI.

13. The technical experts shall submit their individual reports – that include their scientific analysis, technical recommendations with detailed and quantified activities, and an updated budget - to the Operations Specialist and the Financial Analyst, who respectively, shall be responsible for drawing the draft of the INAP and Financial Plan, the main outputs of the Rapid Assessment mission. The Operations Specialist shall (i) ensure that the technical experts' reports include all the issues covered in the GPAI Rapid Assessment TOR and these Guidelines; (ii) incorporate them accurately in the INAP; and (iii) circulate the INAP to all technical experts and the ALive Secretariat for comments and suggestions. The technical experts shall check on the accuracy of their opinions as presented in the draft INAP and send any revisions to the Operations Specialist within the designated time. In collaboration with the national authorities and development partners, the Operations Specialist shall develop the final INAP. Once approved by the Government, the final INAP and Financial Plan will be used as the guide in facilitating or accessing international donor financing for the country's avian influenza program. In addition, the Operations Specialist, under the guidance of the mission leader, shall write the mission Aide-Mémoire.

14. The mission leader shall be responsible for (i) coordinating the work of the technical experts and (ii) facilitating the meetings/interviews with the national authorities, donor community, and the private sector (e.g., poultry sector, media, and civil society). In addition, the mission leader shall also (iii) call a debriefing meeting for the experts to present their findings and recommendations to the government and the donor community and (iv) circulate the Aide-

Mémoire to the national authorities and other involved stakeholders. In collaboration with Government and the donor community, the mission leader shall (v) take the lead - with support from the ALive Secretariat - in preparing the AI project funding proposal, if applicable.

15. In sum, interventions to prevent and combat avian and human influenza will be preceded by a three-step process: Rapid Assessment → Integrated National Action Program → Multi-Donor Financial Plan. Once these steps are completed, the donors activate their own intervention mechanisms and procedures for the design and implementation of the activities they will finance. Access and mobilization of international funds by the less-developed countries must be based on this intervention schema, as agreed at the Beijing meeting. It may happen, however, that some countries will have embarked upon the INAP preparation stage without first doing a Rapid Assessment. In such cases, the results of the Rapid Assessment (therefore done after the INAP) may be used to finalize and improve, if necessary, the existing INAP.

## **II. OBJECTIVES OF THE RAPID ASSESSMENT MISSION**

### **Short-term objectives**

16. The main purpose of the mission is to conduct the avian influenza Rapid Assessment – according to the GPAI Terms of Reference mentioned in para. 6. Specifically, the mission will conduct the:

a. Evaluation of the country's Veterinary Services with the help of an OIE-certified expert using the PVS tool developed by OIE;

b. Examination of livestock issues (other than those linked to the Veterinary Services), with the help of an FAO expert.<sup>5</sup> In this connection, the FAO expert shall carry out:

- A diagnostic analysis of animal production issues and of upstream and downstream components of the poultry chain;
- Technical assessment of avian influenza prevention measures put in place by the country and, to that end, beyond the issues formulated in the GPAI Rapid Assessment TORs, an in-depth and critical analysis of the national plan for preventing and combating avian influenza, particularly with regard to its logistical realities;
- Technical assessment of avian influenza control measures (for confirmed or suspected outbreaks), by means of a documents-based and on-site analysis of the sanitary policing measures in place.

c. Assessment of existing surveillance system, diagnostic, prevention and control capacities in the context of HPAI and other transboundary animal diseases, in compliance with the sub-regional guidelines, with the help of an AU-IBAR-certified expert.

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<sup>5</sup> The distribution of issues between the OIE and FAO experts/consultants takes into account the comparative advantages of the two institutions and reflects the task distribution within the regional animal health centers (*Centres Régionaux de Santé Animale*).

d. Evaluation of the country's prevention and control measures and health system capacity and preparedness to respond to avian human influenza outbreak and potential pandemic with the help of a WHO-certified expert.

e. Assessment of the country's public awareness and communications plan, if available, and if necessary, develop or improve the country's communications strategy with the help of a communications consultant.

f. Propose recommendations geared towards strengthening the country's national avian influenza response plan and, in collaboration with the national authorities and development partners, develop the country's Integrated National Action Program and finalize its Financial Plan, with the help of an Operations Specialist and Financial Analyst, respectively.

g. Identify already existing financial commitment(s) and/or contribution(s) by the development partners to activities related to AI.

17. In order to clearly differentiate and avoid any overlap in the assignments, the GPAI Rapid Assessment TOR in Annex 1 shall be consulted by the various experts/consultants.

**18. To conclude, the three animal health consultants, the public health consultant, and the communications consultant must provide a diagnostic analysis and the corresponding quantified recommendations to enable the Operations Specialist<sup>6</sup> and Financial Analyst (members of the RA mission), in collaboration with the national authorities and the donor community, to develop the country's INAP and its Financial Plan.**

### **Medium- to long-term objectives**

19. Given the objective of longer-term capacity-building within the VS, a complementary objective of the mission is to lay the groundwork for the complete assessment to be carried out later by the Veterinary Services, if possible in conjunction with preparation of one of the avian influenza projects that may result from the Rapid Assessment/Integrated National Action Program.

### **III. CONDUCT OF THE MISSION**

20. Two possible intervention scenarios (emergency or non-emergency) shall be considered, depending on the urgency of the circumstances surrounding the mission. Urgency will usually be determined by the occurrence of avian influenza outbreaks in the country, which generally trigger urgent requests for international expertise. The outcome plays out in terms of the preparation time for the mission, which may range from several weeks (one month is considered optimal) under normal circumstances to just a few days in an emergency situation.<sup>7</sup>

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<sup>6</sup> Not to be confused with the person responsible for subsequently organizing AHI operations for a given donor, on the basis of the INAP and after formulation and discussion of the Financial Plan.

<sup>7</sup> To ensure optimal quality of work and adequate preparation time, it would be preferable to schedule missions, to the extent possible, for non-emergency periods.

21. If possible, the visits of all consultants must take place concurrently, in order to: (i) avoid having multiple missions visiting each country and (ii) capitalize on the results of each participant, thereby optimizing the assessment. To the extent possible, all technical consultants will work with the communications consultant, to ensure the technical validity of the messages that are being or will be disseminated. Finally, all consultants shall have work sessions with the Operations Specialist, to enable that individual to make optimal downstream use of their individual reports in a form that can be readily integrated into the INAP. The mission shall be **coordinated with the United Nations agencies** that will play a leadership role - in accordance with the Beijing recommendations - in terms of coordinating avian and human influenza interventions.

22. The mission can be broken down into five distinct phases:

The **Preparation Phase [Phase I]** will begin with the preparation and submission of a letter of request and application for technical support (see form/template in the accompanying document *Guidelines for Disbursement of ALive Multi-Donor Trust Fund*) by the national authorities to the ALive Secretariat. It is strongly recommended that this letter be signed by the appropriate Government authority (e.g., Minister of Livestock, with copies to the Ministers of Agriculture, Health and Finance), who leads the national government efforts on AHI. Upon approval of the Government's application, the ALive Secretariat will coordinate and plan the mission with international and regional technical organizations (OIE, FAO, AU-IBAR and WHO).

During this preparation phase:

- The national authorities will: (i) assemble a number of documents (see list in abovementioned *Guidelines*) and send them together with the application; (ii) designate a number of resource persons as the preferred interlocutors of the technical experts during the mission; and (iii) propose a number of sites representative of the country's situation for the experts to visit .
- The ALive Secretariat will convey the documents to the technical experts, who will: (i) study the documents and (ii) gather data on the public health, trade, and economic status of the country (particularly in terms of the poultry sector) from OIE, FAO, AU-IBAR, WHO and WTO sources, or any other sources deemed useful.
- During the **On-Site Assessment Phase [Phase II]**, the technical experts – using the GPAI Rapid Assessment TORs - will conduct a diagnostic analysis and in-depth evaluation of the country's situation with regard to avian influenza. To this end, they may carry out field visits to the sites pre-identified by the national authorities and/or propose additional sites that may be useful for the RA. They may supplement, as necessary, the list of documents, sites, and resource persons chosen by the national authorities. At the end of the assessment phase, the mission leader shall organize an initial results-reporting session with the national authorities during which the consultants will deliver their findings and recommendations, pending the submission of the consultants' written reports.

- The **Report-Writing Phase [Phase III]** of the mission will immediately follow the assessment phase. The animal health, human health, and communications experts/consultants shall write their individual reports including budget implications and submit them to the mission leader, the Operations Specialist, and Financial Analyst. Drawing from these individual reports and projected budget, the Operations Specialist and Financial Analyst, in close collaboration with the national authorities and the donor community, shall take the lead in developing the country's Integrated National Action Program and Financial Plan. The expected products are listed in Section V of this document.

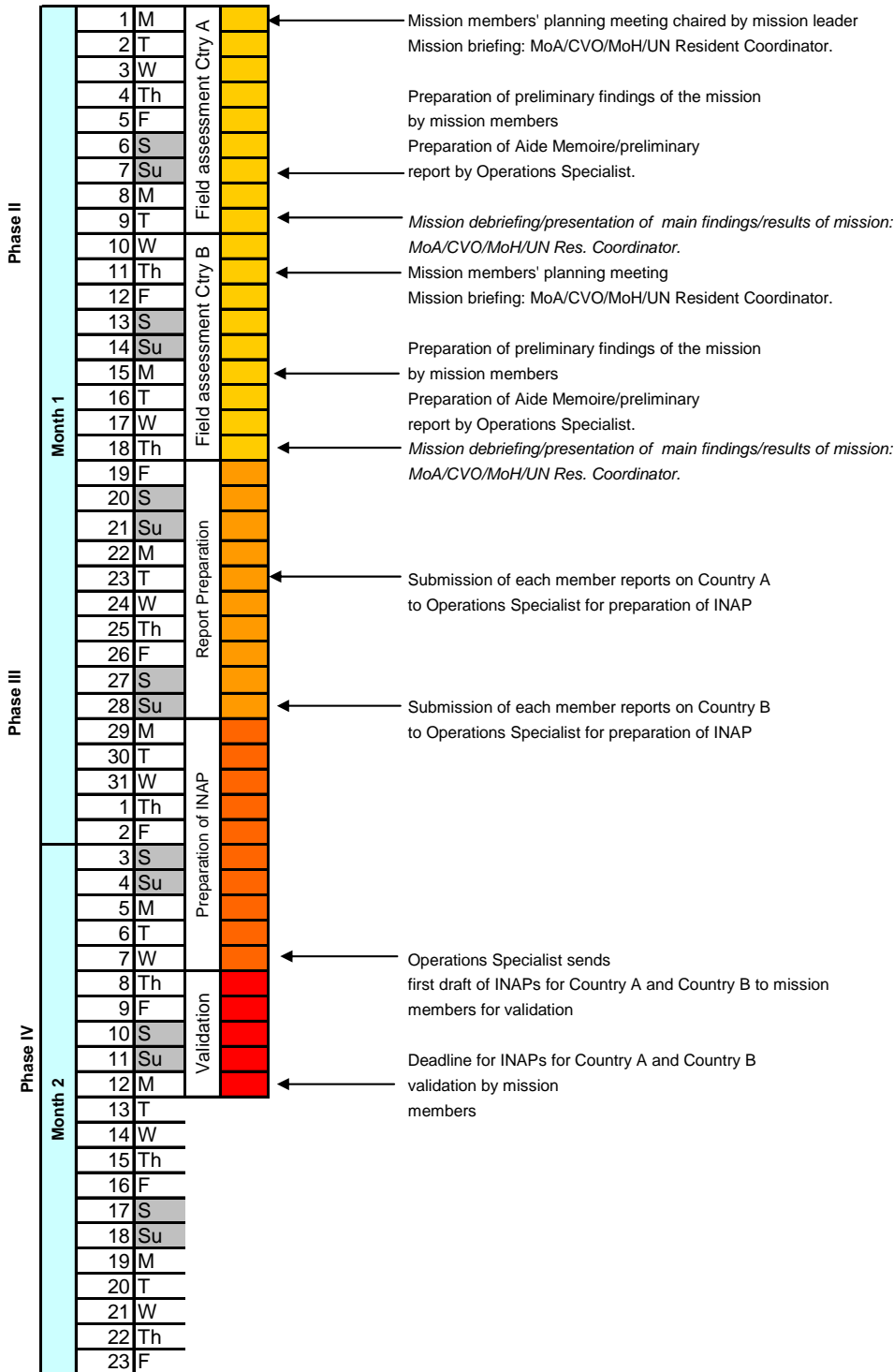
- During the **Verification Phase [Phase IV]**, all technical experts/consultants shall review and verify the content of the draft Integrated National Action Program and Financial Plan, in the light of their diagnostic analysis and recommendations. Any revisions shall be sent by the experts/consultants to the national authorities, the donor community, mission leader, Operations Specialist, and Financial Analyst within two days of receiving the draft INAP. The Operations Specialist and Financial Analyst, working with the national authorities and the donor community, shall finalize the INAP and the Financial Plan.

The **Workshop Phase [Phase V]** will follow shortly after the completion of the INAP. The goal of the workshop is to solicit and harmonize financial contributions from potential donors. All development partners in the country, stakeholders, and the national authorities will be invited to this one-day workshop. The mission leader will coordinate the preparation of the workshop. During the one-day workshop, the final INAP will be presented. The focus of discussion will be the INAP's Financial Plan, with the end of soliciting commitments for financial (including technical) assistance for the INAP's implementation. The expected output of this workshop is the validation of the Financial Plan by the donors, who are expected to make their commitments during the workshop. The Government and donors are also expected to agree on strategies, i.e., accessing multi-lateral and/or bi-lateral funding such as the GPAI, the Avian and Human Influenza Facility, on how to close the funding gaps left, if any, in the Financial Plan.

## IV. TIMETABLE AND DURATION OF FIELD MISSIONS

23. The chart below illustrates a timetable for back to back missions in two countries, expected to be completed over a period of two months.

**Roadmap for the Joint Rapid Assessment Mission to two countries  
Preparation of the Integrated National Action Program  
2 months**



## V. PRODUCTS OF THE RAPID ASSESSMENT MISSION

24. Upon completion of the field mission, all technical experts/consultants shall submit the following outputs or products to the mission leader, the Financial Analyst, and the Operations Specialist:

- A detailed diagnostic analysis of the situation in the country (specific to each consultant's area of expertise) with regard to the prevention and control of avian influenza with specific reference to its ability to prevent and combat avian influenza. In addition, the OIE expert shall submit a report on the VS evaluation, using the standard OIE PVS tool. The experts' analyses will be expressed in the form of objectives, positive statements (e.g., "There are...") and negative statements (e.g., "There are no..."). Their analyses will be structured according to the format provided in the Global Program for Avian Influenza Control and Human Pandemic Preparedness and Response (GPAI) Rapid Assessment Terms of Reference, must be precise yet succinct, and may be no more than 20 pages long single space, excluding annexes.
- Technical recommendations that include a list of short-term (urgent) and medium-term priorities and activities, and activities for long-term planning, concerning aspects that they believe conform to the general principles of avian influenza prevention and control.
- An action plan for addressing shortcomings identified during the mission. This action plan shall consist of a series of concrete activities based on the overall joint OIE/FAO/AU-IBAR/WHO strategy for preventing and combating avian influenza and the general technical framework developed by the GPAI. The activities (both short- and medium- terms) must be quantified and costed (e.g., number of veterinary service officers to be trained, length of training, quantity and cost of goods to be purchased, etc). **This action plan must be in a form readily usable by the Operations Specialist and the Financial Analyst from which they can extract the components of the draft Integrated National Action Program.**

25. The experts/consultants must review the draft INAP in order to ensure its accuracy and coherence with their analysis and recommendations, and must send comments or revisions, as necessary, to the Operations Specialist and Financial Analyst. When the draft INAP and Financial Plan are ready, the mission leader, with the support, if necessary, of the Operations Specialist and Financial Analyst, will present and discuss them with the national authorities and the donor community. After deliberation, approval of the INAP and the Financial Plan is expected to be given by the concerned national authorities. Thus, ownership of these products or outputs of the Rapid Assessment mission – the INAP and the Financial Plan - rests in the Government.

## VI. COMPOSITION OF THE MISSION AND MEMBERS' SUMMARY TERMS OF REFERENCE

### **Profiles of Mission Team Members**

26. The mission will be composed of:

- The **mission leader** who shall be responsible for coordinating with the national authorities, the in-country donor community, the technical agencies, and the ALive Secretariat on all communications and follow-up regarding the preparation and conduct of the mission, the mission debriefing session, mission wrap-up, and circulation of the mission Aide-Mémoire. See Annex 2 for detailed TOR.
- The **OIE-certified expert** will be responsible for the assessment of Veterinary Services, using the PVS tool, particularly in relation to the country's preparedness and capacity to respond to and control an avian influenza outbreak. See Annex 3 for detailed TOR.
- The **FAO-certified expert** will address livestock matters other than those associated with the Veterinary Services. See Annex 4 for detailed TOR.
- The **WHO-certified expert** will address issues related to the country's health system capacity to respond to and control an avian human influenza outbreak. See Annex 5 for detailed TOR.
- The **communications consultant** will assess the level of public awareness and communications strategy related to avian influenza prevention and control. See Annex 6 for detailed TOR.
- The **operations specialist**, working closely with the national authorities, the donor community, and technical experts, will put together the country's avian influenza Integrated National Action Program from the experts' technical recommendations, detailed activities, and proposed budget for the activities. See Annex 7 for detailed TOR.
- The **financial analyst**, working closely with the operations specialist will, prepare the Financial Plan for the INAP on the basis of diagnostics and recommendations issued by the technical experts. See Annex 8 for detailed TOR.
- The **AU-IBAR expert** will assess the country's existing surveillance system, diagnostic, prevention and control capacities in the context of HPAI and other transboundary animal diseases in compliance with the sub-regional guidelines. See Annex 9 for detailed TOR.

### **Consultants' Duration of Assignment**

The experts'/consultants' lengths of services are specified in the detailed TORs in the Annex section.

## **ANNEX 1: GPAI TERMS OF REFERENCE FOR RAPID ASSESSMENT**

### **COUNTRY LEVEL RAPID ASSESSMENTS AVIAN AND HUMAN INFLUENZA (AHI)**

#### **Background**

The continuing outbreaks of highly pathogenic avian influenza (HPAI), which begun in late 2003 in several Southeast Asian countries and have occurred more recently in Eastern and Central Europe and Western Africa, have been disastrous to the poultry industry in these regions and have raised serious global public health concerns. Recent increases in the number of known cases of avian and human influenza (AHI) transmission have raised concerns over the potential emergence of a human pandemic, which could have devastating effects on human health and livelihoods. At the same time, it is important to emphasize that there are many uncertainties about whether and when a human pandemic might occur, as well as about its potential impact. Humans are highly sensitive to the Asian H5N1 strain (high mortality rates), but not very susceptible to the disease. The rapid geographical spread of HPAI, the human dimension, and the potential enormous social and economic impact are unprecedented.

The avian influenza epidemic is being spread through a number of channels, including poor biosecurity in poultry farms, movement of poultry and poultry products, the live bird market trade, and illegal and legal trade in wild birds. There is also growing evidence that the virus may be carried over long distances along the migratory bird flyways to previously unaffected countries and regions. Most cases of avian infection in humans to date have resulted from direct or close contact with infected poultry (e.g., domesticated chicken and ducks) or surfaces contaminated with secretions and excretion from infected bird. International and national surveillance is, thus, clearly vital in preventing and controlling the spread of diseases. The lack of effective surveillance systems for both animal and human health, limited veterinary services to ensure early detection of and rapid response to outbreaks in livestock, as well as inadequately prepared public health systems to cope with outbreaks of human cases in many developing countries are of great concern.

Therefore, an adequate response to the global AHI threat must entail collaboration between partners across sectors, particularly animal and human health, and donors/agencies. Such an integrated approach should start with common objectives that bring together the human and animal health sectors to address zoonotic diseases more strategically, prevent the spread of AI among animals, and reduce the risk of a human contamination or influenza pandemic. Recent emerging or re-emerging zoonoses of global public health concern have demonstrated the importance of these issues for human and animal health, and stressed the importance of effective partnerships between Veterinary and Public Health Services. The technical agencies – namely, World Organization for Animal Health (OIE), World Health Organization (WHO) and the Food and Agriculture Organization (FAO) have taken the lead in the preparation of global strategies and guidelines for animal and human health in addressing AHI. These TORs build on these strategies.

#### **Guiding Principles**

The following general principles should be borne in mind in conducting the Rapid Assessment:

- a) It is critical that the discussions on collaboration be based on common objectives across various sectors, with emphasis on livestock as the host of the disease source and human health as the potential target. To this end, a multi-sectoral coordinating body that brings together technical agencies (e.g. agriculture and health) and central agencies (e.g. finance, development and

planning etc.) is desirable at the country level, building on the institutional set-up at the country level.

- b) To prevent/limit the progression of the AHI virus both agriculture/veterinary and human health agencies need to be involved in prevention and control activities depending on their respective role and mandate. Such interventions would involve control of the virus from animal to animal, animal to human, and human to human (pandemic) transmission.
- c) The most immediate objective should be the early detection and rapid response to outbreaks at the animal source. At the same time, preparedness measures need to be in place to address the human cases and potential pandemic.
- d) The response by countries will be short-term while preparing for the medium to long-term issues. The short-term response should help prepare the building blocks for the medium to long-term agenda.

Bearing the above principles in mind, the consultants are asked to respond to the questions set out in Sections A-E below. Separate TORs that can help country teams conduct appraisal of Integrated National Action Programs, building on these TORs, have also been prepared and will be made available to country teams.

### **Key Areas for Rapid Assessment (Scope of Work)**

The consultants will prepare a report answering the following questions (parts A through E):

#### **A. Status of Plans and Activities**

##### **A. 1. Current Status of AI in the Country**

- Have there been known and recorded outbreaks? What is/was their nature and extent? Is/was there evidence of cross-species infection and animal to human transmission?
- To what extent are senior officials and the public aware of the potential risks of AI and amenable to working with external partners to address it?

##### **A. 2. National Strategic Plan for Addressing AI**

- Is there a National Strategic Action or Preparedness Plan (“the Plan”), including veterinary and public health response, as well as civil emergency response, in place? If not, are steps being taken to prepare such a Plan? When will it be ready? Have table-top and field simulation exercises taken place? Who was involved? Is assistance needed?
- Does the Plan clearly articulate common as well as specific objectives across both the animal and human health sectors for responding to this disease?
  - If so, what are they?
  - Are they appropriate from a technical perspective? Are they consistent with international standards and strategies?
  - Are they feasible from an implementation perspective? and
  - Are short- and long-term objectives differentiated?
- Is it genuinely strategic with respect to the identification, coordination and sequencing of activities? Are coordination mechanisms between sectors and within sectors clearly defined?

- To what extent does action of the Plan depend on senior political intervention, and how likely is it that senior politicians will have the commitment to be involved?
- Have public awareness and communication strategy been developed as part of the Plan? Does the plan include behavior change as a key intervention for handling AHI?
- Has the Plan been costed? Are sources of funding and funding gaps identified?

#### A. 3. *Institutional Arrangements, including Coordination Mechanisms and Communication*

- Which, if any, national coordination arrangements have been made?
  - Which institutions are involved, including private sector?
  - How are they coordinated? Is there a national coordinating body for AHI? Are the TORs and mechanisms for coordination clearly defined?
  - Has a leading person or agency been identified?
  - Have roles and responsibilities been assigned?
- If not, what are the main impediments? When will these mechanisms be in place?
- To what extent do institutional arrangements being acted upon depend on senior political intervention, and how likely is it that senior politicians will be willing to be involved?
- Is there a donor coordination body mechanism that can handle coordination issues for AHI? Does it interact with the national coordinating body?
- **Communication**
  - Is there a public awareness campaign to educate the public and key stakeholders about AHI? Is there a communication plan for prevention and response of AHI cases including pandemic preparedness?
  - Is the capacity available and tested for meeting expected domestic information demands for diverse audiences, including professional/technical groups, minorities; the news media and general public
  - Are networks among key stakeholders established, including non-health government departments, and professional and technical groups
  - Are news media familiar with national preparedness plans?

#### A. 4. *Animal health*

- **Structure of the Poultry Sector**
  - Description of farming systems that include poultry production, with species, total number of heads per species, and geographic spread by type of farming system, and a description of the poultry production systems (FAO- designated Levels 1, 2, 3 and 4) within each farming system, including poultry raising practices and economic and social vulnerability.
  - Does a poultry inventory exist? [Give serial number and density of poultry inventories (2003-2005), together with serial human population data].
  - Description of marketing systems for poultry, including their relative importance in terms of the number traded, and potential impact of the characteristics of a system on the spread of infectious diseases.
  - Overview and description of live bird markets and distribution channels.
  - Description of the value chain of the poultry sector and its stakeholders, including the feed

- industry, imports, exports, manufacturing and delivery of veterinary products and vaccines.
  - Overview of poultry slaughter plants and processing industries. Describe technologies, processed volumes, issues (if any).
- **Migratory birds and wildlife**
  - Main species susceptible to avian influenza. List and rank the common and important wild species in the country
  - Main wild resting spots and bird habitats
  - Main migratory pathways and migration agenda
  - Interaction Wild birds and poultry: Proximity to poultry production and urban population centers.
- **Evaluating and Strengthening the Veterinary Services (VS) to respond to HPAI.**
  - Is an auto-evaluation in place to ensure compliance with fundamental principles of quality of VS as defined by OIE?
  - Has OIE validated the auto-evaluation of VS?
  - Has an assessment of technical, human, financial capacity for early detection and rapid response been performed?
  - Has an assessment of public-private interaction (both official and non-official), information, communication, coordination been performed?
  - Has a national program of training/seminars for official VS and private sector leaders been implemented or prepared?
- **Policy and Regulatory Framework**
  - Overview of veterinary legal and regulatory frameworks and HPAI contingency plans; compensation policies for farmers; bio-security levels and measures for non-commercial, commercial and breeder farms; animal movements (national and transboundary); reporting of the disease; communication and public information; destruction and disposal of affected poultry (animal welfare); compartmentalization and zoning (where relevant); long-term plans for the restructuring of the poultry sector industry.
- **Surveillance** of chickens, ducks, other domestic fowl, and wild or migratory birds. What has been done in this area on animal health monitoring, surveys, laboratory testing, data management, wild bird habitat monitoring, and reporting?
  - With respect to the functioning of the surveillance system:
    - What surveillance is in place now? Is it active or passive? Does it need to be differentiated by industry segment? If so, in what way? How can this be accomplished?
    - What is the diagnostic capacity of national laboratories (national, regional, others)? Funding mechanism? Inventory of main labs? International validation mechanisms of diagnostic results (OIE/FAO reference laboratories)? Lab staff (number and level)? Quality?
  - Main diagnosed poultry diseases (list the most diagnosed diseases)
  - Is the surveillance system functioning? If not, why not? What is required to improve the system for surveillance dedicated to HPAI?
  - What is the time lag between field identification and the decision makers? For action to be

taken following a decision? Is this adequate to function as an Early Warning System? Are systems in place for managing and sharing this information within a national system of notification from the field to a national focal point?

- What is the time lag between the national notification and the international notification to the OIE?
- If there are problems, how might the system be improved in the short- and long-term and in terms of coordination between animal and human health?
- **Control measures.** What plans exist / which initiatives are being taken / what were past activities and experiences with other highly pathogenic diseases such as Newcastle, Rinderpest or FMD) with respect to:
  - Culling and disposal of infected flocks: technical/logistical arrangements and methods, past experiences with effectiveness, time requirements; compliance with OIE international standards on animal welfare and environmental safeguards;
  - Compensation arrangements: Describe in detail the procedures used/intended to be used to determine damage (value of the disposed flocks, administrative procedures, financial transactions. What is the legal basis for compensations? Are there special provisions for small-scale/vulnerable/poor producers?
  - Vaccination of at-risk flocks? Procedures/logistics? Origin of vaccine? Funding mechanisms? Existence of strategic stock of vaccines? Public and private management of the vaccine stock? National production and export capacity (when relevant)? Quality assurance and Legislation?
  - Other measures, e.g., bio-security protocols, ring-fencing, domestic and foreign border quarantine, change of high risk practices in industrial segments.
  - What policies are in place to ensure the implementation and monitoring of the relative efficiency and efficacy of these control measures? Are they adequate? If not, why not? What needs to be done to improve the situation? Are others needed?
  - Is more than one ministry involved? Are there adequate coordination mechanisms in place, including clearly defined roles and a mechanism for collecting and sharing information?

#### **A. 5. Human health**

- **Policy and regulatory framework**
  - Have legal and ethical frameworks that are coherent with international legislation such as the International Health Regulations been established?
  - Are policies and regulatory framework in place to ensure the implementation and monitoring of pandemic prevention and control activities?
- **Surveillance**
  - What surveillance is in place now, and is there a national system available for human influenza routine surveillance? Is the system function and adequate as an Early Warning System? Are systems and channels in place for managing and sharing the information? How is the private sector being engaged in surveillance activities?
  - What is the national laboratory capacity in terms of offering routine influenza diagnosis,

typing and sub-typing, but not necessarily strain identification?

- What outbreak investigation capacity is available (inventory of resources available)? Is this coordinated with the animal health side, so that outbreaks in animals are combined with an active search for human cases?
- Do they have a contingency plan for assessing and adjusting resource needs to mitigate the impact during the pandemic phase?

- **Prevention and Control Measures**

- What plans have been made or activities initiated for
  - Social distancing measures. E.g., quarantine of infected and exposed individuals and the closing of markets and schools, border control measures, etc in case of human-to-human transmission?
  - Stockpiling of anti-virals. E.g., strategy to access anti-virals for national use, priorities and criteria for deployment, delivery mechanisms for distributions of drugs, and use of anti-virals
  - Acquisition and use of vaccines, when available. E.g., strategy to access, priority and criteria for use of vaccine
  - Specific safety measures for high-risk populations. E.g., hospital staff, poultry industry staff

- **Health System Capacity and Preparedness**

- Are health institutions (public and private providers) informed about national pandemic influenza policies including preparedness plan? Have health workers trained in pandemic influenza response, including case management (e.g., patient triage, clinical evaluation and admission, facility access)?
- Is there a national contingency plan on how to maintain essential health services developed? Does the country have capacity to respond to a surge of need during a pandemic, including upgrading curative care capacity in temporary facilities and determining essential activities to be maintained in existing facilities? Where appropriate, are state/provinces as well as private health providers included in the contingency planning?
- Are pharmaceutical (other than anti-virals) and other material supply needs (such as personal protective equipment) estimated? Have arrangements to secure supply commenced?

## ***B. Assessment of Effectiveness of Activities to Date***

- With respect to the sets of activities listed under point A above, have there been reviews or assessments by government or donors of the measures already undertaken?
- If so, with what results?

## ***C. Inventory of Development Partner Activities***

- Have any donors or other international partners initiated efforts to assess needs and to provide

support in planning and capacity building to increase preparedness?

- Describe past and current activities undertaken by partners.

#### **D. Resource Implications of Getting Prepared**

- Prepare inventory of potential needs and resource requirements.
- Has the government allocated a budget for AI?
- Are donor funds already committed for this purpose?
- Suggest how specific assistance programs might be structured.

#### **E. Economic and social impacts**

- It will be important to include in the country policy dialogue on AI some discussion of what the potential economic and social impacts, associated with potential stages of the disease (i.e., the present stage and a possible global pandemic stage with human-to-human infection) might be. *Economic impacts* that need to be considered include:
  - (i) deaths of poultry due to the disease and to culling, with losses affecting not only farmers but also upstream and downstream sectors such as poultry traders, feed mills, breeding farms, etc; (ii) costs to the government of containing the disease outbreak, including hiring workers for culling and cleanup, surveillance and diagnosis, hire of transportation and purchase of imported materials, medications, vaccines etc.; and (iii) Secondary effects if, for example, there is a fall in tourism.
- *Distributional and social impacts* that need to be considered include:
  - (i) The structure of the poultry industry and the relative importance of smallholder households versus large scale industrial production.; (ii) distributional consequences of higher prices paid by consumer for poultry, eggs and their substitutes; and (iii) the nature of the government's policy (or lack of policy) for compensation of poultry owners whose birds are culled.
- Some main channels of impacts that would need to be assessed for *potential human pandemic scenario* include
  - (i) Effects of sickness and mortality on potential output; (ii) uncoordinated efforts of private individuals to avoid becoming infected (e.g., workplace absenteeism, etc); and (iii) social, political, and economic costs of various policy efforts of the government to prevent the start of an epidemic, to contain it, and to mitigate its harmful effects.

#### **F. Regional and Global Aspects of Country Preparedness and Quality of Responses to Outbreaks -**

Identify and describe areas in which the national level of preparedness and the quality of responses to outbreaks are affected by and/or dependent on actions taken in neighboring countries or at the global level; make suggestions with respect to how and by whom these issues should be addressed.

## ANNEX 2: TERMS OF REFERENCE FOR THE MISSION LEADER

**NB: The mission leader will be either the Operations Specialist or the Animal Health and Livestock expert and this TOR will complement the specific technical TOR of the concerned expert. Therefore, four days devoted to the special tasks of mission leader will be added to the number of days already attributed to the technical mission of the concerned expert.**

### **Background**

The purpose of the Rapid Assessment mission is to conduct a diagnostic analysis of the status of each country with regard to avian and human influenza (AHI) preparedness and to develop detailed technical recommendations towards strengthening its response plan. These analyses and recommendations will be used in developing each country's Integrated National Action Program (INAP) that addresses animal health, human health and communications issues, and includes a matrix of detailed activities and required financing for the Program's implementation. The INAP and the financial plan would be used to access the international financing windows in accordance with the provisions set out at the meetings in Geneva (November 2005), Beijing (January 2006), Vienna (June 2006) and Bamako (December 2006).

The Rapid Assessment mission team will be comprised of technical experts in the areas of animal health, human health, communications, as well as an Operations Specialist, and a Financial Analyst who will work closely with the national authorities and the donor community in drawing up the INAP on the basis of diagnostics and recommendations issued by the technical experts.

These TORs are addressed specifically to the mission leader, who shall be responsible for the preparation, coordination, and conduct of the mission. It is envisaged that one of the experts (preferably the operations specialist due to the cross-sectoral nature of his/her work) will be responsible for leading the mission.

### **1. Mission Objectives**

The mission leader shall be responsible for coordinating with the national authorities, the in-country donor community, the partner agencies, and the ALive Secretariat on all communications and follow-up regarding the preparation and conduct of the mission, the mission debriefing session, and circulation of the mission Aide- Memoire.

### **2. Required Services**

Prior to the field mission, the mission leader shall:

- Liaise with the government, national stakeholders and the donor community to announce and prepare the mission.
- Arrange meetings between the technical experts and national authorities, donor community, civil society, and other stakeholders, and lead the mission in those meetings.

- Request the national authorities for the government's AI Plans, documents and other information identified in the list of documents included in the accompanying document *Guidelines for Disbursement of Funds*, around four weeks prior to the start of the mission.
- Convey the documents and other information promptly to the technical experts/consultants prior to the mission.

During the field mission, he/she shall:

- Monitor and update the mission agenda. Ensure that scheduled meetings between technical experts and national authorities and other stakeholders take place, and lead the meeting discussions.
- Work closely with the national authorities to ensure government ownership of the products delivered by the technical experts.
- Maintain leadership and ensure a good coordination among the team members.
- Conduct daily debriefing meetings with the technical experts.
- Ensure presentation of the Aide-Mémoire to the relevant Government authorities at the end of the on site assessment.
- Communicate – together with the technical experts - with national authorities, stakeholders, and development partners the outcome of the mission during a wrap-up or debriefing meeting at the close of the mission.

After the field mission, he/she shall:

- Ensure that - while supervising and providing support to the operations specialist - the INAP (both draft and final versions), and the financial plan are delivered on time by the operations specialist.
- Coordinate with national authorities, stakeholders, and development partners in organizing and facilitating a one-day workshop that will focus on funding commitments/contributions of development partners.
- Continue to coordinate with national authorities, stakeholders, development partners, technical experts, and the ALive Secretariat on all matters and issues that arise toward the completion of the INAP and Financial Plan.
- Take the lead in accessing international financing windows, if additional funding will be required for INAP's implementation.

### **3. Required Outputs**

- The mission leader will circulate the Aide-Mémoire to concerned parties.
- He/She, together with the Operations Specialist, will prepare a brief summary report on the workshop and circulate the report to workshop participants.
- Prepare or complete application for AI project funding, as necessary.

### **4. Duration of Service**

The mission leader will be responsible for the overall conduct of the rapid assessment and the one-day financing workshop, from the initial mission preparation to the post-workshop activities. He/She is expected to complete his/her mission in four days.

### **ANNEX 3: TERMS OF REFERENCE FOR VETERINARY SERVICES/PVS EXPERT**

#### **Background**

The purpose of the Rapid Assessment mission is to conduct a diagnostic analysis of the status of each country with regard to avian and human influenza (AHI) preparedness and to develop detailed technical recommendations towards strengthening its response plan. These analyses and recommendations will be used in developing each country's Integrated National Action Program (INAP) that addresses animal health, human health and communication issues, and includes a matrix of detailed activities and required financing for the Program's implementation. The INAP and the financial plan would be used to access the international financing windows in accordance with the provisions set out at the meetings in Geneva (November 2005), Beijing (January 2006), Vienna (June 2006) and Bamako (December 2006).

The Rapid Assessment mission team will be comprised of technical experts in the areas of animal health, human health, communications, as well as an Operations Specialist and a Financial Analyst, who will work closely with the national authorities and the donor community in drawing up the INAP on the basis of diagnostics and recommendations issued by the technical experts.

These TOR are addressed specifically to the OIE-certified consultant, who shall be responsible for livestock and animal health issues and Veterinary Services in respect with avian influenza. It provides a detailed description of the objectives and anticipated products of the Rapid Assessment with regard to livestock (i.e., animal health, animal production systems, etc.). In addition, the OIE-certified consultant shall follow the format developed by the OIE in evaluating and reporting on the country's Veterinary Services. The specific issues that shall be addressed by the OIE consultant are in Section A.5 of the GPAI TOR, Annex 1. The OIE-certified consultant contribution shall follow the format in the GPAI TOR.

#### **1. Mission Objectives**

The OIE-certified consultant shall:

- Assess Veterinary Services with specific reference to avian influenza ("avian influenza rapid assessment").
- To the extent possible, lay the groundwork for an evaluation of the Veterinary Services as planned and discussed by OIE and Government ("PVS evaluation").

#### **2. Required Services**

Prior to the field mission, the OIE-certified consultant shall:

- Gather as much information as possible on the situation in the country (especially regarding the country's Veterinary Services (VS) and animal health status).
- Review documents and information conveyed by the national authorities.

- Contact, if necessary, national officials directly for any additional information required for the planning and conduct of the mission.

On site, the OIE-certified consultant shall:

- Study any additional documents (especially records) provided by national authorities.
- Prepare - using the OIE PVS tool - a complete and precise diagnostic analysis of the capacity of the country's Veterinary Services to prevent and combat an avian influenza epidemic.
- Conduct field visits, as needed, to determine the accuracy of the information conveyed by the national authorities.
- Formulate precise and quantified technical recommendations for enhancing the country's VS capacity in respect to avian influenza.
- Draw up a list of recommendations (preparation phase) to permit the smooth implementation of the subsequent evaluation of the Veterinary Services (OIE-PVS) regarding avian influenza.
- Present – at the conclusion of the field mission and pending submission of her/his contribution – her/his analysis and recommendations to the national authorities, stakeholders, and development partners.
- Verify, with the FAO-certified consultant, (i) the technical validity of the messages developed by the communications consultant; (ii) the coherence of animal health interventions (Veterinary Service aspects) on livestock issues and interventions related to human health recommended by the FAO-certified consultant and the WHO-certified consultant, respectively, particularly in terms of budgeting for the interventions.
- Submit his/her assessment to the operations specialist/mission leader to provide a thorough understanding of the stakes and requirements of the proposed action plan in regard to avian influenza, and to allow the operations specialist to incorporate the VS report in the INAP.

After the mission, the OIE-certified consultant shall:

- Ensure that his/her assessment is accurately conveyed by the operations specialist in the INAP. To this end, he/she shall provide a list of comments and revisions, if necessary on the draft version of the INAP.

### **3. Required Outputs**

Based on best practices and experiences in respect to INAP, the OIE-certified consultant will draft sections of the INAP addressing the following items:

- Short mission report.
- Quantified action plan that follows the existing template/example as a contribution to the INAP as defined by the operations specialist.
- List of comments and revisions, if necessary, on his/her section of the draft INAP, to allow the operations specialist to finalize the INAP.
- To the extent possible, if relevant, and in collaboration with OIE, produce a brief memo on the preparation of the evaluation of the Veterinary Services (list of recommendations addressed to national authorities and consultants who will carry out the VS diagnostic) to be conducted by the National Veterinary Services with OIE support.

#### **4. Phases for the RA Mission and INAP**

**Phase I**, preparatory phase: to gather and analyze in collaboration with the local authorities all available information regarding Avian and Human Influenza in each country (2 days).

**Phase II**, on site assessment: during which the consultants will conduct a precise diagnosis of each country's situation with regard to avian influenza, as well as the preparation for the evaluation of the Veterinary Services (16 days). The Aide-Mémoire will be elaborated within the on site assessment phase.

**Phase III**, writing recommendations for the INAP after completion of the assessment phase: the mission members will provide their technical inputs within 5 working days after the mission in each country. These technical inputs will contain sufficient information to develop the budget for the Financial Plan. The operations specialist and financial analyst consultants will elaborate the draft INAP and the Financial Plan respectively, during a period of 5 additional working days.

**Phase IV**, validation: The first draft of the recommendations for INAP will be sent to all mission members for their validation; within 2 working days they will provide their comments (as necessary) and clearance.

**Phase V**, workshop phase: in a second mission to the country, the technically validated INAP will be discussed with the concerned Government authorities, who shall give approval to the INAP, as appropriate. The INAP and Financial Plan will be presented during a one-day workshop to the donor community in each country with the end of soliciting commitments for financial (including technical) assistance for the INAP's implementation. The operations specialist and the livestock and animal health specialist will participate in supporting the Government in this presentation (5 working days including pre-workshop and one-day workshop).

#### **5. Duration of Service**

Preparation phase: 2 days

Field mission: 16 days

Report-writing: 5 days

Review of INAP: 2 days

Stakeholder workshop: 5 days

**Total: 30 days**

## ANNEX 4: TERMS OF REFERENCE FOR THE LIVESTOCK & ANIMAL HEALTH SPECIALIST

### **Background**

The purpose of the Rapid Assessment process is to conduct a diagnostic analysis of the status of each country with regard to avian and human influenza (AHI) preparedness and to develop detailed technical recommendations towards strengthening its response plan. These analyses and recommendations will be used in developing each country's Integrated National Action Program (INAP) that addresses animal health, human health and communication issues, and includes a matrix of detailed activities and required financing for the Program's implementation. The INAP and the financial plan would be used to access the international financing windows in accordance with the provisions set out at the meetings in Geneva (November 2005), Beijing (January 2006), and Bamako (December 2006).

The Rapid Assessment assignment team will be comprised of technical experts in the areas of animal health, human health, communications, as well as an Operations Specialist and a Financial Analyst, who will work closely with the national authorities and the donor community in drawing up the INAP on the basis of diagnostics and recommendations issued by the technical experts.

Regarding animal health issues, two aspects need to be differentiated:

- (i) those referring specifically to Veterinary Services (VS) that will be analyzed by an expert certified by OIE (the World Organization for Animal Health) and
- (ii) those involving all other aspects of livestock and animal health that will be addressed by the FAO-livestock specialist in collaboration with an expert from AU-IBAR.

These TOR are addressed specifically to the FAO livestock & animal health specialist, who shall be responsible for livestock, and animal health issues other than Veterinary Services<sup>8</sup>. It provides a detailed description of the objectives and anticipated products of the Rapid Assessment with regard to livestock (i.e., animal health and animal production systems).

### **1. Mission Objectives**

The FAO Livestock and Animal health specialist will undertake the following responsibilities :

- Analyze, from technical and socio-economic standpoints, the upstream and downstream components of the poultry production stream, according to FAO 1 to 4 sectors classification, with particular focus on the production component and *at-risk* and *risky* poultry farming systems vis-à-vis HPAI.
- Determine the levels of bio-security protocols put in place in each sector and the capacity of stakeholders in that production stream to prevent and combat outbreaks of avian influenza.

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<sup>8</sup> Veterinary Services as defined in OIE terrestrial code

- Clarify the main migratory bird and wildlife species susceptible to avian influenza, main nesting spots and bird habitats, migratory pathways and interaction with poultry.
- Assess, in the context of HPAI threat, the functioning of the surveillance system in place, the existence and efficiency of an early warning system, including the protocols put in place for the establishment of suspicions.
- Assess the mechanism in place for confirmation of suspicions through the diagnostic capacities both at field level and in the national laboratories and investigate the protocols of sending samples to the international reference laboratories.
- Assess the capacities to implement country-adapted rapid response's control measures for quarantine, movement control, zoning, culling and disposal of affected flocks, compensation arrangements, disinfection, and vaccination protocols (if any), and other related measures.
- Propose an action program to improve the capacity of the country's veterinary services to prevent and control outbreaks of avian influenza and to provide the first guidelines to further strengthening of the veterinary services.
- Collaborate closely with the team leader and other members of the mission team. Coordinate with national authorities, the in-country donor community, and other development partners.

## **2. Required Services**

### ***2.1. Prior to the field mission, the FAO livestock/animal health specialist shall:***

- Gather as much information as possible on the situation in each country, especially the reports of FAO scientific missions, if any.
- Review documents and information conveyed by the national authorities.
- Contact, if necessary, national officials directly for any additional information required for the planning of the mission.

***2.2. On site the FAO animal health/livestock specialist team member will address, alone or in collaboration with the OIE and AU-IBAR experts, the following aspects of the rapid assessment tasks:***

<b>Alone:</b>
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❖ **The National Strategic Plan for Addressing AI (§ 1.2.)**

- Existence or on going process for the preparation of a National Strategic Action Plan or Preparedness Plan (“the Plan”) and a Contingency Plan, including veterinary and public health responses, as well as civil emergency response.

❖ **Structure of the Poultry Sector (§ 2)**

- Existence of poultry inventory.
- Description of farming systems that include poultry production, with species, total number of heads per species, and geographic spread by type of farming system, and a description of the poultry production systems (FAO- designated Levels 1 to 4) within each farming system, including poultry raising practices and economic and social vulnerability.
- Description of the main value chains for the most important poultry species, including feed and veterinary inputs, production units, marketing channels, live markets, processing and retail points, taking into account imports and exports. To the extent possible, documentation on their relative importance in terms of volumes and values traded. Description of the nature of the relationships between actors in the chains.
- Suggestion of potential risk points on value chains for virus spread and description of biosecurity and hygiene measures applied in farms and live markets.
- Provision of an overview of poultry slaughter plants and processing industries including technology used and investments in hygiene.
- Description of the situation of the poultry production systems (levels 1 to 4) with regard to biosecurity and assessment of what can be the farmer’s involvement in prevention, preparedness and response to outbreaks.

❖ **Migratory birds and wildlife (§ 3)**

- List and rank the common and important wild species susceptible to avian influenza in the country, their resting spots and habitats;
- Explain main migratory pathways and migration agenda;
- Study the interaction between wild birds and poultry and specially the proximity of their habitats to poultry production and urban population centers.

❖ **Economic and social impacts** (§ 8)

- Collect information or make assessments of the potential impacts of deaths of poultry due to disease, losses from culling, from market shocks and market restrictions (relative impacts by poultry sector);
- Identify existence of safety nets and coping mechanisms;
- Assess the costs associated with surveillance and diagnosis and the direct costs of containing the disease outbreaks (culling, disposal, vaccination, movement control) and the payer(s);
- Identify the potential or observed effects in sectors such as tourism;
- Assess the national capacity to conduct social and economic impact assessment.

**In collaboration with OIE:**

❖ **Review the current Status of AI in the Country** (§ 1.1.)

- List recorded outbreaks and their nature and extent;
- Investigate the evidence of cross-species infection and animal to human transmission.

**In collaboration with OIE and AU-IBAR:**

❖ **Policy and Regulatory Framework** (§ 5)

- Overview of policy and regulatory frameworks and protocols in place for destruction and disposal, compartmentalization and zoning, compensation for losses due to the disease, biosecurity, animal movements, reporting, communication and public information and long-term plans for the restructuring of the poultry sector industry.

**In collaboration with OIE and AU-IBAR:**

❖ **Surveillance, diagnostic and reporting capabilities for chickens, ducks, other domestic fowl and wild or migratory birds** (§ 6)

- Assess the functioning of the surveillance system in terms of type of surveillance in place, process(es) of identification and reporting of the disease and follow-up investigations, list the methods of diagnostic used at field levels and the personnel to perform the tests, the diagnostic capacities of national laboratories and international validation mechanisms of diagnostic results (OIE/FAO reference laboratories).
- List the main diagnosed poultry diseases, assess the expertise available to manage the data and carry out epidemiology analysis and the operationality of the flow of data from the field to control level and vice versa ;
- Assess if an effective early warning system does exist (reviewing the different phases of early warning: suspicion, confirmed suspicion, pre-diagnosis with rapid-antigen kit, confirmed diagnosis, etc );
- Propose recommendations for improvement of the surveillance, diagnostic warning and reporting system for the short, medium and long-term, including private-public partnership, communication, cost assessment and coordination between animal and human health.

❖ **Control measures (§ 7)**

List what plans exist, which initiatives are being taken, and past activities and experiences with respect to:

- Culling and disposal rapid response capacities (describe the different levels of response according to early warning phases, and mechanisms and protocols of implementation of sanitary measures), compensation arrangements, vaccination strategies, border control and quarantines, and other measures (ring-fencing, change of high risk practices in industrial segments, etc...);
- Policies and regulations in place to ensure the implementation and monitoring of the relative efficiency and efficacy of the control measures, number of ministries involved, and existence of adequate coordination mechanisms;
- Farm biosecurity by sectors, control of movements and hygiene measures in market places;

Assess the functioning of the control programmes and needs for improvement in the short, medium and long term at the farm and market chain levels including public-private partnership, communication, assessment of the costs and coordination between animal and human health.

***2.3. With the above information the FAO animal health/livestock specialist team member shall:***

- Summarize, in close collaboration with the OIE and AU-IBAR experts, the capacities of the animal health system to prevent and control outbreaks or any incursion of HPAI and assess their relevance.

- Verify the coherence between animal health interventions on livestock issues recommended by the FAO, AU-IBAR and OIE team members and interventions related to human health proposed by WHO-certified team member.
- Provide an inventory of the contributions of donors or development partners to support the country's capacity building efforts on animal health
- Verify the technical validity of the messages developed by the communication consultant as regard to animal health and their coherence with those concerning human health.
- Present – at the conclusion of the field mission and pending submission of the written report – his analysis and recommendations to the national authorities, stakeholders, and development partners in the form of an Aide-Mémoire. This document will already outline the main activities on which the INAP will be based. The Government will be asked to review this Aide-Mémoire after the end of the on site assessment.
- Communicate - together with the other technical experts and the mission leader - with national authorities, stakeholders, and development partners the outcome of the mission during a wrap-up or debriefing meeting at the close of the mission.

***2.4. In performing his mission, the FAO animal health/livestock specialist will:***

- Conduct field visits, as needed, to define the procedures and activities for the implementation of HPAI prevention and control measures.
- Interact fairly and positively with the other team members.
- Ensure complementarily with the contributions of other animal health specialists (OIE and AU-IBAR).

**3. Required Outputs**

The livestock/animal health specialist shall produce the following two documents:

- Technical contribution to the Aide-Mémoire of the mission providing a summary of main findings and an outline of what will be the basic elements of the animal health program proposal for the INAP. This contribution will be handed to the Operations Specialist who will be responsible for elaborating the Aide-Mémoire based on all mission member's contribution for its presentation at the conclusion of the field mission (phase II).
- Contribution to the INAP in the form of a quantified action program for animal health with three sections:
  - Assessment (capacity of stakeholders in the poultry production stream to prevent and combat an avian influenza epidemic and the validity and effectiveness of any measures already put in place in the event of suspected or confirmed outbreaks of avian influenza );

- Prevention program with a detailed description of actions and outputs, quantification of inputs needed to implement these actions and timeframe for implementation;
  - Contingency plan for response with a detailed description of actions and outputs, quantification of inputs needed to implement these actions and timeframe for implementation.
- List of comments and revisions, if necessary, on his section of the draft INAP, to allow the operations specialist to finalize the INAP.

#### **4. Phases for the RA Mission and INAP**

**Phase I**, preparatory phase: to gather and analyze in collaboration with the local authorities all available information regarding the Avian and Human Influenza in each country (2 working days).

**Phase II**, on site assessment: during which the consultants will conduct a precise diagnostic of each country's situation with regard to avian influenza, as well as the preparation for the in-depth evaluation of the Veterinary Services (16 days). The Aide-Mémoire will be elaborated within the on site assessment phase.

**Phase III**, INAP writing after completion of the assessment phase: the mission members will provide their technical contribution to the operations specialist within 5 working days after the mission to each country. These technical contributions will contain sufficient information to develop the budget for the Financing Plan. The operations specialist and financial analyst consultants will elaborate the draft INAP during a period of 5 additional working days.

**Phase IV**, Validation: The first draft of the INAP will be sent to all mission members for validation which will provide their comments and clearance within 2 working days.

**Phase V**, Workshop phase: in a second mission to each country, the technically validated INAP will be discussed and validated with the concerned Government authorities. The INAP and Financial Plan will be presented during a one-day workshop to the donor community in each country with the end of collecting commitments for financial (including technical) assistance for the INAP's implementation. The operations specialist and the livestock and animal health specialist will participate in supporting the Government in this presentation (7 days).

#### **5. Duration of Service**

Preparation, phase I: 2 working days within one month preceding the mission,

Field mission, phase II: 16 days,

Report-writing, phase III: 5 working days,

Review of INAP, phase IV: 2 working days,

Stakeholder Workshop, phase V: 7 days,

**Total: 32 days**

## **ANNEX 5: TERMS OF REFERENCE FOR THE HUMAN HEALTH SPECIALIST**

### **Background**

The purpose of the Rapid Assessment process is to conduct a diagnostic analysis of the status of each country with regard to avian and human influenza (AHI) preparedness and to develop detailed technical recommendations towards strengthening its response plan. These analyses and recommendations will be used in developing each country's Integrated National Action Program (INAP) that addresses animal health, human health and communication issues, and includes a matrix of detailed activities and required financing for the Program's implementation. The INAP and the financial plan would be used to access the international financing windows in accordance with the provisions set out at the meetings in Geneva (November 2005), Beijing (January 2006), and Bamako (December 2006).

The Rapid Assessment assignment team will be comprised of technical experts in the areas of animal health, human health, communications, as well as an Operations Specialist and a Financial Analyst, who will work closely with the national authorities and the donor community in drawing up the INAP on the basis of diagnostics and recommendations issued by the technical experts.

This TOR is addressed specifically to the human health consultant, who shall be responsible for the assessment of current capacity in terms of epidemiological surveillance, laboratory capacity and health system response. This consultant will work in close collaboration with the animal health and communications consultants, as an adequate response to the AI threat must entail collaboration between partners across sectors. Key government and donor partners are also part of the assessment team.

### **1. Mission Objectives**

The human health consultant shall:

- Assess the country's current health system capacity and determine the areas that need to be strengthened that will allow the country to respond effectively to a potential human influenza outbreak originating from avian influenza.
- Facilitate international technical and financial assistance towards strengthening the country's response to avian human influenza.

### **2. Required Services**

Prior to the field mission, the human health consultant shall:

- Gather as much information as possible on the country's public health services and health system capacity, particularly its capacity to respond to an influenza outbreak and a potential pandemic originating from avian influenza.

- Review the documents sent by the national authorities and directly request for additional documents and information, if necessary.

On site, the consultant shall:

- Verify the accuracy of the information contained in the documents by conducting person to person interviews with responsible officials in the health ministry and visiting hospital, clinic, and laboratory facilities.
- Conduct the assessment, which will include:
  - i. Review of the existing National Avian Influenza Response Plan and analysis of its weaknesses and gaps.
  - ii. Developing recommendations to address these weaknesses and strengthen the Plan.
  - iii. Evaluation of the status and effectiveness of ongoing activities, if any, related to the country's avian influenza initiative.
  - iv. Assessment of the public health surveillance system including laboratory networks, technical capacity, and capacity building needs.
  - v. Identifying potential needs and gaps in the health infrastructure system including hospitals, clinics, and human resources.
  - vi. Assessment of the health services and health system capacity to respond to an avian influenza outbreak and potential influenza pandemic.
  - vii. Budget proposal for the Avian Influenza Plan's implementation and to strengthen ongoing activities.
  - viii. Inventory of the contributions of donors or development partners to support the country's capacity building.
  - ix. Determining the funding gaps and how financial assistance can be structured to meet the budget requirements for the short-, medium-, and long-term implementation of the country's avian influenza initiative.
- Deliver an oral report (findings and recommendations) - pending submission of his written report – together with other members of the mission team during a debriefing session with the national authorities, donors, and stakeholders.
- Write a report that covers issues covered in the GPAI Rapid Assessment TOR, Sections A.1, A.2, A.3, A.6, B, C, D, E and F, and submit it to the mission leader and Operations Specialist at the conclusion of the field mission.
- Review the draft INAP ensuring that his assessment and recommendations are accurately reflected. If necessary, he shall send his comments, suggestions, and revisions to allow the Operations Specialist to finalize the INAP.

### **3. Required Outputs**

- Oral presentation on findings and recommendations during the mission team debrief with national authorities and donors, by the 16<sup>th</sup> day of the field mission.
- Draft written rapid assessment report (see above for contents) not to exceed 20 pages, single space, excluding annexes, by the 21<sup>st</sup> day (excluding travel days) of the field mission.
- Detailed recommendations including the budget requirements for the recommended interventions, for inclusion in the INAP, by the 21<sup>st</sup> day (excluding travel days) of the field mission.

- Comments and suggestions to the final report and INAP, two days after the draft report is issued by the team Operations Specialist.

#### **4. Phases for the RA Mission and INAP**

**Phase I**, preparatory phase: to gather and analyze in collaboration with the local authorities all available information regarding the Avian Human Influenza in each country (2 working days).

**Phase II**, on site assessment: during which the consultants will conduct a precise diagnosis of each country's situation with regard to avian human influenza (16 days). The Aide-Mémoire will be elaborated within the on-site assessment phase.

**Phase III**, INAP writing after completion of the assessment phase: the mission members will provide their technical contributions to the operations specialist and financial analyst within 5 working days after the field mission to each country. These technical contributions will contain sufficient information to develop the budget for the Financing Plan. (The operations specialist and financial analyst consultants will elaborate the draft INAP and Financial Plan respectively, during a period of 5 additional working days.)

**Phase IV**, Validation: The first draft of the INAP will be sent to all mission members for validation. Mission members will then provide their comments (as necessary) and clearance within 2 working days.

**Phase V**, workshop phase: in a second mission to each country, the technically validated INAP will be discussed with the concerned Government authorities. Discussion of the draft INAP and Financial Plan will conclude at the time the Government gives its approval and assumes ownership of these two documents - the outputs of the RA mission. The INAP and Financial Plan will be presented during a one-day workshop to the donor community in each country with the end of soliciting commitments for financial (including technical) assistance for the INAP's implementation. The operations specialist and the livestock and animal health specialists will participate in supporting the Government in this presentation (7 days).

#### **5. Duration of Service**

Preparation phase: 2 days

Field mission: 16 days

Report-writing: 5 days

Review of INAP: 2 days

**Total: 25 days**

## ANNEX 6: TERMS OF REFERENCE FOR THE COMMUNICATIONS SPECIALIST

### **Background**

The purpose of the Rapid Assessment process is to conduct a diagnostic analysis of the status of each country with regard to avian and human influenza preparedness and to develop detailed technical recommendations towards strengthening its response plan. These analyses and recommendations will be used in developing each country's Integrated National Action Program (INAP) that addresses animal health, human health and communication issues, and includes a matrix of detailed activities and required financing for the Program's implementation. The INAP and the Financial Plan would be used to access the international financing windows in accordance with the provisions set out at the meetings in Geneva (November 2005) and Beijing (January 2006) and Bamako (December 2006).

The Rapid Assessment mission team will be comprised of technical experts in the areas of animal health, human health, communications, as well as an operations specialist and a financial analyst, who will work closely with the national authorities and the donor community in drawing up the INAP on the basis of diagnostics and recommendations issued by the technical experts.

A **comprehensive communications strategy** is central in any outbreak and pandemic planning. Its aim is “**to communicate with the public in ways that build, maintain or restore trust, and secure public credibility**. This is true across cultures, political systems and level of country development. The loss of public confidence, especially at a time of crisis, threatens the stability and viability of not only the health sector, but of economies and government as a whole.”

An effective national response to avian and human influenza must include a communications strategy that will ensure that the public receives immediate and accurate information through a variety of media, without creating panic or alarm. It must focus on containment activities as well as minimize economic and social disruptions. Successful implementation of a comprehensive communications strategy will ensure that peace, order, and the public trust remained intact during and after an avian and human influenza outbreak.

These TOR are addressed specifically to the **communications specialist**, who shall be responsible for assessing the Government of each country's avian influenza public awareness and communications strategy. It provides a detailed description of the objectives and expected outputs of the mission with regard to communications.

### **1. Mission Objectives**

The communications specialist shall:

- Review the communications component of the country's avian influenza plan(s), if any, and assess their strengths and weaknesses.

- Assess the capacity (human resource and infrastructure) and readiness of the country's existing communications systems in responding to avian influenza.
- Propose an action program towards the creation of a comprehensive and effective national communications strategy.

## **2. Required Services**

Prior to the field mission, the communications specialist shall:

- Gather as much information as possible on the country's communications infrastructure, particularly in relation to its capacity to respond to an avian influenza outbreak.
- Review the documents sent by the national authorities and directly request for additional documents and information, if necessary.

Once on site, the communications specialist shall:

- Verify the accuracy of the information contained in the documents by conducting person to person interviews with responsible officials, stakeholders, and development partners.
- Conduct the assessment, which will include:
  - Review of the existing National Avian Influenza Response Plan and analysis of its weaknesses and gaps in relation to a communications strategy.
  - Develop recommendations to address these weaknesses and strengthen the communications strategy.
  - Evaluation of the status and effectiveness of ongoing communications activities, if any, including initiatives by NGOs, the private poultry sector and/or other national and international agencies.
  - Inventory of the contributions of donors or development partners to support the country's capacity building efforts on communications.
- Present – at the conclusion of the field mission and pending submission of the written report – his/her analysis and recommendations to the national authorities, stakeholders, and development partners in the form of an Aide-Mémoire. This document will already outline the main activities on which the INAP will be based. The Government will be asked to review this Aide-Mémoire after the end of the on site assessment
- Submit his/her contribution to the operations specialist consultant and mission leader to provide them with a thorough understanding of the stakes and requirements of his proposed action program and to allow the operations specialist consultant to incorporate his report in the INAP.
- Review the draft INAP ensuring that his/her assessment and recommendations are accurately reflected. If necessary, he/she shall send his comments, suggestions, and revisions to allow the operations specialist to finalize the INAP.

## **3. Required Outputs**

The communications specialist shall produce the following two documents:

- Technical contribution to the Aide-Mémoire of the mission providing a summary of main findings and an outline of what will be the basic outline of the communications program proposal for the INAP.
- Contribution to the INAP in the form of a quantified action program for communications with three sections:
  - Assessment
  - Prevention program with a detailed description of actions and outputs, quantification of inputs needed to implement these actions and timeframe for implementation
  - Contingency plan for response with a detailed description of actions and outputs, quantification of inputs needed to implement these actions and timeframe for implementation

He/She shall provide comments and revisions, if necessary, on his/her section of the draft INAP, to allow the operations specialist consultant to finalize the INAP

#### **4. Phases for the RA mission and INAP**

**Phase I**, preparatory phase: to gather and analyze in collaboration with the local authorities all available information regarding the Avian and Human Influenza in each country (2 working days).

**Phase II**, on site assessment: during which the consultants will conduct a precise diagnostic of each country's situation with regard to avian influenza, as well as the preparation for the in-depth evaluation of the Veterinary Services (16 days). The Aide-Mémoire will be elaborated within the on site assessment phase.

**Phase III**, INAP writing after completion of the assessment phase: the mission members will provide their technical contribution to the operations specialist within 5 working days after the mission to each country. These technical contributions will contain sufficient information to develop the budget for the Financing Plan. The operations specialist and financial analyst consultants will elaborate the draft INAP during a period of 5 additional working days.

**Phase IV**, Validation: The first draft of the INAP will be sent to all mission members for validation which will provide their comments and clearance within 2 working days.

**Phase V**, Workshop phase: in a second mission to each country, the technically validated INAP will be discussed and validated with the concerned Government authorities. The INAP and Financial Plan will be presented during a one-day workshop to the donor community in each country with the end of soliciting commitments for financial (including technical) assistance for the INAP's implementation. The operations specialist and the livestock and animal health specialists will participate in supporting the Government in this presentation.

#### **5. Duration of Service**

Preparation, phase I: 2 working days within one month preceding the mission,

Field mission, phase II: 16 days,  
Report-writing, phase III: 5 working days,  
Review of INAP, phase IV: 2 working days,  
**Total: 25 days**

## **ANNEX 7: TERMS OF REFERENCE FOR THE OPERATIONS SPECIALIST**

### **Background**

The purpose of the Rapid Assessment process is to conduct a diagnostic analysis of the status of each country with regard to avian and human preparedness and to develop detailed technical recommendations towards strengthening its response plan. These analyses and recommendations will be used in developing each country's Integrated National Action Program (INAP) that addresses animal health, human health and communication issues, and includes a matrix of detailed activities and required financing for the Program's implementation. The INAP and the financial plan would be used to access the international financing windows in accordance with the provisions set out at the meetings in Geneva (November 2005), Beijing (January 2006) and Bamako (December 2006).

The Rapid Assessment assignment team will be comprised of technical experts in the areas of animal health, human health, communications, as well as an operations specialist and a financial analyst, who will work closely with the national authorities and the donor community in drawing up the INAP on the basis of diagnostics and recommendations issued by the technical experts.

These TOR are addressed specifically to the operations specialist and provides a detailed description of the objectives and anticipated products of the Rapid Assessment.

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### **1. Mission Objectives**

The operations specialist will undertake the following responsibilities :

- Planning, coordinating, monitoring and facilitating the preparation and the implementation of the mission.
- Assess the capacity of the country's coordination bodies and procedures to ensure efficient coordination in the prevention and response to AHI outbreaks.
- Propose an action program to improve the AHI coordination capacity in the prevention and control of outbreaks.

### **2. Required Services**

Prior to the field mission, the operations specialist shall:

- Gather as much information as possible on the situation in each country especially the already existing funding and/or commitment (TA – Financial).
- Contact, if necessary, national officials directly for any additional information required for the planning of the mission.
- Ensure adequate planning and coordination in the preparation and the implementation of the mission, including a comprehensive mission agenda that will ensure contacts with all major stakeholders in the country during the on-site mission phase.

Once on site, he/she shall:

- Support in coordinating the work of the technical experts and their various inputs.
- Work closely and coordinate with the technical experts and provide support regarding the production of their contribution.
- Produce an inventory of the contributions of donors or development partners to support the country's capacity building efforts on AHI coordination.
- Draft the mission's Aide-Mémoire – in close collaboration with the mission leader – based on the technical contributions of the team members of the mission and on the conduct of the rapid assessment mission. He/she will work closely with the national authorities and the donor community
- Present – at the conclusion of the field mission and pending submission of the written report – his analysis and recommendations to the national authorities, stakeholders, and development partners in the Aide-Mémoire. This document will already outline the main activities on which the INAP will be based. The Government will be asked to review this Aide-Mémoire after the end of the on site assessment.
- Ensure her/his contribution to the coordination sections of the action program in order to incorporate her/his report in the INAP.
- Drawing up the Integrated National Action Program (INAP), in close collaboration with the Financial Analyst and mission leader on the basis of diagnostics and recommendations issued by the technical experts.
- Preparing and facilitating a one-day workshop to finalize the financial plan for each country's INAP.

### **3. Required Outputs**

The operations specialist shall produce the three following documents:

- Technical contribution to the Aide-Mémoire of the mission providing a summary of main findings and an outline of what will be the basic outline of the coordination program proposal for the INAP.
- Contribution to the INAP in the form of a quantified action program for coordination with three sections:
  - Assessment
  - Prevention program with a detailed description of actions and outputs, quantification of inputs needed to implement these actions and timeframe for implementation
  - Contingency plan for response with a detailed description of actions and outputs, quantification of inputs needed to implement these actions and timeframe for implementation
- Workshop report (in close collaboration with the mission leader)

#### **4. Phases for the RA mission and INAP**

**Phase I**, preparatory phase: to gather and analyze in collaboration with the local authorities all available information regarding the Avian and Human Influenza in each country (2 working days).

**Phase II**, on site assessment: during which the consultants will conduct a precise diagnostic of each country's situation with regard to avian influenza, as well as the preparation for the in-depth evaluation of the Veterinary Services (16 days). The Aide-Mémoire will be elaborated within the on site assessment phase.

**Phase III**, INAP writing after completion of the assessment phase: the mission members will provide their technical contribution to the operations specialist within 5 working days after the mission to each country. These technical contributions will contain sufficient information to develop the budget for the Financing Plan. The operations specialist and financial analyst consultants will elaborate the draft INAP during a period of 5 additional working days.

**Phase IV**, Validation: The first draft of the INAP will be sent to all mission members for validation which will provide their comments and clearance within 2 working days.

**Phase V**, Workshop phase: in a second mission to each country, the technically validated INAP will be discussed and validated with the concerned Government authorities. The INAP and Financial Plan will be presented during a one-day workshop to the donor in each country with the end of soliciting commitments for financial (including technical) assistance for the INAP's implementation. The operations specialist and the livestock and animal health specialist will participate in supporting the Government in this presentation.

#### **5. Duration of Service**

Preparation, phase I: 2 working days within one month preceding the mission,  
Field mission, phase II: 16 days,  
Report-writing, phase III: 5 working days,  
Preparation of the INAP draft based on the contributions of experts, phase III: 5 days  
Review of INAP, phase IV: 2 working days,  
Stakeholder Workshop, phase V: 7 days,

**Total: 37 days**

## **ANNEX 8: TERMS OF REFERENCE FOR THE FINANCIAL ANALYST**

### **Background**

The purpose of the Rapid Assessment process is to conduct a diagnostic analysis of the status of each country with regard to avian and human preparedness and to develop detailed technical recommendations towards strengthening its response plan. These analyses and recommendations will be used in developing each country's Integrated National Action Program (INAP) that addresses animal health, human health and communication issues, and includes a matrix of detailed activities and required financing for the Program's implementation. The INAP and the financial plan would be used to access the international financing windows in accordance with the provisions set out at the meetings in Geneva (November 2005), Beijing (January 2006) and Bamako (December 2006).

The Rapid Assessment assignment team will be comprised of technical experts in the areas of animal health, human health, communications, as well as an operations specialist and a financial analyst, who will work closely with the national authorities and the donor community in drawing up the INAP on the basis of diagnostics and recommendations issued by the technical experts.

These TOR are addressed specifically to the financial analyst and provides a detailed description of the objectives and anticipated products of the Rapid Assessment.

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### **1. Mission Objectives**

The financial analyst will prepare the financial plan for the Integrated National Action Program (INAP) on the basis of diagnostics and recommendations issued by the technical experts.

### **2. Required Services**

Prior to the field mission, the financial analyst shall:

- Request, in coordination with the mission leader, the national authorities for the government's AI Plans, documents and other information identified in the list of documents prior to the start of the mission.
- Convey the documents and other information promptly to the technical experts/consultants prior to the mission.

Once on site, he/she shall:

- Work closely with the operations specialist and the technical experts in the preparation of the financing plan.
- Work closely with the national authorities to ensure government ownership of the products delivered by the technical experts.

- Compile, in collaboration with each mission expert, the inventory of the contributions of donors or development partners to support the country's capacity building efforts on all components of the INAP.
- Prepare a draft financial plan for the INAP, as a basis for a one-day workshop, which will be held during the mission leader's second mission to finalize the Financing Plan/INAP.

After the rapid assessment field mission, he/she shall:

- Provide support to the operations specialist in costing the activities of the INAP, and ensuring that the mission Aide-Mémoire, the INAP (both draft and final versions) including its Financing Plan are delivered on time.
- Continue to coordinate with national authorities, stakeholders, development partners, technical experts, and the ALive Secretariat on all matters and issues that arise toward the completion of the Financing Plan.

### **3. Required Outputs**

The financial analyst shall produce the following outputs:

- Technical contribution to the Aide-Mémoire of the mission providing a summary of main findings (notably in terms of existing donor contributions to AHI).
- Contribution to the INAP in the form of a financing plan with two sections:
  - Annual cost of implementation of all activities and outputs for the prevention program and contingency plan for response.
  - Financing plan with the cost of implementation of the INAP, existing contributions and funding gaps (by activity/output).
- List of comments and revisions, if necessary, on his section of the draft INAP, to allow the operations specialist consultant to finalize the INAP.

### **4. Phases for the RA mission and INAP**

**Phase I**, preparatory phase: to gather and analyze in collaboration with the local authorities all available information regarding the Avian and Human Influenza in each country (2 working days).

**Phase II**, on site assessment: during which the consultants will conduct a precise diagnostic of each country's situation with regard to avian influenza, as well as the preparation for the in-depth evaluation of the Veterinary Services (16 days). The Aide-Mémoire will be elaborated within the on site assessment phase.

**Phase III**, INAP writing after completion of the assessment phase: the mission members will provide their technical contribution to the operations specialist within 5 working days after the mission to each country. These technical contributions will contain sufficient information to develop the budget for the Financing Plan. The operations specialist and financial analyst consultants will elaborate the draft INAP during a period of 5 additional working days.

**Phase IV, Validation:** The first draft of the INAP will be sent to all mission members for validation which will provide their comments and clearance within 2 working days.

**Phase V, Workshop phase:** in a second mission to each country, the technically validated INAP will be discussed and validated with the concerned Government authorities. The INAP and Financial Plan will be presented during a one-day workshop to the donor in each country with the end of soliciting commitments for financial (including technical) assistance for the INAP's implementation. The operations specialist and the livestock and animal health specialist will participate in supporting the Government in this presentation.

### **5. Duration of Service**

Preparation, phase I: 2 working days within one month preceding the mission,

Field mission, phase II: 16 days,

Report-writing, phase III: 5 working days,

Review of INAP, phase IV: 2 working days,

**Total: 25 days**

**ANNEX 9: PROPOSED TERMS OF REFERENCE FOR A LIVESTOCK & ANIMAL HEALTH  
SPECIALIST PROVIDED BY AU-IBAR**

Draft for Discussion

**Background**

The purpose of the Rapid Assessment missions is to conduct a diagnostic analysis of the status of different African countries in the context of avian and human influenza (AHI) preparedness and to develop detailed technical recommendations to improve their national preparedness and contingency plans. The results of these missions will be used to develop countries' Integrated National Action Program (INAP) that addresses animal health, human health and communication issues. The INAP and the financial plan would be used to access the international financing windows in accordance with the provisions set out at the different pledging.

Different technical experts in animal health, human health, communications, as well as an Operations Specialist and a Financial Analyst, will compose the Rapid Assessment team and they will work closely with the national authorities and the donors in designing the countries' INAP following the recommendations given by the different technical experts.

Regarding animal health issues, different experts from AU-IBAR, FAO and OIE will compose a team that will address all the aspects of the rapid assessment missions.

These TORs address specifically the tasks that will be performed by the AU-IBAR livestock and animal health specialist.

**1. Mission Objectives**

The AU-IBAR Livestock and Animal health expert will perform the following tasks :

- Control the existence and assess from an operational point of view the surveillance system in the context of HPAI crisis.
- Assess the diagnostic capacities and the national laboratories.
- Assess the capacities to implement control sanitary measures such as quarantine, containment, zoning, control of movements, stamping-out and disposal, disinfection of premises, and vaccination feasibility.
- Propose ways of reinforcement of the country's veterinary services to prevent and control outbreaks of avian influenza and other TADs.
- Collaborate closely with the mission leader and other members of the mission team. Coordinate with national authorities, the in-country donor community, and other development partners.

## **2. Required Services**

### ***2.1. Prior to the field mission, the AU-IBAR livestock/animal health specialist will:***

- Gather information on the country, and outputs and recommendations of other AU-IBAR mission.
- Scrutinize all documents provided by the country Government.

### ***2.2. Once in the country, the AU-IBAR animal livestock an animal expert specialist will address in collaboration with the FAO health/livestock specialist and the OIE expert, the following tasks:***

#### **❖ Policy and Regulatory Framework (§ 5)**

- Overview of policy and regulatory frameworks for all the sanitary measures proposed in the national action plan to control outbreaks of HPAI: compartmentalization and zoning, animal movements, stamping out, disposal and public information.

#### **❖ Surveillance, diagnostic and reporting capabilities for chickens, ducks, other domestic fowl and wild or migratory birds (§ 6)**

- Assess the surveillance system in terms of type of surveillance in place, procedures of identification and reporting of the disease, epidemiological surveys, list the methods of diagnostic used at field and laboratory levels, and the diagnostic capacities of national laboratories.
- List the main diagnosed poultry diseases, assess the expertise available to carry out epidemiology analysis and analysis and transmission of data;
- Assess if an effective early warning system does exist;
- Propose recommendations for improvement of the surveillance, diagnostic warning and reporting system for the short, medium and long-term.

❖ **Control measures** (§ 7)

List what exists in the country in terms of:

- Stamping out, disposal, disinfection;
- Rapid response capacities, vaccination strategies, border control and quarantines;
- Policies and regulations in place to ensure the implementation and monitoring of the relative efficiency and efficacy of the control measures, number of ministries involved, and existence of adequate coordination mechanisms;
- Control of movements and hygiene and control measures in market places;

❖ **Compliance with sub-regional organizations (SADC, ECOWAS, IGAD, East African Community, etc...)** (§ 10)

- Verify the harmonisation of the national approach for prevention and control of HPAI with the neighbouring countries action plans ;
- In case of existence of any sub-regional or regional organization(s) strategies for prevention and control of HPAI, control the compliance of the national strategy with the sub-regional guidelines.

***2.3. At the end of his mission, the AU-IBAR animal health/livestock expert will:***

- Summarize, in close collaboration with the FAO and OIE experts, the capacities of the animal health system vis à vis HPAI.
- Verify the validity of the messages developed by the communication consultant as regard to animal health in the socio-cultural context of the considered country.
- Present – at the conclusion of the field mission and pending submission of the written report – his analysis and recommendations to the national authorities, stakeholders, and development partners in the form of an Aide Mémoire. This document will already outline the main activities on which the INAP will be based. The Government will be asked to review this Aide Mémoire after the end of the on site assessment.
- Communicate - together with the other technical experts and the mission leader - with national authorities, stakeholders, and development partners the outcome of the mission during a wrap-up or debriefing meeting at the close of the mission.

***2.4. In performing his mission, the AU-IBAR animal health/livestock expert will:***

- Conduct field visits, as needed, to define the procedures and activities for the implementation of HPAI prevention and control measures.
- Interact fairly and positively with the other team members.
- Ensure complementarity with the contributions of other animal health specialists (FAO and OIE).

### **3. Required Outputs**

The livestock/animal health specialist shall produce the following two documents:

- Technical contribution to the Aide Mémoire of the mission providing a summary of main findings and an outline of what will be the basic elements of the animal health program proposal for the INAP. This contribution will be handed to the Operations Specialist who will be responsible for elaborating the Aide-Mémoire based on all mission member's contribution for its presentation at the conclusion of the field mission (phase II).
- Contribution to the INAP in the form of a quantified action program for animal health with three sections:
  - Assessment (capacity of stakeholders in the poultry production stream to prevent and combat an avian influenza epidemic and the validity and effectiveness of any measures already put in place in the event of suspected or confirmed outbreaks of avian influenza );
  - Prevention program with a detailed description of actions and outputs, quantification of inputs needed to implement these actions and timeframe for implementation;
  - Contingency plan for response with a detailed description of actions and outputs, quantification of inputs needed to implement these actions and timeframe for implementation.
- List of comments and revisions, if necessary, on his section of the draft INAP, to allow the operations specialist consultant to finalize the INAP.

### **4. Phases for the RA mission and INAP**

**Phase I**, preparatory phase: to gather and analyze in collaboration with the local authorities all available information regarding the Avian and Human Influenza in each country (2 working days).

**Phase II**, on site assessment: during which the consultants will conduct a precise diagnostic of each country's situation with regard to avian influenza, as well as the preparation for the in-depth auto-evaluation (8-16 days). The Aide-Mémoire will be elaborated within the on site assessment phase.

**Phase III**, INAP writing after completion of the assessment phase: the mission members will provide their technical contribution to the operations specialist within 2-5 working days after the mission to each country. These technical contributions will contain sufficient information to develop the budget for the Financing Plan. The operations specialist and financial analyst consultants will elaborate the draft INAP during a period of 5 additional working days.

**Phase IV**, Validation: The first draft of the INAP will be sent to all mission members for validation which will provide their comments and clearance within 1-2 working days.

**Phase V**, Workshop phase: in a second mission to each country, the technically validated INAP will be discussed and validated with the concerned Government authorities. The INAP and Financial Plan will be presented during a one-day workshop to the donor community in each country with the end of collecting commitments for financial (including technical) assistance for the INAP's implementation. The operations specialist and the livestock and animal health specialist will participate in supporting the Government in this presentation.

### **5. Duration of Service**

Preparation, phase I: 2 working days within one month preceding the mission,  
Field mission, phase II: 8 days,  
Report-writing, phase III: 2 working days,  
Review of INAP, phase IV: 1 working days,

**Total: 13 days**