



Food and Agriculture  
Organization of the  
United Nations



World Health  
Organization



World Organisation  
for Animal Health

# Facilitator Manual

## National Bridging Workshop

Capitalizing on IHR and PVS



Version 7.0

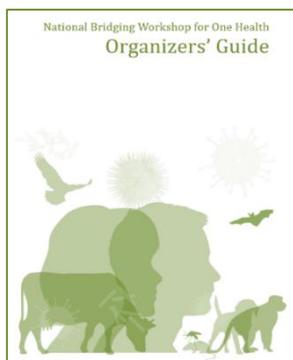


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## PURPOSE OF THIS MANUAL

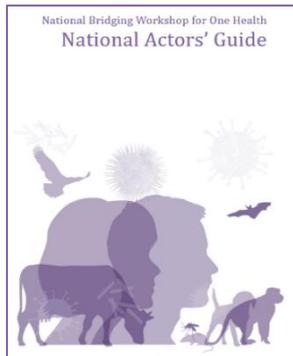
A comprehensive manual for facilitating an NBW, outlining the workshop's structure, detailing specific objectives, tools, instructions, and anticipated outcomes for each step. Intended for use by **NBW Facilitators**, this document ensures adherence to the methodology, thereby ensuring high-quality results throughout the process.

There are four color-coded Manuals and Guides. Make sure you are using the correct one!



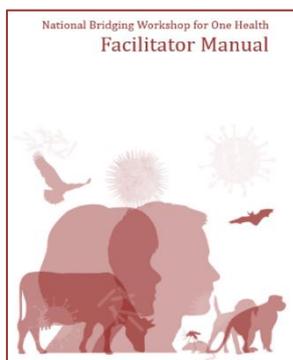
### **NBW Organizers' Guide**

A comprehensive guide for the preparation and organization of an NBW from the **Quadripartite Organizations'** perspective. It outlines each step of the preparatory process. It also contains a toolkit made of FAQs, checklists, video tutorials, talking points, etc. Intended for use by **NBW Organizers'** from WHO, WOAHA, FAO and UNEP, this document ensures that all preparatory steps are adequately followed, thereby ensuring a smooth and successful running of the process.



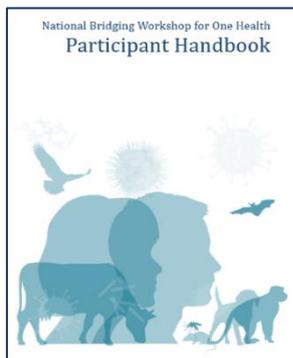
### **NBW National Actors' Guide**

This manual serves as a guide for key **National Actors** from public health, animal health and the environment sectors, for the planning and preparation of an NBW. It outlines the workshop's objectives, process, and expected outputs. It presents the key steps of the preparatory process, and provides comprehensive guidelines about the expected contributions from the national stakeholders during the preparatory stages and the workshop.



### **NBW Facilitator Manual (the one you are holding right now)**

A comprehensive manual for facilitating an NBW. It outlines the workshop's structure, detailing specific objectives, tools, instructions, and anticipated outcomes for each step. Intended for use by **NBW Facilitators**, this document ensures adherence to the methodology, thereby ensuring high-quality results throughout the process.



### **NBW Participant Handbook**

This handbook serves as the main tool that all **NBW Participants** will use throughout the workshop. It follows the workshop's structure, displays the slides shown during the videos, provides the instructions for each working group session, and offers some note-taking spaces. Intended for use by **NBW Participants**, this document ensures that they are able to follow through the whole process.

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# INTRODUCTION

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## BACKGROUND

The intricate relationship between human and animal health is undeniable. Many emerging and endemic diseases affecting humans originate from animals, whether transmitted directly, through food, or via the environment. Leading international bodies such as the World Health Organization (WHO), the World Organisation for Animal Health (WOAH), the Food and Agriculture Organization of the United Nations (FAO), and the United Nations Environment Programme (UNEP), play pivotal roles in offering guidance and references for managing zoonotic diseases and other health risks at the human-animal-environment (HAE) interface.

In 2014, WHO and WOAH collaborated to establish the IHR-PVS National Bridging Workshop (NBW), aiming to unite stakeholders across human, animal, and environmental health sectors. After three pilots, the process was revised in 2017 to include the development of a joint and operational roadmap between the sectors and the NBWs were rolled-out globally. In 2020, FAO joined the NBW Program and the three organizations initiated a second phase, focusing on monitoring the implementation of the NBW Roadmap, providing in-country support (both technical and financial), and ensuring the follow-up of NBWs. After the three organizations called on the United Nations Environment Programme (UNEP) to join the Tripartite in 2022, reaffirming the importance of the environmental dimension of the One Health collaboration, the now so-called Quadripartite partnership has welcomed UNEP as a collaborator in the preparation and conduct of NBWs. Elements of the NBW process and material were adapted to better include the environmental considerations.

This three-day workshop fosters mutual understanding among sectors, facilitating discussions on collaboration, its strengths and weaknesses, and the formulation of a joint, consensual roadmap. This roadmap serves to operationalize multisectoral collaboration, empowering the sectors to prevent, detect and control health threats at the HAE interface more effectively through a 'One Health' approach.

A 5-minute video explaining the concept of NBWs is available at [www.bit.ly/NBWVideo](http://www.bit.ly/NBWVideo).

As of December 2024, NBWs have been successfully implemented in 58 countries.

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## NBW OBJECTIVES

Specific objectives include:

- To provide an opportunity for national human health, animal health and environmental health services to meet and discuss specifically on their collaboration.
- To increase awareness and understanding on capacity assessment tools used by the different sectors (ex: SPAR/JEE, PVS), how they can be connected and used to explore joint strategic and operational planning.
- To evaluate the current collaboration between the three sectors in 16 key technical areas.
- To plan for strategic and operational activities to strengthen One Health collaboration.

## NBW OUTPUTS

In addition to the NBW Report which summarizes all the discussions and working exercises of the workshop, the NBW provides two key outputs:

- A **One Health Diagnosis** of the **strengths** and **weaknesses** of the collaboration between the three sectors for **16** key technical areas.
- An **NBW Roadmap**: a consensual, operational roadmap developed jointly by the three sectors to strengthen their collaboration and operationalize the One Health approach.

The workshop uses a road analogy (The Road to One Health), and its process can be summarized with the following figure:



## PROCESS & FACILITATION

The workshop uses a structured methodology and an interactive and participatory approach with user-friendly material, case studies, group exercises, videos and gamification techniques. The workshop is made of seven sessions that are structured in a step-by-step process from gap identification to action planning and validation of a joint roadmap for the improvement of the collaboration between the One Health sectors.

**Facilitation:** The workshop requires **two fully trained and experienced Lead NBW Facilitators**. This is a **mandatory requirement** for the good running of the workshop and to ensure that the objectives are reached. The rest of the facilitating team can include Supporting Facilitators and subject matter experts.

**Session 1 – One Health Concept & National Perspectives:** This initial session lays the foundation by introducing the One Health concept and the collaborative efforts of the Quadripartite organizations. Following this, in-depth presentations from each national sector provide a comprehensive understanding. A supplementary documentary showcases successful intersectoral collaborations worldwide, highlighting shared approaches, references, and strategic visions (total duration: **1h40**).

**Session 2 – Identification of collaboration gaps:** Participants are divided into working groups; each assigned a hypothetical scenario of a zoonotic or food-borne disease outbreak, or an emerging health risk from the environment. They engage in discussions on response strategies and assess the level of collaboration across the three sectors for 16 key technical areas (total duration: **3h30**).

**Session 3 – Bridging the assessment tools:** Assessment tools used by the different sectors (ex: SPAR/JEE, PVS) are presented. Joint areas and activities identified are mapped onto a giant matrix consisting of the indicators of WHO's IHR MEF and WOA's PVS Pathway. This process enables participants to visualize the gaps identified in each capacity and to distinguish disease-specific versus systemic gaps (total duration: **2h30**).

**Session 4 – Extraction of assessment results:** Participants are divided into technical area working groups and receive the key findings and recommendations from the assessment reports conducted in their country (SPAR/JEE, PVS Evaluation, etc.). The findings and recommendations are shared and discussed and participants identify how they can be synergized and addressed jointly in the future (total duration: **1h15**).

**Session 5 – Collaborative Road Planning:** Results obtained from the case studies, the various discussions and the assessment reports are used to brainstorm activities and develop a realistic and achievable Roadmap to improve the collaboration between the sectors (total duration: **3h00**).

**Session 6 – Finalization of the Joint Roadmap:** Activities are further fine-tuned, and, through a world-café exercise, participants contribute to all technical areas to consolidate the NBW Roadmap by making sure it is harmonized, operational and achievable (total duration: **3h30**).

**Session 7 – Way forward:** The concluding session outlines next steps, linking the developed NBW Roadmap with mandated plans such as the National Action Plan for Health Security or the One Health Joint Plan of Action. Participants also address any country-specific needs, contingent upon the country's current status regarding IHR-MEF, PVS Pathway and One Health capacity (total duration: variable **1h00-2h00**).

# LIST OF MATERIAL

## VENUE LOGISTICS

Necessary logistics at the venue for the workshop include:

- 1 large meeting room able to accommodate all invited participants with:
  - Computer with Microsoft Office suite and internet connection
  - Projector and screen
  - Audio system and 3 microphones
  - 5 flip charts
  - Wi-Fi internet connection available to all participants
- 2 small meeting rooms for working group sessions if needed.
- Interpretation services, headsets and translated material if needed.

## PARTICIPANT MATERIAL

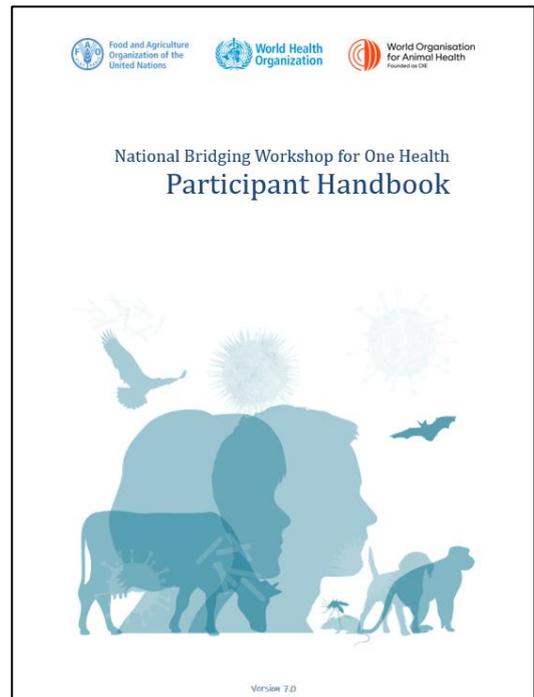
Provide each participant with an **NBW Participant Handbook**.

This handbook serves as a comprehensive guide containing essential information such as background details, exercise instructions, workshop materials, tips, and more. Additionally, the handbook includes space for participants to take notes or record the results of their exercises and live quizzes.

It must be printed in color. Ensure that the version is the latest, and compatible with the version of this Manual (version 7.0).

Other material:

- Participant badge
- Agenda
- List of participants





## Normal printouts (to be printed on-site)

These printouts should be printed in-country (A4 format):

Participant Handbook  
(1 pax, color)



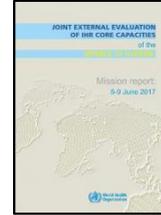
Case-study scenario  
(x15)



Full PVS Evaluation  
report  
(x5)



Full SPAR/JEE report  
(x5)



## Procurement (provided by WHO HQ)

Large standing  
IHR-PVS matrix



Black marker pens  
(x10)



Black fine-point marker  
pens (x20)



Round stickers  
(x300 for three colors)



Blue-tack  
(4 tablets of 80pcs)



Post-its  
(3 colors)



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## FACILITATION SHARE-DRIVE



All the soft material for the workshop can be downloaded from the **Facilitation Share-drive:**  
[www.bit.ly/NBWFacilitationMaterial](http://www.bit.ly/NBWFacilitationMaterial)

### Soft material

- PowerPoint presentation of the workshop methodology (Session 1)
- The four videos or Kahoot sessions for Session 1 and Session 3
- Facilitator's Excel sheet for Session 2 results
- PVS Evaluation/Follow-up Extracts (Excel spreadsheet)
- SPAR/JEE Extracts (Excel spreadsheet)
- Any other assessment extracts
- Evaluation Form Link & QR Code (Session 7)
- Excel Roadmap template
- Report template

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## MATERIAL FROM NATIONAL STAKEHOLDERS

- PowerPoint presentations prepared by the Ministries to present their sector (Session 1)
- Validated scenarios for Session 2
- Working group composition for Session 2
- Suggestions on options for Session 7

## KAHOOTS OR VIDEOS?

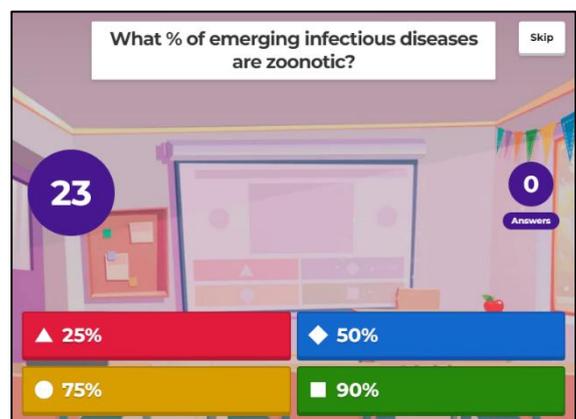
The videos contain live quiz games to stimulate participant engagement. Two options are available:

- In case of a **stable and fast Wi-Fi internet connection**, the best option is to use the **Live Kahoot**. Participants will play the Quizzes directly on their computer/mobile/tablet devices. See below for specific instructions.
- In the **absence of a satisfactory internet connection**, the alternative option is to use the **Video** files available in the **Facilitation Share-drive**. Participants can write their quiz responses in their Participant Handbook.

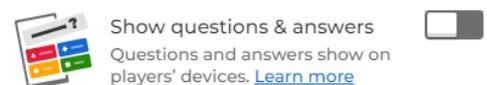
### OPTION 1: KAHOOT

A video tutorial of the process is available at: [www.bit.ly/NBWKahootTutorial](http://www.bit.ly/NBWKahootTutorial).

1. Go to [www.Kahoot.com](http://www.Kahoot.com) and click on 'Login' (upper right corner)
2. Login with username **NBWTeam** and the password communicated to you; in the case that it has not, please contact [belotg@who.int](mailto:belotg@who.int)
3. Once logged in, click on 'Library' in the left column
4. Open the folder entitled 'NBW Kahoots (Full)'
5. Find the Kahoot for your session and click on the blue button 'Host live'



6. Click on 'Start' and make sure the computer is casting on the meeting room screen(s)
7. Instruct participants to join by scanning the **QR code** or going to [www.kahoot.it](http://www.kahoot.it) and typing the **Game PIN** shown on the screen
8. Click on the  icon to open the **Settings**
9. Ensure that the **Show questions & answers** setting is turned OFF (it should be OFF by default)
10. When everyone is ready, turn ON the **Autoplay** option in the Settings. A timer of 15s will begin, and the Video/Quiz will begin!
11. It will navigate automatically between the videos and the quiz questions. At the end, the Kahoot will announce the top 3 winners.



### OPTION 2: VIDEO FILES

1. Before each video, remind participants that it will include some quiz questions, and that they must provide their answer, in-real-time, in the dedicated section in their Handbook.
2. Find and open the video for your session from the **Facilitation Package** on the main screen.
3. After the video is finished, ask participants who managed to obtain 100% correct answers.

## PRE-WORKSHOP MEETING & CHECKS

If conditions allow, a pre-workshop meeting should be organized one day before the workshop with:

- Representatives from the Organizers attending the workshop (WHO, WOA, FAO and UNEP)
- Representatives from all involved Ministries
- NBW Facilitators

Alternatively this meeting can be conducted virtually on the days prior to the event.

Checklist for the pre-workshop discussion:

- Present the method and process of the workshop (use video of NBW Bhutan: [www.bit.ly/NBWBhutan](http://www.bit.ly/NBWBhutan)).
- Validate the opening ceremony (who will speak, in what order).
- Ensure that the minimum number (**minimum 40**) of participants will be present with enough representatives from each of the three sectors.
- Ensure that **Session 1 presentations** from the Ministries are ready. Stress that the presentations should focus on the structure of each services, their key activities in terms of One Health, and their challenges. They should not be a lecture on One Health concept, or the PVS Pathway or the IHR.
- Ask Ministry representatives to provide a detailed list of working groups for each case study scenario by lunchtime of day 1.
- Remind Ministries that they will be taking the **full leadership of session 7** on the way forward. This can include a presentation/discussion of how results will be included in other mandated plans (ex: NAPHS, One Health strategic plans, OH JPA, etc.). The aim is to show that the Ministries take full ownership of the Roadmap and leadership of its implementation.
- Talk about the **NBW Report** that will be drafted by the **Lead Facilitators** and reviewed by line Ministries. Stress that unless it is clearly requested from their part, the final report is public and will go on WHO and WOA's websites.
- Ask if Ministries have any other needs to address during the workshop.

After the meeting, check that the logistical elements and material are ready:

- Use the checklist on page 40 of this manual to ensure that all the material is ready.
- Visit the meeting rooms, ensure all needed equipment are available (projector, screen, microphones, audio system for both microphone and computer, Wi-Fi connection) and test them.
- Ensure that you have all the software material downloaded, and ideally already copied on the venue's computer.
- Test the Kahoots with at least three people connected to make sure the Wi-Fi internet connection is fast and reliable (see previous page for specific instructions).



**Objective:** This initial session lays the foundation by introducing the One Health concept and the collaborative efforts of the Quadripartite organizations. Following this, in-depth presentations from each national sector provide a comprehensive understanding. A supplementary documentary showcases successful intersectoral collaborations worldwide, highlighting shared approaches, references, and strategic visions.

### PRESENTATION - WORKSHOP APPROACH & METHODOLOGY

**Duration:** 10 minutes

**Material:** PowerPoint presentation entitled: ***NBW Introduction to the Workshop***

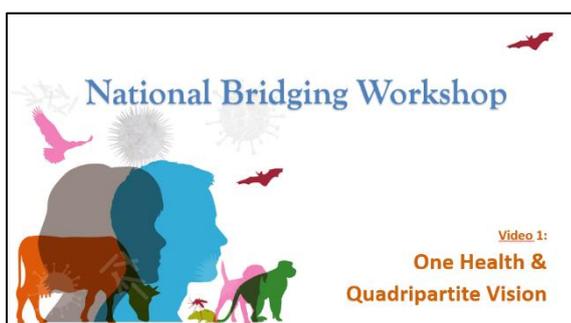
Lead Facilitator presents the overall approach and methodology of the workshop. It is important to stress the following points:

- The country has the full ownership of this workshop and its outputs. WHO, WOAHA and FAO (and UNEP if present) are only here to facilitate a methodology that has produced results in over 50 countries.
- Organizers/facilitators are not coming with the solutions. They can share many experiences from other countries but the solutions will come from the participants themselves.
- Presentations will be kept to a minimum and the workshop will mainly revolve around group exercises. Participation from everyone is crucial. More interaction means more success.

### VIDEO-QUIZ 1: ONE HEALTH & QUADRIPARTITE VISION

**Duration:** 15 minutes

- Tell participants that the video includes a quiz game.
- If the **Kahoot** option was chosen, launch the Kahoot entitled '**Session 1 - NBW Kahoot 1**' from the **Kahoot platform**, onto the main screen (see page 13 for specific instructions).
- If the **Video** option was chosen, tell participants that they must reply to the quiz questions on page 8 of their **Participant Handbook**, and launch the video entitled '**Session 1 - NBW Video 1**' from the **Facilitation Share-drive**.

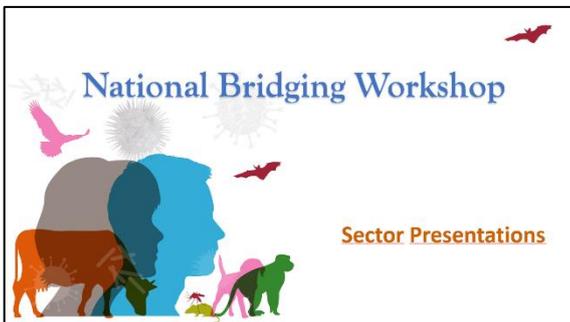


This first documentary video introduces the One Health Concept, its history, rationale and purpose and how it became an international paradigm. The video also introduces the workshop in the global and national context by providing information on the Quadripartite collaboration.

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## PRESENTATIONS: NATIONAL PUBLIC HEALTH, ANIMAL HEALTH & ENVIRONMENTAL SERVICES

Duration: 55 minutes



Three presentations are given back-to-back by representatives of each sector. Presentations should last maximum 15 minutes each and provide information on:

- their mandate and vision,
- their structure and organigram,
- their coordination mechanisms with other sectors and relevant One Health activities conducted.

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## VIDEO-QUIZ 2: ONE HEALTH – AREAS OF COLLABORATION

Duration: 20 minutes

- If the **Kahoot** option was chosen, launch the Kahoot entitled '**Session 1 - NBW Kahoot 2**' from the **Kahoot platform**, onto the main screen.
- If the **Video** option was chosen, tell participants that they must reply to the quiz questions on page **12** of their **Participant Handbook**, and launch the video entitled '**Session 1 - NBW Video 2**' from the **Facilitation Share-drive**.



This video provides participants with concrete worldwide examples of intersectoral collaboration in addressing health issues at the human-animal-environment interface across various technical areas.

It is followed by a short Q&A session.



**Objective:** Discuss the joint management of outbreaks and evaluate the level of collaboration between the sectors for 16 key technical areas.

## EXERCISE 1: SCENARIOS & ASSESSMENT OF THE COLLABORATION

Duration: 2h15

Working groups are formed (ideally the day before) with a mixed distribution both in terms of sector and administrative levels (National, Provincial/Regional, Local). Groups are provided with fictitious scenarios based on health-threats relevant to the national context (to be defined before the workshop jointly with representatives from all involved Ministries).

Examples of scenarios used in previous workshops are available in the **Facilitation Share-drive**.

### Organization of working groups

- Groups should have a minimum of 8 participants and a maximum of 20.
- Ideally, four working groups should be formed, but this number can be adjusted if the number of participants is below 32, or over 80.
- Groups should have a minimum of 4 representatives from animal health, 4 representatives from human health and if the chosen disease has an environmental component, a minimum of 2 from the environment sector.
- Groups should have a mix of central/subnational/local level participants.
- It is recommended to ask key representatives of the country to designate the working groups in advance.

### Set-up and material

Provide each group with the following material:

Case study scenario



1x Pack of technical cards



1x Road-lane poster



1x Marker pen



Blue-tack



1x Report sheet



## Presentation of the instructions

1. Ask participants to fully read pages **15** of their **Participant Handbook**.
2. **Facilitator demonstrates, using the actual material, what is expected of participants.** It is important to go through the whole process of the exercise.
3. Q&A to ensure everyone understood the instructions.

## Process

1. Identify a chairperson and a rapporteur who will fill the report sheet and present the results.
2. Read the scenario out loud to your group.
3. Using experience from previous outbreaks, discuss on how you would have realistically managed these events, and evaluate the current level of collaboration between the sectors for the 16 technical areas using the color-coded cards:
  - Very good level of collaboration: **GREEN** card
  - Some level of collaboration: **ORANGE** card
  - Insufficient level of collaboration: **RED** card
4. Put the selected cards on the road-lane arrow and link them to all actors involved using the marker pen.
5. Fill the report-sheet for each technical card by ticking the chosen color and writing the **one or two key points justifying this choice**. These report sheets will be used by other groups in Session 5, therefore please make sure to write in a clear and intelligible manner.

## Example of expected results



Examples:

- **“Coordination at high level”**: An intersectoral committee with actors from all sectors exists and meets regularly. Coordination of activities is done jointly at the central level → **Green card**.
- **“Communication with media”**: Communication messages are sometimes developed jointly by both sectors but communication plans are not aligned or shared → **Orange card**.
- **“Surveillance”**: Each sector carries out its own surveillance and results are rarely shared → **Red card**.

## Answers to frequently asked questions or common mistakes

-The arrow does not represent a timeline and there is no required order for the cards. The location of the card on the arrow does not matter, only its color and its link to involved actors is important.

-Only one color for each card should be selected.

-A red card does not necessarily mean that there is absolutely nothing in place, and a green card does not necessarily mean that everything is perfect.

-The purpose of the scenario is only to set the context for the discussions, do not be too strict with the details and feel free to drift away from the storyline if needed.

-Examples at the back of the cards are only for guidance. They are not checklists required to get a green card.

**Important:** It is essential to ensure that participants understood that they must evaluate the level of **collaboration**, and not the level of capacity of each sector!

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## PLENARY: RESTITUTION OF EXERCISE 1

Duration: 1h00

During an ensuing plenary session, each group presents the result of their group work.

### Process

1. Each rapporteur will be given 7 minutes (stress this time limit) one after the other. Questions or comments will be open after all groups have presented.
2. Rapporteurs should not explain the scenario or present all the group members but go straight to the explanation of their results and justify the color that was selected for each card (1 or 2 key reasons justifying the chosen color).
3. Groups present their result one after the other, without interruption or questions.
4. The discussion is only opened after all groups have presented their results. Participants are invited to speak-up if they disagree with one of the chosen cards. It is possible to change the color of a card if the majority of the participants are in favor of changing it.

### Expected outcomes of Session 2:

- Areas of collaboration are identified, and joint activities are discussed.
- The level of collaboration between the sectors for 16 key technical areas is assessed.
- The main gaps in the collaboration are identified.

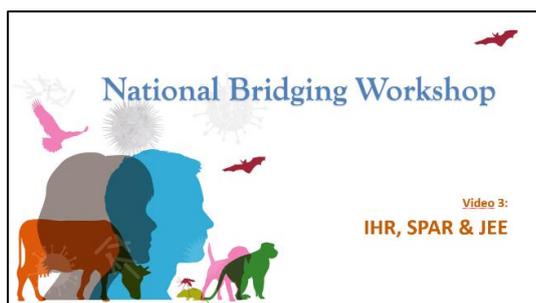


**Objective:** Assessment tools used by the different sectors (ex: SPAR, JEE, PVS) are presented. Joint areas and activities identified for each case study are mapped onto a giant matrix consisting of the indicators of WHO's IHR MEF and WOA's PVS Pathway. This process enables participants to visualize the gaps identified in each essential capacity and to distinguish disease-specific versus systemic gaps.

### VIDEO-QUIZ 3: IHR, SPAR & JEE

Duration: 20 minutes

- If the **Kahoot** option was chosen, launch the Kahoot entitled '**Session 3 - NBW Kahoot 3**' from the **Kahoot platform**, onto the main screen.
- If the **Video** option was chosen, tell participants that they must reply to the quiz questions on page **18** of their **Participant Handbook**, and launch the video entitled '**Session 3 - NBW Video 3**' from the **Facilitation Share-drive**.



**Video 3** presents the IHR from the initial conception to the recent revisions. It introduces the associated tools such as the SPAR and the JEE.

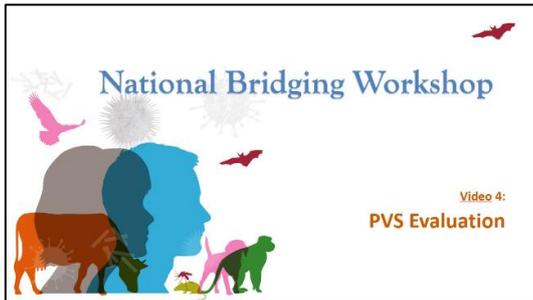
It is followed by a short QnA.

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## VIDEO-QUIZ 4: PVS PATHWAY

Duration: 20 minutes

- If the **Kahoot** option was chosen, launch the Kahoot entitled '**Session 3 - NBW Kahoot 4**' from the **Kahoot platform**, onto the main screen.
- If the **Video** option was chosen, tell participants that they must reply to the quiz questions on page **21** of their **Participant Handbook**, and launch the video entitled '**Session 3 - NBW Video 4**' from the **Facilitation Share-drive**.



**Video 4** presents the PVS Pathway, focusing on the PVS Evaluation.

It is followed by a short QnA.

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## VIDEO-QUIZ 5: ENVIRONMENT – FRAMEWORKS & TOOLS

Duration: 20 minutes

- If the **Kahoot** option was chosen, launch the Kahoot entitled '**Session 3 - NBW Kahoot 5**' from the **Kahoot platform**, onto the main screen.
- If the **Video** option was chosen, tell participants that they must reply to the quiz questions on page **24** of their **Participant Handbook**, and launch the video entitled '**Session 3 - NBW Video 5**' from the **Facilitation Share-drive**.



**Video 5** presents the existing frameworks and tools in the environment sector.

It is followed by a short QnA.

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## EXERCISE 2: MAPPING OF GAPS ON THE IHR-PVS MATRIX

Duration: 50 minutes

### Set-up and material

The same groups as for the first exercise are kept. Facilitators set up the large IHR-PVS matrix and provide each group with a printed copy of the matrix on an A1 format poster.

### Presentation of the instructions

1. Refer participants to **Session 3 / Exercise 2** on page **26** of the **Participant Handbook**.
2. **Facilitator demonstrates, using the actual material, what is expected of participants.**
3. Q&A to ensure everyone understood the instructions.

### Process

1. Each group gathers the 16 technical area cards that they have selected in the first exercise.
2. Facilitators collect from each working group the selected technical cards which are not marked with a small asterisk (\*) in the upper right corner (number **2, 3, 5, 8, 9, 13, 14, 15** and **16**).
3. Each group takes their seven remaining cards, those marked with a small asterisk (\*) in the upper right corner (**1, 4, 6, 7, 10, 11, 12**), and identifies on their A1 matrix where they best fit-in by matching them to their corresponding indicators of the PVS (columns) and IHR (rows).
4. Each group then positions their seven cards on the large matrix using blue tack.
5. At the same time, facilitators position the other cards (number **2, 3, 5, 8, 9, 13, 14, 15** and **16**) on the large matrix according to the model presented on the next page.

**Note:** while participants are mapping the cards on the matrix, Facilitators should prepare the flipcharts for the group-making of Session 4.



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## PLENARY: DISCUSSION

Duration: 20 minutes

A plenary analysis of the outcome is conducted in front of the matrix. Gap clusters are identified and discussed. One key finding is that the main gaps are usually identical for all or most of the working groups, showing that these gaps are not disease-specific but systemic.



As soon as this discussion is finished, move on to Session 4 and the formation of the new working groups (see next page).

### Expected outcomes of Session 3:

- Understanding that tools are available to explore operational capacities in each of the sectors.
- Understanding of the bridges between the IHR MEF and the PVS Pathway.
- Understanding that most gaps identified are not disease-specific but systemic.
- Identification of the technical areas to focus on during the next sessions.



**Objective:** Explore the improvement plans already proposed in the respective assessments (IHR annual reporting, JEE, PVS Evaluation, etc.), extract relevant sections and identify what can be synergized and improved jointly.

### NEW WORKING GROUPS

At this stage, tell participants that we are moving from Health Risk Scenario (Disease-Specific) Working Groups (first half of the workshop) to Technical Area Working Groups (TAWG) for the second half:

**TAWG 1** – Coordination (central/local/technical level), Legislation and Finance

**TAWG 2** – Surveillance, Laboratory and Risk Assessment

**TAWG 3** – Field Investigation and Emergency Response

**TAWG 4** – Prevention and Risk Communication (media and stakeholders)

**Cross-cutting thematic areas** such as ‘**Human Resources**’ and ‘**Education & Training**’ should be considered in all groups.

**Note:** in the case of very large NBWs we advise to go with 5 groups instead, noting that this will require more supervision from the **NBW Facilitators**. In this case, the distribution of the technical areas would be:

**TAWG 1** - Coordination (high/local/technical level)

**TAWG 2** - Surveillance and Laboratory

**TAWG 3** - Field investigation and Emergency Response

**TAWG 4** - Risk Assessment & Risk communication

**TAWG 5** - Prevention, Legislation and Finance

Here also, **cross-cutting thematic areas** such as ‘**Human Resources**’ and ‘**Education & Training**’ should be considered in all groups.

### Process:

1. Tell participants that we are switching from disease-specific groups to technical area working groups.
2. Write the name of each group on 4 (5) different flipcharts, spread across the room.
3. Count how many participants from each sector should be in each group, and add slots on each flipchart accordingly. For example if there are 24, 20 and 12 stakeholders from human health, animal health and environment sectors respectively, then each group should have 6 slots for human health, 5 for animal health and 3 for environment sector.
4. Ask participants to sign-up to the TAWG that they are most interested in, by writing their name in one of the free slots.
5. If there are no available slots, then they must pick another TAWG. This process helps to ensure that each group has representation from all three sectors, while still allowing most (if not all) participants to be in a group they are comfortable with.

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## EXERCISE 3: EXTRACTION OF ASSESSMENT RESULTS

Duration: 1h15

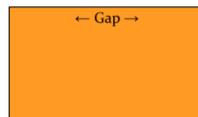
**Important:** It is possible and advised to include, in addition to PVS and SPAR/JEE, any other relevant assessments that the country may have conducted: Zoonotic Disease Prioritization Tool, Laboratory mapping tool, Epi mapping tool, FAO One Health Assessment Tool, Environmental assessments, etc.

### Set-up and material

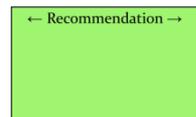
Flipchart



Gap cards



Recommendation cards



Fine point markers



Assessment extracts  
(SPAR/JEE, PVS, environment)



Full reports  
(SPAR/JEE, PVS, environment)



Blue-tack



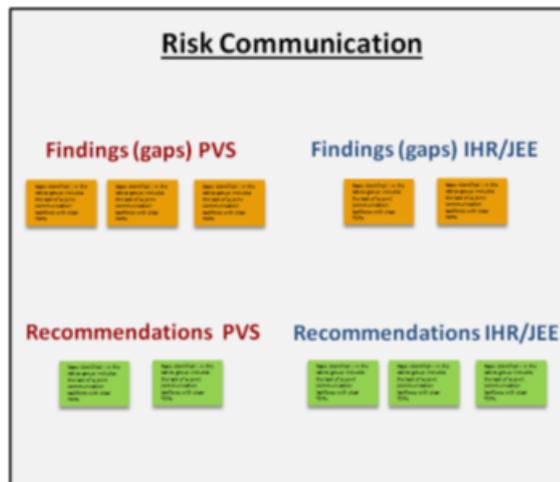
### Presentation of the instructions

1. Facilitator refers participants to **Session 4 / Exercise 3** on **page 27** of the **Participant Handbook**.
2. **Facilitator demonstrates, using the actual material, what is expected of participants.** It is important to go through the whole process and explain each item.
3. Q&A to ensure everyone understood the instructions.

### Process

1. Ask each group to identify a chairperson.
2. Distribute each group the pre-extraction of the main findings (or gaps) and recommendations from the latest PVS Evaluation and JEE Reports which are relevant to their technical area assigned. Distribute printed copies of the full PVS and JEE Reports for reference.
3. For each sector, participants extract the main gaps (up to 12 in total) reported in the assessment documents and write them on the **Gap cards**.
4. For each sector, participants extract the main recommendations (up to 12 in total) and report them on the **Recommendation cards**.

5. Each group positions the **Gap** and **Recommendation cards** on the flipchart with **blue-tack** and following this template:



### Answers to frequently asked questions or common mistakes

- Focus should be made on gaps/recommendations that are **somewhat relevant to One Health**. If a gap or recommendation is entirely specific to one sector it is not relevant.
- Groups should focus only on their technical area and **avoid overlap** with thematics addressed by other groups.
- Avoid the situation where veterinarians work on their report and public health service work on theirs. This is a good opportunity for each sector to know about the other sector and open their assessment reports. The group should go through all the tools together.

**Note:** There is no restitution of the working groups for this session because it is a preliminary step for **Session 5**.



### Expected outcomes of Session 4:

- Good understanding of the assessment reports for human and animal health sectors, their purpose and their structure.
- Main gaps relevant to each technical area have been extracted.
- Main recommendations from existing reports have been extracted.
- A common understanding of the effort needed starts to emerge.



**Objective:** Results obtained from the scenario exercise, the various discussions and the assessment reports are used to brainstorm activities and develop a realistic and achievable NBW Roadmap to improve the collaboration between the sectors.

### EXERCISE 4: IDENTIFICATION OF JOINT ACTIVITIES

Duration: 3h00

#### Organization of working groups

The same groups (per technical area) as for the previous exercise are kept.

#### Set-up and material

Flipchart



Fine point markers



Session 2 results

Session 4 results

Technical card(s) relevant to each technical group



#### Process

→ Facilitator refers participants to **Session 5 / Exercise 4** on page **29** of the **Participant Handbook**.

1. Participants should read fully the instructions before starting, including the good/bad examples on page **30** of the **Participant Handbook**.
2. Assist participants to identify **realistic** and **achievable** JOINT ACTIVITIES (minimum 3, maximum 10) that would strengthen the inter-sectoral collaboration and improve performance for their thematic area.
3. Activities must fit the **SMART** criteria (**S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**ime-bound).

4. The activities need to be clearly understandable (What? How?) by just reading them, without requiring further information.
5. Each group write the activities on the flipchart and discuss them with the facilitating team.
6. Assist participants to fine-tune the activities according to the outcomes of the discussion.



Activities should not be defined only based on gaps identified in the assessment reports. Participants should use all sources of information, including:

- The gaps identified in the case-study exercise (using the session 2 report-sheet)
- The gaps and recommendations found in the assessment reports (JEE, PVS, etc.)
- The discussions held during the workshop so far
- And most importantly, their **personal experience!**

### Answers to frequently asked questions or common mistakes

-Activities need to be clear and accurate. Make sure participants do not mistake objectives and activities. For example, "capacity building of communication staff" is not an activity, but "3-day training for 25 communication staff" is.



"Enhance", "improve", "harmonize", "standardize" → Objective

"Create", "Conduct", "Produce", "Develop", "Prepare", "Draft" → Activity

-Activities should be clear enough so that someone who is not in one group can understand **precisely** what that group will do and how they will do it, without the need for any further explanation.

-Advise participants to use existing resources and material nationally and internationally: avoid developing big things that already exist elsewhere (ex: assessment tools, training curricula, etc.).

-Page **30** of the **Participant Handbook** gives concrete examples of bad and good of activities.

-The back of the technical cards relevant to each group could contain some examples of activities to use.

#### Important:

- It is essential to explain to participants that they are **not** aiming at improving each sector, but aiming to improve the **collaboration** between the sectors.
- Activities should be achievable: it is better to plan for little steps and to do them, than to plan for big leaps and to stand still!
- Make sure the activities are **SMART (Specific, Measurable, Achievable, Relevant and Time-bound)**.

#### Expected outcome of Session 5:

- Clear and achievable activities are identified to improve inter-sectoral collaboration between the three sectors for all technical areas selected.



**Objective:** To have all participants contribute to all technical areas and to consolidate the NBW Roadmap by making sure it is harmonized, concrete and achievable.

## EXERCISE 5: FINE-TUNING OF JOINT ACTIVITIES

Duration: 1h30

### Organization of working groups

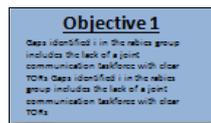
The same technical area working groups as for the previous exercise are kept.

### Set-up and material

Flipchart



**Objective cards**  
(x3)



**Activity cards**  
(x10)

Activity	
Activity	
Date of achievement	Responsibility
Process	
Impact	Difficulty

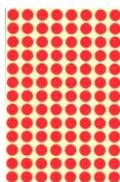
Blue-tack



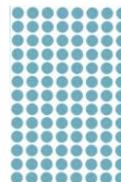
Fine point markers



**Red stickers**  
(x30)



**Blue stickers**  
(x30)

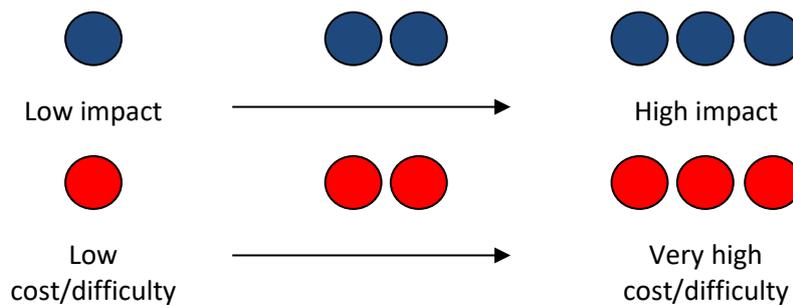


### Presentation of the instructions

1. Facilitator refers participants to **Session 6 / Exercise 5** on page **32** of the **Participant Handbook**.
2. **Facilitator demonstrates, using the actual material, what is expected of participants.** It is important to go through the whole process and explain each item.
3. Q&A to ensure everyone understood the instructions.

## Process

1. For **each** activity, each group fills up an **Activity card** indicating a desired date of achievement, who is responsible and explaining the **detailed** process of implementation.
2. For each activity, each group evaluates, using the colored stickers, the cost/difficulty of implementation and the level of impact this would have in terms of improvement by following the following scale:



3. Discuss with each group how to group the activities together under 1-to-3 specific objectives. Ask them to write the objectives on the **Objective cards**.
4. Each group positions the cards on a flipchart using blue-tack and the template shown on the next page.

## Answers to frequently asked questions or common mistakes

-Results will determine the future Roadmap, so please advise participants to use good handwriting and avoid using acronyms.

-Explain to participants that the cards must be sufficiently complete and clear, so that someone who is not in the workshop can understand precisely what they will undertake, why, and how they will implement it, by just reading the card. No further explanation should be required.

-Responsibility should be specific. "MoH and MoA" is not a satisfying answer for the box "Responsibility".

-Advise to use existing resources and material nationally and internationally: avoid developing big things that already exist elsewhere (ex: assessment tools, training curricula, etc.).

### Important:

- Activities should be achievable: it is better to plan for little steps and to do them, than to plan for big leaps and to stand still!
- Make sure the activities are **SMART (Specific, Measurable, Achievable, Relevant and Time-bound)**.

➔ Invite participants to check the detailed example of expected results and checklists on pages **33-34** of the **Participant Handbook**.

Example of expected result

## Risk Communication

### Joint objectives

**Objective 1**

Identified in the risk group include the lack of a joint communication plan with clear roles identified in the risk group include the lack of a joint communication plan with clear roles

**Objective 2**

Identified in the risk group include the lack of a joint communication plan with clear roles identified in the risk group include the lack of a joint communication plan with clear roles

**Objective 3**

Identified in the risk group include the lack of a joint communication plan with clear roles identified in the risk group include the lack of a joint communication plan with clear roles

### Activities

**Activity 1.1**

Activity: [ ] Responsibility: [ ]

Identified in the risk group include the lack of a joint communication plan with clear roles identified in the risk group include the lack of a joint communication plan with clear roles

**Activity 1.2**

Activity: [ ] Responsibility: [ ]

Identified in the risk group include the lack of a joint communication plan with clear roles identified in the risk group include the lack of a joint communication plan with clear roles

**Activity 1.3**

Activity: [ ] Responsibility: [ ]

Identified in the risk group include the lack of a joint communication plan with clear roles identified in the risk group include the lack of a joint communication plan with clear roles

**Activity 2.1**

Activity: [ ] Responsibility: [ ]

Identified in the risk group include the lack of a joint communication plan with clear roles identified in the risk group include the lack of a joint communication plan with clear roles

**Activity 2.2**

Activity: [ ] Responsibility: [ ]

Identified in the risk group include the lack of a joint communication plan with clear roles identified in the risk group include the lack of a joint communication plan with clear roles

**Activity 3.1**

Activity: [ ] Responsibility: [ ]

Identified in the risk group include the lack of a joint communication plan with clear roles identified in the risk group include the lack of a joint communication plan with clear roles

**Activity 3.2**

Activity: [ ] Responsibility: [ ]

Identified in the risk group include the lack of a joint communication plan with clear roles identified in the risk group include the lack of a joint communication plan with clear roles

**Activity 3.3**

Activity: [ ] Responsibility: [ ]

Identified in the risk group include the lack of a joint communication plan with clear roles identified in the risk group include the lack of a joint communication plan with clear roles

### Activity

**Activity**

Conduct a joint simulation exercise to test contingency plan

**Date of achievement**

December 2018

**Responsibility**

- Public Health: NIH
- Animal Health: Epi. Unit (MoA)

**Process**

- Organize a 1-day table-top simulation exercise to test newly developed contingency plan
- Identify gaps in the contingency plan
- Amend the contingency plan accordingly

**Impact**

**Difficulty**

## Communication

### Joint Objectives

**OBJECTIVE**

To harmonize risk communication among relevant line agencies involved in disease management. (1,3)

**OBJECTIVE**

To develop risk communication skills among relevant stakeholders. (2,4)

**OBJECTIVE**

To enhance community based information sharing. (5,6)

### Activities

**ACTIVITY**

Review national post-epidemic risk communication plan by the end of 2022

Date of achievement: December 2022

Responsibility: ZDU

Process: Stakeholder analysis, Stakeholder engagement, Meeting, Develop a draft RC plan, Validation of RC plan, Launch and implement

Impact: [ ] Difficulty: [ ]

**ACTIVITY**

Conduct training on risk communication

Date of achievement: By end of 2023

Responsibility: ZAU

Process: 1. Conduct training needs assessment among national communication stakeholders at national and sub-national levels on risk communication, 2. Conduct a national (NAT) training on risk communication, 3. Conduct training of (1) regional officers for training on risk communication

Impact: [ ] Difficulty: [ ]

**ACTIVITY**

Develop a risk communication strategy to establish communication channels in the event of an event

Date of achievement: December 2022

Responsibility: ZDU

Process: Conduct stakeholder mapping, Hold stakeholder workshop, Draft, Meet/Revise, Validate, Sign and implement

Impact: [ ] Difficulty: [ ]

**ACTIVITY**

Conduct media training on risk communication

Date of achievement: December 2022

Responsibility: Communication Dept, MoA, MoHC

Process: Mapping all media outlets, Conduct rapid assessment of public relations (PR) capacity, Mapping both print and electronic media

Impact: [ ] Difficulty: [ ]

**ACTIVITY**

Conduct stakeholder mapping on risk communication and establish communication channels in the event of an event

Date of achievement: December 2022

Responsibility: Communication Dept, MoA, MoHC

Process: Conduct two meetings involving CBO and CSO committee on health, agriculture and environment, Conduct one meeting involving community association forum

Impact: [ ] Difficulty: [ ]

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## EXERCISE 6: WORLD CAFÉ

Duration: 80 minutes

The World Café exercise enables participants to contribute to the action points of all technical areas. Each group will rotate through the other groups to make comments or ask for further information by leaving post-it notes. World café Instructions will be given by the facilitators.

### Process

1. Each group identifies one note-taker.
2. The note-taker stays at his/her board throughout the whole world café. The rest of the group will rotate from board to board.
3. The facilitator sets a 12-minute timer on the screen.
4. Members of Group 1 go to the board of Group 2 (and so on); they read the objectives and activities and should be able to understand them fully (What? How?). If they ask the note-taker of Group B for clarifications, it means the activity is not clear enough and needs to be further clarified.
5. Members provide their feedback (suggestions, edits, additions, re-evaluation of impact/difficulty, etc.) by writing them on post-its so that they stick on the objective/activity cards.
6. When the timer beeps, groups rotate again (Group 1 now goes to the poster of Group 3 etc.).
7. Steps 3-7 are repeated until participants have had a chance to contribute to all technical areas.
8. Each group goes back to their board. The note-taker gives a summary of the feedback that was collected from the other groups.
9. Each group edits and fine-tunes their objectives and activities to consider the feedback received until all post-its have been addressed (20').



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## EXERCISE 7: PRIORITIZATION VOTE

Duration: 20 minutes.

### Material

White stickers  
(x5 per participant)



### Process

1. Each participant is given 5 stickers.
2. Participants have to put one sticker on the 5 objectives that they believe should be set as high priority (voting for one objective means voting for all the underlying activities it contains).



### Expected outcomes of Session 6:

- Harmonized, concrete and achievable Roadmap
- Buy-in and ownership of all participants who feel that they contributed to all areas of the roadmap.
- Prioritization of the activities.



**Objective:** the last session draws the way forward by identifying the next steps and by inscribing the developed Roadmap into other mandated plans, such as the National Action Plan for Health Security or the One Health Joint Plan of Action. This is also where any need from the country can be addressed. This will depend greatly on the current status of the country in terms of IHR-MEF and on the level of One Health capacity.

### EXERCISES TO DRAW THE WAY FORWARD

These are some examples of exercises that can be conducted during Session 7:

#### Linkage with the IHR National Action Plan for Health Security (NAPHS) or other mandated plans

Should the country be in the process or planning to develop their NAPHS, this step is essential. The outcomes of the NBW can feed directly into the NAPHS. Doing so will enable to ensure a proper follow-up on the Roadmap, guarantee political commitment to its implementation, and provide funding opportunities.

**Example 1:** country presents the status of their NAPHS and an exercise is conducted to see how activities of the Roadmap can fit and be included in the NAPHS (Pakistan).

**Example 2:** country presents their One Health Strategic Plan and an exercise is conducted to see how activities of the Roadmap can fit and be included in it (Bhutan).

#### After meeting actions

A final group session can be organized to discuss the next steps and the implementation of identified One Health action. Groups can be asked the following questions: “As a follow up of this meeting what will be the immediate action to improve the coordination for One Health at your level?”.

This exercise can be particularly interesting in decentralized countries, in which case it is recommended to organize the groups by province/region so that participants can exchange with their direct counterparts.

#### Opportunities for other components of the IHR-MEF

It can be interesting for countries to discuss about the next steps to further improve inter-sectoral collaboration and identify opportunities for other components of the IHR-MEF, such as a joint *Simulation Exercise* or a joint *After-Action Review*.

**Expected outcomes of Session 7:** Depends on the country needs and level of advancement in the implementation of the IHR-MEF but options can include:

- Linkages with NAPHS or other mandated plans.
- Identification of immediate and practical next steps.
- Identification of opportunities for other components of the IHR-MEF.

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## WORKSHOP EVALUATION

On the last day of the workshop, participants are asked to provide their feedback on the workshop using an online evaluation questionnaire available at [www.bit.ly/NBWEvaluation](http://www.bit.ly/NBWEvaluation). Project the slide called '**Evaluation Form Link & QR**' from the **Facilitation Share-drive** on the main screen and give participants about 10 minutes to fill the questionnaire.

## OTHER INSTRUCTIONS

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### TIPS FOR WORKING GROUP EXERCISES

- When giving instructions for exercises, always refer participants to the relevant page of their handbook, wait for them to open it, go through all the instructions and make a full demonstration of what they are being asked to do.
- For each exercise, circulate early throughout all the groups to make sure that the instructions are well understood by all participants.
- Take clear pictures of all outputs produced during the working group sessions.
- Keep all **Objective** and **Activity** cards produced as they will be necessary to compile the final roadmap.

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### SHARE-DRIVE

All the material of the workshop should be uploaded on a **Participant Share Drive** (Google Drive or OneDrive for example) and the link shared with all participants.

## EXAMPLES OF EXPECTED WORKSHOP OUTPUTS

### OUTPUT 1: LEVELS OF COLLABORATION ASSESSED FOR KEY TECHNICAL AREAS

The following example shows the results obtained from eight working groups (two groups per disease) when they assessed the level of collaboration between the animal health and public health sectors for the 16 key technical areas shown on the left. The level of collaboration uses a three-color code: **Red** (collaboration needs major improvement), **Orange** (some collaboration exists but it should be strengthened) and **Green** (collaboration is excellent).

Technical area (cards)	Rabies	Anthrax	H5N1	Brucellosis	RVF	Score*
Coordination at local Level	Red	Red	Red	Red	Red	10
Finance	Red	Red	Red	Red	Red	10
Communication w/ media	Red	Red	Yellow	Red	Red	9
Emergency funding	Red	Red	Red	Red	Yellow	9
Joint surveillance	Red	Red	Yellow	Red	Yellow	8
Field investigation	Yellow	Red	Green	Red	Red	7
Laboratory	Red	Yellow	Green	Yellow	Red	6
Response	Red	Yellow	Yellow	Yellow	Yellow	6
Communication w/ stakeholders	Yellow	Yellow	Yellow	Yellow	Yellow	5
Risk assessment	Red	Green	Yellow	Yellow	Yellow	5
Human resources	Yellow	Yellow	Red	Yellow	Green	5
Coordination at technical Level	Green	Yellow	Yellow	Yellow	Yellow	4
Coordination at high Level	Green	Yellow	Yellow	Yellow	Green	3
Legislation / Regulation	Yellow	Green	Yellow	Green	Yellow	3
Education and training	Yellow	Green	Yellow	Green	Yellow	3

\*The score uses a semi-quantitative scale (2 points for a red card, 1 for a yellow card and 0 for a green card).

## OUTPUT 2: OBJECTIVES AND ACTIONS IDENTIFIED PER TECHNICAL AREAS

The following example shows as an example an **extract** of a NBW Roadmap:

Action	Timeline	Cost	Impact	Responsibility	Process
<b>COORDINATION AT HIGH, TECHNICAL, AND LOCAL LEVELS</b>					
<b>Objective 1: Establish high level national mandate for One Health collaboration</b>					
<b>1.1 Sign Memorandum of Understanding on mutual collaboration</b>	February 2019	+	+++	Legal and Technical Departments of MHSP, MARD, and Ministry of Environment	<ol style="list-style-type: none"> <li>1) Agree to draft MoU at high level</li> <li>2) Set up a working group</li> <li>3) Draft MoU including Animal and Human Health inputs</li> <li>4) Conduct consultations in each sector</li> <li>5) Approve the MoU by all involved parties</li> <li>6) Commence MoU</li> </ol>
<b>1.2 Establish a National Multisectoral Committee on Zoonoses (NMCZ) according to the MoU provisions</b>	April 2019	+	+++	MHSP, MARD, and Ministry of Environment	<ol style="list-style-type: none"> <li>1) Establish a working group</li> <li>2) Develop ToR for NMCZ</li> <li>3) Develop a working plan of the NMCZ</li> <li>4) Approve establishment of NMCZ for coordination on zoonotic diseases of common interest in line with ToR</li> </ol>
<b>Objective 2: Enhancing formal One Health coordination authority structures and frameworks</b>					
<b>2.1 Review legislation relevant to One Health and control of zoonoses</b>	December 2019	++	+++	Technical and legal experts from different sectors	<ol style="list-style-type: none"> <li>1) NMCZ to establish a working group of technical and legal experts from different sectors</li> <li>2) Develop ToRs</li> <li>3) Report to NMCZ periodically</li> <li>4) Final report and recommendations are to be approved by NMCZ</li> </ol>
<b>2.2 Establish joint technical sub-committees for priority zoonoses to develop strategic joint response plan and/or update contingency/control plans</b>	October 2019	++	+++	National Multisectoral Committee on Zoonoses (NMCZ)	<ul style="list-style-type: none"> <li>- NMCZ to establish technical sub-committees for specific zoonoses of common interest</li> <li>- Appoint epidemiologists, laboratory, and other relevant specialists in each group</li> <li>- Each sub-committee to develop ToRs</li> <li>- Final reports and recommendations are to be approved by NMCZ</li> </ul>
<b>2.3 Appoint focal points for intersectoral coordination at national and regional levels</b>	June 2019	++	+++	NMCZ	<ul style="list-style-type: none"> <li>- Nominate focal points at national and regional levels</li> <li>- Develop ToRs / job description</li> <li>- Focal points become the secretaries of NMCZ</li> <li>- Develop SOPs for focal points</li> <li>- Train focal points</li> </ul>

## RISK ASSESSMENT, JOINT SURVEILLANCE & LABORATORY

### Objective 3: Harmonize protocols and sharing of information for joint risk assessment surveillance and laboratory diagnostics of priority zoonotic diseases

<b>3.1 Develop integrated electronic system for routine sharing of data related to priority zoonoses</b>	May 2019 – September 2020	+++	+++	MHSP, MARD, Institute of Public Health (IPH), Food Safety and Veterinary Institute (FSVI), Medical and Veterinary Faculties	<ol style="list-style-type: none"> <li>1) Establish working group (8-10 persons)</li> <li>2) Identify the type of information and ways of sharing</li> <li>3) Conduct IT tender</li> <li>4) Develop and test the electronic system</li> <li>5) Implementation</li> </ol>
<b>3.2 Establish national library of SOPs</b>	December 2019	++	+	IPH, FSVI, FSA	<ol style="list-style-type: none"> <li>1) SOPs for sample collection, transportation, storage, diagnostic methods, biosafety and biosecurity, waste management, etc.</li> <li>2) Establish working group (8 persons)</li> <li>3) Prepare materials and adopt into Albanian</li> <li>4) Develop/adapt SOPs</li> <li>5) Invite external expert from reference institution for evaluation and consultations</li> <li>6) Test and update SOPs at national and local levels</li> <li>7) Print and distribute SOPs at all sectors involved</li> </ol>
<b>3.3 Develop guidelines for joint surveillance</b>	March 2019	++	+++	IPH, MARD, FSVI, FSA	<ol style="list-style-type: none"> <li>1) Establish working group of 12 people</li> <li>2) Translate and adapt existing documents from WHO, OIE, ECDC</li> <li>3) Conduct meetings with Albanian and international experts</li> <li>4) Develop the guidelines</li> <li>5) Test guidelines with all actors involved</li> <li>6) Conduct gap analysis and update the guidelines</li> <li>7) Get approvals from MARD and MHSP</li> <li>8) Publish guidelines electronically and print hard copies for each involved party</li> </ol>

### Objective 4: Share resources to optimize collective capacity for risk assessment, surveillance and laboratory diagnostics of targeted zoonoses

<b>4.1 Develop capacity of the National Reference Laboratories for zoonoses, considering sharing of human, physical and financial resources</b>	March 2019	++	+++	Zoonotic Committee, IPH & FSVI	<ol style="list-style-type: none"> <li>1) Review capacities from both sides involving international expertise</li> <li>2) Identify resources that could be shared</li> <li>3) Reinforce with necessary equipment and materials</li> <li>4) Human resource capacity building: <ul style="list-style-type: none"> <li>- trainings</li> <li>- exchange of scientific knowledge</li> <li>- study tours</li> </ul> </li> </ol>
<b>4.2 Conduct joint vector surveillance and pathogen screening to enable joint risk assessment and early detection of vector-borne diseases (VBD)</b>	February – November 2019	+++	++	IPH, FSVI, University Faculties	<ul style="list-style-type: none"> <li>- Identify priority VBDs</li> <li>- Conduct epi and spatial analyses to identify number of samples and sampling locations</li> <li>- Conduct field work to collect vectors (ticks, flies, mosquitos) and animal samples</li> <li>- Detect infectious agents in vectors and animal/human hosts</li> </ul>

This example shows only an extract. A typical Roadmap contains 4-5 categories, 8-15 objectives and 20-50 activities.

# FACILITATOR CHECKLISTS

## PREPARATION CHECKLIST

ITEM	#	STATUS
<b>HQ / RO printing &amp; procurement</b>		
A0 Poster workshop	1	
Road-lane arrows	5	
A1 IHR-PVS matrix poster	5	
Pack of 48 technical cards	5	
Gap cards	75	
Recommendation cards	75	
Objective cards	25	
Activity cards	75	
Session 2 report sheets	5	
Large standing IHR-PVS Matrix	1	
Black marker pens	10	
Black fine-pointed marker pens	20	
Blue round stickers (100pc)	3	
Red round stickers (100pc)	3	
White round sticker (100pc)	3	
Post-its packs (3 colors)	3	
Blue-tack (80pc)	4	
<b>In-country printing / procurement</b>		
Participant Handbook ( <u>color</u> )	1 pax	
Session 2 scenarios	15	
PVS Evaluation reports	5	
JEE/SPAR reports	5	
Environment reports (if any)	5	
Flipchart	5	
Participant badge	1 pax	

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## END OF SESSION 1 CHECKLIST

- Name, title and affiliation of the people that talked during the opening ceremony were captured.
- Presentations of the Ministries were collected, as well as full name, title and affiliation of presenters.
- Session 2 scenarios are printed.
- Working groups are constituted.
- Material is ready for Session 2 as per the checklist below.

ITEM	#	STATUS
<b>Material for Session 2</b>		
List of participants for each group is printed	1 for each group	
Case study scenarios are printed	3 for each group	
Road-lane arrow posters	1 for each group	
Deck of 48 technical cards	1 for each group	
Black marker pen	2 for each group	
Blue tack	20 pcs for each group	
Report sheet	1 for each group	

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## END OF SESSION 2 CHECKLIST

- Results of session 2 are captured in the Facilitator's Excel sheet.
- Session 2 report sheets have been collected and photocopied (5 copies of each).
- IHR-PVS Matrix is set-up.
- Material is ready for Session 3 as per the checklist below.

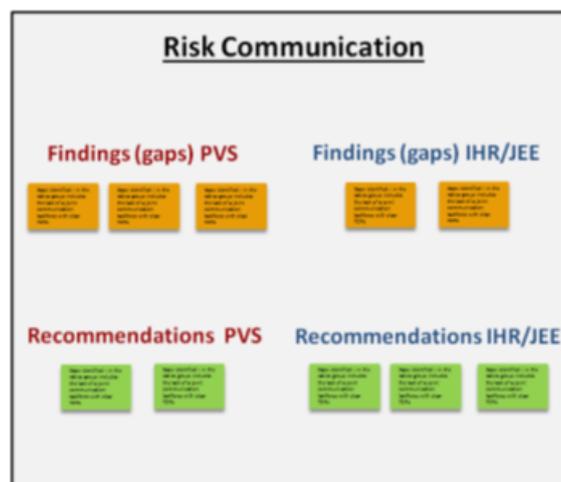
ITEM	#	STATUS
<b>Material for Session 3</b>		
Movie/Kahoot #3 on IHR, JEE and SPAR	1	
Movie/Kahoot #4 on PVS Pathway	1	
Movie/Kahoot #5 on Environment frameworks and tools	1	
A1 IHR-PVS matrix poster	1 for each group	
Blue-tack	20pc for each group	

## END OF SESSION 3 CHECKLIST

- Prepare the template on the flip chart for each group.
- Material is ready for Session 4 as per the checklist below.

ITEM	#	STATUS
<b>Material for Session 4</b>		
Flipchart with template	1 per group	
JEE/SPAR report	1 per group	
JEE/SPAR pre-extraction results (Excel)	1 per group	
PVS Evaluation (or Follow-up) report	1 per group	
PVS pre-extraction results (Excel)	1 per group	
Gap cards	12 per group	
Recommendation cards	12 per group	
Blue-tack	20pcs per group	
Fine-pointed marker pen	2 for each group	

### Flipchart template for Session 4



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## END OF SESSION 4 CHECKLIST

- Prepare the template on the flip chart for each group.
- Material is ready for Session 5 as per the checklist below.

ITEM	#	STATUS
<b>Material for Session 5</b>		
Flipchart with template	1 per group	
Fine-pointed marker pen	2 for each group	
Photocopy of the session 2 report sheets	1 copy of each disease for each group	
Copy of the red technical cards (used in session 2) relevant to each group	1-2 per group	

**Flipchart template for Session 5 and 6**



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## END OF SESSION 5 CHECKLIST

- Review all activities with the facilitating team.
- Leave yellow post-it notes for comments to be addressed by the group.
- Leave red post-it notes for modifications that require a discussion with a facilitator.
- Give a number to each panel for the world café.

ITEM	#	STATUS
<b>Material for Session 6</b>		
Flipchart with template	1 per group	
Objective cards	3 per group	
Activity cards	10 per group	
Blue-tack	20pcs for each group	
Fine-pointed marker pen	2 for each group	
Red round stickers	30 for each group	
Blue round stickers	30 for each group	

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## END OF SESSION 6 CHECKLIST

ITEM	#	STATUS
<b>Material for Session 7</b>		
Evaluation form	1 per participant	
Create <b>Participant Share-drive</b> with all the material	1	

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## END OF WORKSHOP CHECKLIST

- All activities and objectives (including voting results) have been captured in the **Excel Roadmap Template**.
  - Workshop evaluation** has been completed online by participants.
  - Participant Share-drive** link has been shared with all participants.
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