

# NATIONAL ONE HEALTH PLATFORM

Ministry of Health and Sanitation (MOHS), Ministry of Agriculture,  
and Forestry (MAF), Environment Protection Agency (EPA) and  
Office of National Security (ONS),

- Republic of Sierra Leone -



## GOVERNANCE MANUAL

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Preparedness Response  
ONE HEALTH IN ACTION



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## ABBREVIATIONS

<b>AMR</b>	Anti-Microbial Resistance
<b>CDC</b>	Centre for Disease Control
<b>CSO</b>	Civil Society Organization
<b>DHSE</b>	Director(ate) of Health Security and Emergencies
<b>EPA</b>	Environmental Protection Agency
<b>EPI</b>	Expanded Program on Immunization
<b>EPR</b>	Emergency Preparedness and Response
<b>EVD</b>	Ebola Virus Disease
<b>FMD</b>	Foot and Mouth Disease
<b>GoSL</b>	Government of Sierra Leone
<b>HED</b>	Health Education Division
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MAF</b>	Ministry of Agriculture and Forestry
<b>MDA</b>	Ministries, Departments and Agencies
<b>MFAIC</b>	Ministry of Foreign Affairs and International Cooperation
<b>MoFED</b>	Ministry of Finance and Economic Development
<b>MoHS</b>	Ministry of Health and Sanitation
<b>NAPHS</b>	National Action Plan for Health Security
<b>NGO</b>	Non-Governmental Organization
<b>NOHP</b>	National One Health Platform
<b>NOHSP</b>	National One Health Strategic Plan
<b>NPHA</b>	National Public Health Agency
<b>OHS</b>	One Health Secretariat
<b>OHTC</b>	One Health Technical Committee
<b>ONS</b>	Office of National Security

<b>P&amp;R</b>	Preparedness and Response
<b>P4P</b>	Planning for Performance
<b>PoE</b>	Point of Entry
<b>REDISSE</b>	Regional Disease Surveillance
<b>RSLAF</b>	Republic of Sierra Leone Armed Forces
<b>SLARI</b>	Sierra Leone Agricultural Research Institute
<b>TWG</b>	Technical Working Group
<b>USAID</b>	United States Agency for International Development

## FOREWORD

The Government of Sierra Leone recognizes participatory governance as an essential element in the planning and decision-making process. This Governance Manual clearly defines the roles and responsibilities in the National One Health Platform that will guide the implementation of One Health activities in Sierra Leone. It provides an overview of the administrative and technical organization of the National One Health Platform, and the system to ensure effective participation in the planning and decision-making processes.

The One Health Secretariat, Technical Committee, Coordinating Committee and Technical Working Groups will be responsible for supervising and supporting the timely planning, implementation, and monitoring of One Health-related programs and activities. Regular reports will be provided to the Inter-Ministerial Steering Committee.

This Governance Manual will guide the introduction and expansion of the One Health approach in Sierra Leone; it needs to be regularly updated to reflect changes in the One Health structure and functions.

## 1. BACKGROUND

Sierra Leone approved the One Health Concept based on the experiences during the EVD outbreak of 2014 – 2015; this was considered the most suitable approach to prepare and respond to outbreaks of Ebola virus disease and other zoonotic diseases, as well as Anti-Microbial Resistance (AMR), Chemical Hazards, and Emerging Pandemic Threats of Initially Unknown Etiology. In June 2017, the Vice President of Sierra Leone launched the One Health Platform, and since then, significant progress has been achieved and a One Health Secretariat has been established. With support from the USAID Preparedness and Response Project, and in close collaboration with the Ministry of Health, Ministry of Agriculture, Environmental Protection Agency, Office of National Security and other MDAs and partners, the Government of Sierra Leone developed the National One Health Strategic Plan (NOHSP), and drafted a National Action Plan for Health Security (NAPHS).

In support of efforts to ensure the functionality of the National One Health Platform (NOHP), the Government in collaboration with USAID and the Preparedness and Response (P&R) project organized a two-day Planning for Performance (P4P) workshop to establish organizational capacity and performance baselines for the Platform. This brought together various line Ministries, Agencies and Institutions involved in the institutionalization of the One Health approach in Sierra Leone. Using the P4P Process and Tool, participants established capacity baselines, measured organizational performance and planned for needed activities to support the operationalization of the NOHP. This process applied a ‘One Health lens’ to better align interventions to the needs of the Platform to advance a multi-sectoral One Health agenda.

This One Health Governance Manual outlines the objectives of the platform and the structures and processes intended for effectively achieving them. It provides the details of the technical and administrative roles and responsibilities of the multi-sectoral stakeholders engaged in OH in Sierra Leone.

## 2. PURPOSE OF THE ONE HEALTH PLATFORM

The objectives of the National One Health Platform are:

- To create a conducive platform for the effective engagement of the parties in the promotion of health;
- To guide the establishment of an institutional framework, working collaboratively, to support a One Health Approach;
- To create and maintain public health awareness of the One Health concept; and
- To promote national capacity and expertise in One Health and ensure a multi-disciplinary approach to solving public health threats

### 2.1. GOALS, VISION, MISSION, AND VALUES

The three main goals are to:

1. Establish institutional arrangements to enable effective coordination and collaboration between One Health sectors and partners
2. Develop technical capacity for the prevention, detection and control of threats
3. Apply safe and sound environmental principles

The Vision is “A healthy Sierra Leone with people and animals co-existing in a safe environment, achieved through effective One Health Collaboration.”

The Mission is “To create a resilient One Health system with efficient multi-sectoral coordination to prevent, detect and respond to emerging and re-emerging health threats to humans, animals and the environment.”

The key values are:

- Transparency and accountability;
- Multi-sectoral, multi-disciplinary collaboration with shared leadership;
- Strong community participation, equity, and inclusion;
- Promotion of gender equality and cultural diversity;
- Trust between the various partners, with focus on excellence; and
- Commitment to environmental safeguards, thereby promoting a culture that recognizes the importance of environmentally friendly best practices.

### 2.2. FUNCTIONS

The functions of the One Health Platform are grouped under headings of (a) during non-public health events, (b) during public health events, and (c) post public health events.



During non-public health events, the NOHP will function in the following ways:

- Coordinate multi-sector One Health activities by promoting institutional development to include coordinating resource mobilization for preparedness, risk and vulnerability reduction;
- Conduct joint evaluations / assessments with relevant MDAs and partners;
- Institutionalize the One Health approach to address any public health event and/or pandemic that poses health threats;
- Ensure that appropriate measures are taken for the prevention of events, or the mitigation of their effects, and for capacity building for effective response to events.

During public health events, the NOHP will function in the following ways:

- Foster collaboration among stakeholders and trigger appropriate response mechanisms;
- Facilitate joint rapid event assessment and its impact, produce situation reports, recommend necessary actions, and communicate information to all stakeholders;
- Reactivate and/or establish various pillars for effective coordination and response led by the responsible sector.

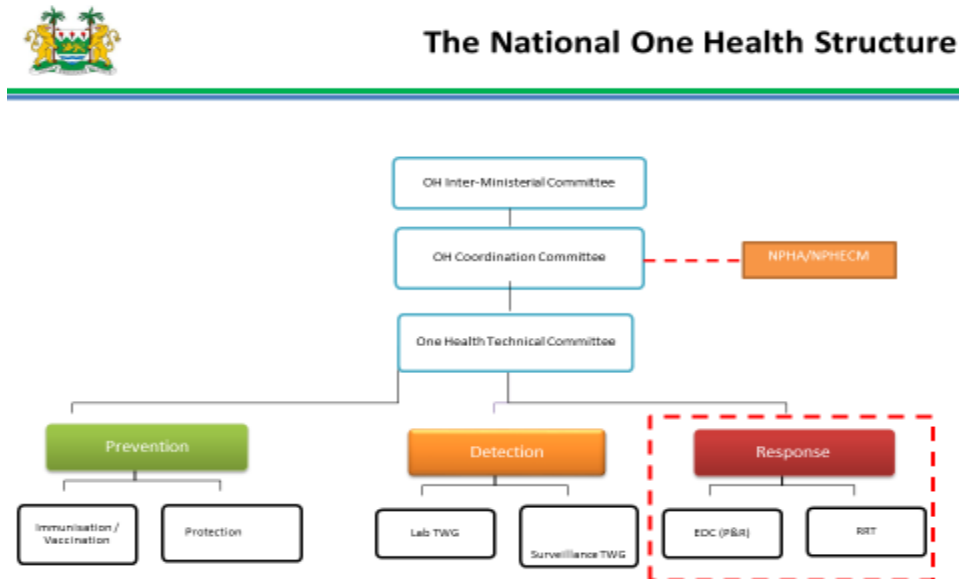
After public health events, the NOHP will function in the following ways:

- Evaluate the event and its operations;
- Generate post event reports within a quarter after official declaration of the end of the event;
- Secure all the government and other properties/assets used in the event;
- Carry out a detailed needs and risk assessments for: Recovery, Rehabilitation, and Reconstruction.

One Health-related research will be encouraged during all phases.

### 3. THE ROLES AND RESPONSIBILITIES OF THE ONE HEALTH PLATFORM

This next diagram depicts the National One Health Platform



### 3.1. INTER-MINISTERIAL COMMITTEE

#### *Terms of Reference of the Inter-Ministerial Steering Committee*

This Committee is responsible for policy formulation, coordination, and oversight of all One Health programs and activities.

#### *Membership of the Inter-Ministerial Steering Committee*

It is co-chaired by the Minister of Health and Sanitation and the Minister of Agriculture. Core members include Ministers from related ministries, namely Local Government and Rural Development; Education, Science and Technology; Internal Affairs; Finance and Economic Development; Trade; Social Welfare, and Gender. Non-ministers in this core group include the Executive Chair of the Environmental Protection Agency; the Director of the Office of National Security; and the Chairs of the Parliamentary Committees for Agriculture, Health, and the Environment. Other MDAs will be co-opted as and when necessary, and include the Ministers of Mines and Mineral Resources; Transport and Communications, Youths and Sports.

### 3.2. COORDINATING COMMITTEE

#### *Terms of Reference of the OHCC*

This Committee provides overall leadership and policy guidance on all issues related to One Health.

#### *Membership of the Coordinating Committee*

The chairmanship is rotational between the professional heads of the key institutions, namely the Chief Medical Officer, the Chief Agricultural Officer, and the Chair of the Environmental Protection Agency. Any one of these will act as Chair, with the other two as first and second vice Chairs on an annual rotational basis. The first vice chair will assume the duties of the chairman in the absence of the chairman; the second vice chairman assumes the duties of chairman in the absence of the chairman and first vice chairman. These are permanent designations of the professional heads of these ministries and agencies, and this rotating chairmanship indicates the fairness in ensuring equitable One Health leadership amongst the three key sectors of Environment, Agriculture and Health.

Members will include senior directors from:

- MoHS
- MAF
- EPA
- ONS
- MoFED
- RSLAF
- Training/ Research institutions (UNIMAK; Njala University; SLARI)
- Senior Representatives of Partners including CSOs.
- Other members to be coopted as and when necessary.

These are non-paying positions

### 3.3. TECHNICAL COMMITTEE

#### *Terms of Reference of the Technical Committee*

The TC will serve as a supervisory body for the technical working groups (TWGs) and Members of the TC will take recommendations, as deemed appropriate, from the Technical Working Groups to Heads of relevant agencies and advocate for action in line with the objectives of the OHP and One Health institutionalization. Moreover, the OHTC will serve as a link between the TWGs, the Technical Coordinating Committee and the Inter-Ministerial Steering Committee. This committee provides leadership to the Technical Working Groups (TWGs) under the broad areas of prevention, detection and response. The One Health Secretariat is an important component of this committee; it is located in the Directorate of Health Security and Emergencies (DHSE), and works on daily basis on the

activities of the Platform. More details on the structure and functions of the OHS are provided in section 3.5.

#### Membership of Technical Committee

The Director of Health Security and Emergencies (DHSE); Director of Veterinary Services; and a designated Director from the EPA will serve as co-Chairs of the OHTC on an annual rotational basis. At any given time one will be the chair and the other two co-chairs, who will act as chairs in the absence of the substantive chair. The Chair will be responsible for overseeing all meetings and making final decisions, on advice from the Vice Chairs and other OHTC members, on whether and when to elevate activities proposed by the individual TWGs to the attention of Ministers and Directors. The Vice Chairs will help to facilitate meetings of the TC and will ensure adequate representation across sectors at the TC meetings.

The OHTC membership will comprise the chairpersons of the various TWGs and other technical experts from partner organizations. These will include technical directors or their designees from the following relevant MDAs:

- MoHS;
- MAF;
- Tertiary Institutions (Njala University; UNIMAK);
- SLARI;
- EPA;
- ONS;
- WHO;
- FAO; and
- Two representatives from CSOs/ NGOs.
- Others as and when necessary.

#### 3.4. TECHNICAL WORKING GROUPS

There are six Technical Working Groups (TWGs), namely Immunization; Protection/ PoE; Laboratory; Surveillance; Preparedness and Response; and Anti-Microbial Resistance (AMR).

The overall responsibilities of all the TWGs include the development of operational plans; organization and provision of technical assistance to the district, facility and/or community implementing teams; production of technical reports; review and validation of guidelines and Standard Operating Procedures. Membership includes competent technical officers from relevant Ministries, Departments and Agencies (MDAs) and technical experts from partners. They are subject matter experts within the One Health implementing ministries and agencies, and the specific Terms of Reference for each TWG are listed in the following paragraphs.



### 3.4.1. Immunization

*The Terms of Reference of the Immunization TWG are:*

- Spearhead the development of One Health Immunization Policy and Strategic Plan;
- Resource mobilization for One Health Immunization;
- Advocate for the strengthening of the Veterinary Vaccination Program (including training of staff, establishment of cold chain, supervision and monitoring);
- Ensure the enforcement of existing laws and regulations on animal vaccinations (e.g., rabid dogs);
- Facilitate the constant supply/ availability of quality vaccines, especially for the vaccine-preventable zoonotic diseases (Rabies, FMD, Avian Flu, EVD (in pipeline));
- Ensure the provision of safe injection and waste disposal supplies for immunization;
- Support the accelerated introduction of life-saving new and underused vaccines (e.g., Ebola, Rabies); and
- Facilitate the achievement of “adequate immunization coverage”, especially for infectious animal diseases and zoonosis.

*The Membership of the Immunization TWG*

Chair: The Director of Livestock and Veterinary Services, Ministry of Agriculture and Forestry

Vice Chair: The Director of Hospital and Laboratory Services, Ministry of Health and Sanitation

Membership – Designated Representatives from:

- MoHS/ EPI;
- MAF;
- EPA;
- USAID/ CDC;
- SLARI;
- Njala University; UNIMAK;
- NGOs/ CBOs (Focus 1000, Breakthrough Action);
- WHO;
- FAO; and

- . Other members to be coopted as and when necessary.



### *3.4.2. Protection/ Point of Entry TWG*

#### *The Terms of Reference of the Protection/ PoE TWG*

- Advocate for the development of reporting protocols, guidelines and manuals for technical staff (Human health, Animal health, and the Environment) at district and national levels;
- Provide guidelines for the deployment of human resources at different levels in the context of one health;
- Ensure the development of effective communication strategies and adequate community engagement and participation during Public Health Events;
- Organize and hold regular international cross-border and inter-district meetings to support information sharing for tracking events including effective networking, monitoring of potential threats and identifying opportunities to collaborate with stakeholders;
- Advocate for the availability of sufficient emergency stockpile (drugs, supplies) to support preparedness and timely response to emergencies in the context of one health (human, animal and environmental);
- Review and/or update emergency operational manual that provides an opportunity to support processes for triggering access to funds during a Public Health Event / outbreak. This is to avoid bureaucratic procedures and ensure the availability of funds and other resources to support timely and prompt interventions / response; and
- Document experiences and lessons learned from interventions / responses linked to events from human, animal and environmental health.

#### *Membership of the Protection/ PoE TWG*

Chair: Director, Office of National Security

Co-Chairs: EPA designated Director; MoHS designated Director

Secretary: OHS

Membership – designated representatives:

- MoHS;
- MAF;
- EPA;
- ONS;
- RSLAF;
- CSOs/ NGOs;
- WHO; and

. FAO.

### 3.4.3. Laboratory

#### *Terms of Reference of the Laboratory TWG*

The Laboratory Technical Working Group shall address lab-related issues in country, with focus on:

- Support for the improvement of diagnostic capacity through advocating for training opportunities for laboratory technicians (long and short term);
- Ensuring the revision of laboratory training curricula, with conduct of regular supervision and on-site mentoring;
- Advocacy for the institutionalization of laboratory training programs within tertiary training institutions;
- Monitoring of laboratory facilities and/or institutions performing diagnostic tests and calibration to ensure accuracy of results;
- Facilitating the establishment of Laboratory Quality Management System (LQMS);
- Supervising the development and implementation of standard operating procedures (SOPs) for all testing procedures;
- Initiating and supporting mandatory licensing of all laboratory facilities (public, private);
- Encouraging laboratory and research;
- Supporting efforts to ensure regular preventative and curative maintenance of laboratory equipment;
- Advocating for funding for the procurement of reagents and supplies to avoid stock outs and ensure continuous diagnostic capacity;
- Building sustained partnerships with national and internationally partners for improved laboratory services;
- Facilitating the establishment of systems for timely, effective exchange of laboratory data/ information amongst key sectors/ partners at all levels;
- Facilitating the development of One Health Laboratory Policy, Strategy and Plan; and
- Submitting regular, quarterly reports to the One Health Technical Committee using agreed indicators including JEE on country's performance.

Chair: Director of Central Veterinary Laboratory, MAF

#### *Membership of the Laboratory TWG*

Co-Chairs: Director of Hospital and Laboratory Services, MoHS; Director of EPA Laboratory Services

Secretary: OHS

Membership – Designated Representatives from:

- MoHS;

- MAF;
- SLARI;
- Njala University;
- . University of Makeni;
- . EPA;
- . USAID;
- . CDC;
- . WHO;
- . FAO;
- . Other members to be coopted as and when necessary.

#### 3.4.4. Surveillance

##### *Terms of Reference of the Surveillance TWG*

- Develop technical and operational tools to support the strengthening of national disease control strategies (IDSR, Wildlife, OIE);
- Serve as an inter-ministerial, multi-disciplinary technical group with oversight of multi-sectoral surveillance system;
- Raise awareness within government, funding agencies and other strategic partners on the need to ensure that surveillance is given a high priority and visibility;
- Establish mechanisms for timely, effective exchange of surveillance data/ information amongst key sectors/ partners;
- Support the development of One Health disease surveillance workforce strategy;
- Enhance efforts to prevent and control zoonotic infections;
- Work with the relevant offices to develop a One Health Communication Strategy; and
- Provide update reports to technical committee.

##### *Membership of the Surveillance TWG*

Co-Chairs: Director of Health Security and Emergencies, MoHS; Director of Livestock and Veterinary Services, MAF; EPA designated Director.

Members will include designated Representatives from:

- MAF;
- MoHS;
- EPA;
- ONS;
- USAID;
- CSOs/ NGOs (Two);
- WHO; FAO.

Other members shall be coopted as and when necessary.

### *3.4.5. Preparedness and Response*

#### *Terms of Reference of the Preparedness and Response TWG*

- Advocate for the development of protocols, guidelines and manuals for different levels of professional (human, animal and environmental);
- Facilitate the development of national integrated Emergency Preparedness and Response plans for national and district levels;
- Support the assessment of the HR capacity in all sectors including the determination of critical gaps; provide technical assistance for the development of needed HR plans at national, district, and community levels;
- Facilitate the development of effective communication strategies to ensure adequate community engagement and participation in One Health;
- Organize and hold regular inter-district and international cross-border meetings to support information sharing for tracking events, especially through effective networking and monitoring of potential threats;
- Advocate for urgent accessibility to funding from the Emergency Response Fund when needed; spearhead the development of a One Health Emergency Financial Operational Manual that will, amongst others, clearly outline the steps for the timely access of funds (GoSL and partners) in the event of an Eligible Emergency;
- Promote the need for the prepositioning of emergency stockpiles (drugs, medical and non-medical supplies) to support preparedness and timely response to potential (Public) One Health emergencies;
- Document response interventions linked to Public (One Health) events, especially Lessons Learned; and
- Support post event interventions for psychosocial and mental health rehabilitation through counseling and support to those impacted due to events.

#### *Membership of the Preparedness and Response TWG*

Chair: Director of the Office of National Security

Co-Chairs: Director of Health Security and Emergencies, MoHS; MAF designated Director; EPA designated Director.

Members will include representatives from:

- MoHS;
- MAF;
- ONS;
- MFAIC;
- EPA;
- RSLAF;

- . WHO;
- . FAO;
- . WFP;
- NGOs/ CSOs (Two representatives)

#### 3.4.6. Anti-Microbial Resistance (AMR)

##### *Terms of Reference of the AMR TWG*

The AMR TWG shall address all AMR-related activities:

- Facilitate the improvement of awareness and understanding of AMR through effective communication, education and training;
- Support the strengthening of AMR knowledge and evidence-based decision-making through surveillance and research;
- Advocate for the reduction of the incidence of infections through effective sanitation, hygiene and infection, prevention and control measures;
- Advocate for the optimal use of antimicrobials agents in human and animal health;
- Identify other stakeholders, build sustained partnerships and collaborate nationally and internationally on containment of AMR;
- Facilitate the development/ revision of policies, and the implementation of plans for the containment of AMR;
- Coordinate national and sub-national activities for establishment of AMR surveillance systems; and
- Supervise and support reporting to the Technical Committee on the prevalence and trends of AMR.

##### *Membership of the AMR TWG*

Chair: Director of the Pharmacy Board

Co-Chairs: Chief Pharmacist, MoHS; Designated representative from Veterinary Division,

Members will include representatives from:

- MoHS/ Directorate of Drugs and Medical Supplies;
- MAF;
- Sierra Leone Medical and Dental Association (SLMDA);
- MAF;
- CBOs/ NGOs (Two representatives);
- EPA; and
- Pharmacy Board.

Other members will be coopted as and when necessary.

#### 3.4.7. Sub-Committees

Specific ad hoc groups may be formed as sub-committees under the TWGs. Examples include sub-committees focused on environmental health and specific priority diseases (e.g., rabies, vaccine preventable diseases). These sub-committees may be temporary or permanent, depending on the needs. The request to establish a sub-committee shall be presented to the Chair and Vice Chairs of the OHTC, who will assess and make recommendations for approval to the Inter-Ministerial Steering Committee.

### 3.5. ROLES AND RESPONSIBILITIES OF THE ONE HEALTH SECRETARIAT

#### 3.5.1. Terms of Reference of the OHS

The OHS will take on overall coordination for the OHP, including the working groups of the One Health Technical Committee. Coordination will include logistics, communication, and supporting review meetings across administrative levels.

- The Secretariat will be responsible for organization of logistics for meetings of the OHP bodies, including the Inter-Ministerial Steering Committee, the One Health Technical Committee and the Technical Working Groups.
- The OHS will be responsible for developing a communication strategy which is essential for effective implementation of activities that require awareness and buy-in from the multiple players of the OHP. Key communication activities will involve the following:
  - Develop mechanisms for data sharing and analysis across sectors, such as maintenance of a One Health Coordination Platform website as well as distribution of printed fact sheets and semi-annual reports.
  - Conduct data analysis and review for quality assurance.
  - Develop integrated dashboards using agreed indicators to support situational awareness.
- Support coordination structures and review processes across technical and administrative levels, such as through the following activities:
  - Establish and/or strengthen ongoing coordination structure at district and community levels including sector focal persons with needed logistics.
  - Support joint supportive supervision (national and district level teams).
  - Support annual and quarterly review meetings at national and district levels.



### 3.5.2. OHS Staff Appointments

All staff positions within the One Health Secretariat are full-time, although these could include personnel seconded from the relevant MDAs. The following staff will be appointed: OHS Lead; Focal Points for Agriculture, Health, Environment, and Security; Donor/ NGO/ Partner Coordinator; Communications Officer; Monitoring and Evaluation Officer; and Finance/ Admin Officer. Appointments will be guided by the following:

- The position for the One Health Lead will be advertised by the OHCC, with subsequent appointment of the successful candidate on a once renewable three-year term.
- The candidates for the Sector Focal Points (Agriculture, Health, Environment, Security) will be recommended by the Ministers of Health and of Agriculture; the Executive Chair of the EPA; and the Director of the ONS respectively. It is expected that the individual ministries/ agencies will conduct the relevant vetting processes (which will include the relevant One Health background of the nominees) ahead of submitting their recommendations. These recommendations will then be approved by the OHCC, and the officers will be hired for three-year terms with potential for renewal based on satisfactory performance reviews. Their positions will remain within their ministries/agencies and seconded to the OHS.
- The other staff positions will be advertised with selection of the most suitable candidates by the OHP; these include the Communication Officer, the M&E Officer; the Donor/ NGO/ Partner Coordinator; and the Finance/ Admin Officer. These staff will be hired for three-year terms with potential for renewal based on satisfactory performance evaluations.

### 3.5.3. Terms of Reference of the OHS staff

#### *OHS LEAD*

This is the overall coordinator of the OHS with the following specific responsibilities:

- Oversight of the Implementation, Monitoring and Evaluation of the NOHSP;
- Organization of annual review meetings with the full participation of all stakeholders and partners;
- Development of Annual Implementation Plans;
- Review and analysis of all reports prior to submission to the OH Coordinating Committee, and feedback to the reporting entities, especially at district level;
- Ensure effective organization of meetings, with timely preparation and distribution of minutes;
- Maintenance of effective records; and
- Any other relevant duties assigned by the Inter-Ministerial Steering Committee.

#### *FOCAL POINT AGRICULTURE*

This is the representative of the agriculture sector in the OHS with the following specific responsibilities:

- Liaison with agriculture sector, especially the Ministry of Agriculture and Forestry, to support implementation, monitoring and evaluation of OH activities;
- Submit regular reports to, and obtain feedback from the Ministry of Agriculture and Forestry and partners, especially FAO;
- Provide support to the NOHP Technical Working Groups;
- Coordinate representation and participation by the Ministry of Agriculture and Forestry on the Ministerial Steering Committee and the TWGs of the Technical Committee;
- Ensure representation of MAF at all meetings for which the designated committee member is unavailable;
- Ensure submission of required reports and work plan updates from MAF and agricultural agencies/ organizations;
- Serve as Secretary on designated TWG(s); and
- Any other relevant duties assigned by the OHCC.

#### *FOCAL POINT HEALTH*

This is the representative of the health sector in the OHS with the following specific responsibilities:

- Liaison with health sector, especially the Ministry of Health and Sanitation, to support implementation, monitoring and evaluation of OH activities;
- Submit regular reports to, and obtain feedback from the Ministry of Health and partners, especially WHO;
- Provide support to the NOHP Technical Working Groups;

- Coordinate representation and participation by the Ministry of Health on the Ministerial Steering Committee and the TWGs of the Technical Committee;
- Ensure representation of MoHS at all meetings for which the designated committee member is unavailable;
- Ensure submission of required reports and work plan updates from MoHS and human health agencies/organizations;
- Serve as Secretary on designated TWG(s); and
- Any other relevant duties assigned by the OHCC.

#### *FOCAL POINT ENVIRONMENT*

This is the representative of the environmental sector in the OHS with the following specific responsibilities:

- Liaison with environment sector, especially the Environmental Protection Agency, to support implementation, monitoring and evaluation of OH activities;
- Submit regular reports to, and obtain feedback from the Environmental Protection Agency and partners;
- Provide support to the NOHP Technical Working Groups;
- Coordinate representation and participation by the Environmental Protection Agency on the Ministerial Steering Committee and the TWGs of the Technical Committee;
- Ensure representation of EPA at all meetings for which the designated committee member is unavailable;
- Ensure submission of required reports and work plan updates from EPA and environmental agencies/organizations;
- Serve as Secretary on designated TWG(s); and
- Any other relevant duties assigned by the OHCC.

#### *FOCAL POINT NATIONAL SECURITY*

This is the representative of the Office of National Security in the OHS with the following specific responsibilities:

- Liaison with security sector, especially the Office of National Security, to support implementation, monitoring and evaluation of OH activities;
- Submit regular reports to, and obtain feedback from the Office of National Security and partners;
- Provide support to the NOHP Technical Working Groups;
- Coordinate representation and participation by the Office of National Security on the Ministerial Steering Committee and the TWGs of the Technical Committee;
- Ensure representation of ONS at all meetings for which the designated committee member is unavailable;

- Ensure submission of required reports and work plan updates from EPA and environmental agencies/organizations;
- Serve as Secretary on designated TWG(s); and
- Any other relevant duties assigned by the OHCC.

#### *DONOR/ NGO/ PARTNER/ PRIVATE SECTOR COORDINATOR*

Donors, NGOs and Partners are numerous, and include Implementing Partners, Academic Institutions, CSOs, the Private Sector, Community Stakeholders, Donors, Bilateral and Multi-Lateral Organizations, UN Agencies. This officer will coordinate their OH activities, with specific responsibility for:

- Liaison with the donors, NGOs and other partners to support implementation, monitoring and evaluation of OH activities;
- Submit regular reports to, and obtain feedback from the donors, NGOs and other partners;
- Provide support to the NOHP Technical Working Groups;
- Coordinate representation and participation by the donors, NGOs and other partners on the Ministerial Steering Committee and the TWGs of the Technical Committee;
- Evidence-based advocacy for key One Health issues, especially closer private sector participation;
- Ensure representation of the donors, NGOS and partners at all meetings for which the designated committee member is unavailable;
- Ensure submission of required reports and work plan updates from the donors, NGOs and other partners;
- Serve as Secretary on designated TWG(s); and
- Any other relevant duties assigned by the OHCC.

#### *MONITORING AND EVALUATION OFFICER*

The responsibilities include:

- In consultation with the OH Lead and the sectoral Focal Points, develop/ revise M&E framework for tracking performance of the Annual OH Implementation Plans;
- Support and monitor OH activities at all levels with focus on the districts, with regular supportive supervision visits;
- Support the planning of the annual and bi-annual OH Review and Planning meetings, including the preparation of presentations;
- Support work plan development to ensure that work plan activities are in line with the expected objectives/results;

- Track progress of the OHP in successfully completing activities outlined in the annual work plan;
- Serve as Secretary on designated TWG(s); and
- Any other relevant duties assigned by the OHCC.

#### *COMMUNICATIONS OFFICER*

The responsibilities include:

- Ensure that communications activities are adequately included in the Annual Implementation Plans, with focus on raising awareness and ensuring community participation;
- Lead strategic planning, implementation, and monitoring of all communications activities of the One Health Platform;
- Direct and oversee all information development, layout, and placement;
- Use of modern information technology including the development of a website;
- Present and report to the One Health Technical Committee on communication plans and activities;
- Publish high-quality bulletins, newsletters and news articles;
- Liaise with the print and electronic media;
- Ensure the sharing of One Health information between partners;
- Serve as Secretary on designated TWG(s); and
- Any other relevant duties assigned by the OHCC.

#### *FINANCE/ ADMIN OFFICER*

The Finance/ Admin Officer will provide financial and administrative support to the One Health Secretariat by:

- Ensuring that GoSL funds, provided directly to the OHS and through the relevant ministries and agencies (especially MoHS, MAF, EPA, ONS) are available as and when needed for the implementation of OH activities;
- Ensuring that provided by the GoSL and donor partner for OH activities and programs are managed in accordance with the relevant financial management procedures;
- Ascertaining that all resources allocated to the OH by partners (HDPs, NGOs, CSOs, global health initiatives, foundations, Private Sector) are included in the resource envelope for One Health;
- Managing and tracking of the OH Budget with preparation of regular update reports;
- Sending meeting reminders, compiling meeting minutes, and drafting communication to national and district-level stakeholders;
- Supporting the day-to-day functioning of the One Health Secretariat through procurement of office supplies;
- Serving as Secretary on designated TWG(s); and
- Any other relevant duties assigned by the OHCC.

## 4. MEETINGS OF THE OHP BODIES

### 4.1 Regular meetings

MEETING	FREQUENCY	PURPOSE	QUORUM
Inter-Ministerial Steering Committee	Bi annual	<ul style="list-style-type: none"> <li>Progress Review;</li> <li>Presentation of reports by OHCC.</li> </ul>	At least half of membership
Coordinating Committee	Quarterly	<ul style="list-style-type: none"> <li>Progress review;</li> <li>Presentation of reports by OHTC and OHS.</li> </ul>	At least two thirds of membership
Technical Committee	Quarterly	<ul style="list-style-type: none"> <li>Progress review with presentations by Technical Working Groups (with OHS)</li> </ul>	At least two thirds of membership
One Health Secretariat	Monthly	<ul style="list-style-type: none"> <li>Annual Review and Planning (December – with all stakeholders)</li> <li>Six monthly review (Date TBD and to be conducted at district level);</li> <li>Monthly progress review meetings with presentation of reports from TWGs</li> </ul>	At least two thirds of membership
TWG	Monthly	<ul style="list-style-type: none"> <li>Planning and Progress review.</li> </ul>	At least two thirds of membership

#### 4.2. Ex officio meetings

Special meetings of the Inter-Ministerial Steering Committee, OHTC, OHS, and TWGs may be convened at the discretion of the Chairs to address pressing technical or administrative issues. Where possible, at least two-day notice should be provided for special meetings.

#### 4.3. Reporting

The following documents shall be produced in the context of this Governance Manual:

- Annual OH work plan must be submitted to the to OHP Inter-Ministerial Steering Committee before 31<sup>st</sup> December; a draft is due by 30<sup>th</sup> November;
- Quarterly Progress reports before each quarterly meeting of the OHTC;
- Annual OH Report (of the previous year) by 30<sup>th</sup> January; and
- Monthly TWG reports.

## 5. COMMUNICATIONS

### 5.1. Internal Communications

The OHS will ensure the timely communication of information between the Inter-Ministerial Steering Committee, OHS, OHTC and TWG (via e-mail and the distribution of hard copies). Information to be communicated will include meeting schedules and invitations, progress reports and plans. All internal communication shall be in agreement with the communication strategy standard operating procedure (SOP) to be developed by the Communications Officer in the OHS.

### 5.2. External Communication

The Communication Officer of the OHS will oversee development of an external communication system that will include:

- A regularly updated website for the OHP with information on the Platform structure and the leadership, membership of the OHP bodies, and reports of One Health activities;
- A quarterly newsletter disseminated as hard copies to stakeholders and electronically through the website; and
- Intermittent press releases and news articles on OHP activities that warrant public attention, such as advocacy events and workshops.



## 6. FUNDING OF THE OHP

The platform will be funded through government budgetary allocation directly to the One Health Secretariat, as well as through the relevant line ministries and agencies. The OHP will advocate for the creation of One Health budget lines for the OHS as well as in the individual line ministries and agencies for activities aligned with the objectives of the OHP.

The One Health Platform will also be supported with funding from development partners and implementing agencies.

In order for an event to warrant response funding through the Contingency Emergency Response Component of the World Bank REDISSE, an eligible crisis or emergency is defined “as an event that has caused or is likely to imminently cause a major adverse economic and/or social impact associated with natural or man-made crises or disasters.”

## 7. ANNUAL REVIEW AND PLANNING

The following depicts the One Health Review and Planning cycle. Although the focus is on the national level, district and community level inputs are crucial to the successful achievement of a satisfactory level of preparedness and response for One Health emergencies. The development of the national, sectoral and district plans will be done between September and November. These plans will be reviewed, consolidated and finalized during the Annual One Health Review and Planning meeting in December. Implementation starts (continues) immediately after the review, accompanied by monthly supportive supervision and monitoring visits. These will be supported by bi-annual review meetings (which shall be held at district/ provincial level).

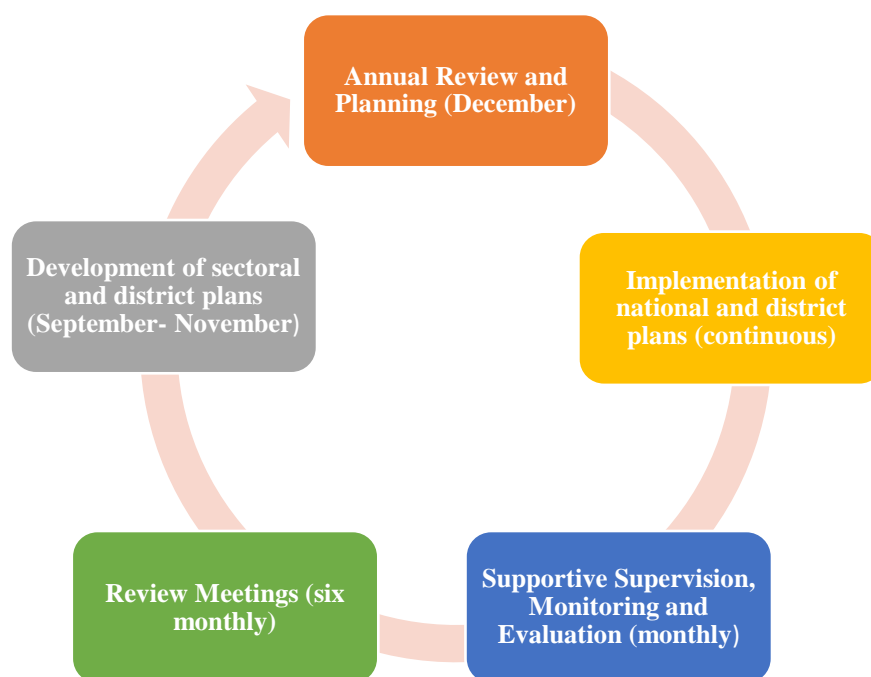


Figure 1: One Health Planning Cycle

The OHP work plan and monitoring and evaluation tools are to be reviewed annually. A Sample Logistical Framework to guide the Annual Review and Planning Process is included in the annexes. It can be adapted by the One Health Secretariat as needed. The indicators will outline the level of implementation of the various activities and determine the achievements and challenges.

## 8. Role of the OHP bodies during outbreaks (of priority zoonotic diseases)

### 8.1. PRIORITY ZOOTIC EVENTS

Priority public health events include those zoonotic diseases warranting response across human, animal, and environmental health sectors. A list of priorities at the time of the writing of this governance manual are included in Appendix A. The list was determined after a disease prioritization workshop and a multisectoral meeting that provided consensus on the list. The criteria for prioritization were Economic, Environmental and/ or Social Impact; Availability of Interventions; Epidemic/Pandemic Potential (Sustained transmission in humans); Severity of Disease in Humans; Presence of Disease in Country and/or Region; Laboratory Capacity/ Diagnostic Testing Capacity; Existing Multi-Sectoral Collaboration; and Bioterrorism Potential.

Viral Hemorrhagic Fevers (VHF – Ebola, Lassa Fever); Rabies; Zoonotic Influenza; Swine Salmonella; Anthrax; and the Plague were identified as endemic/emerging zoonotic diseases of greatest concern in Sierra Leone.

### 8.2. PROCESS OF NOTIFICATION

Events of priority zoonotic disease shall be reported by the Directors heading human, animal, and environmental health surveillance systems to the OHS. Once the OHS becomes aware of a public health event (i.e., any case) involving a priority zoonotic disease, the Chair of the OHTC should be notified. The Chair will call an emergency meeting of the OHTC to initiate multi-sectoral activities for investigation into disease events, according to disease-specific multisectoral preparedness and response plans developed under the coordination of the OHP. The activities will provide information for communicating with the Ministers across sectors. This communication will include reinforcement of response measures at national, district and community levels, as outlined in the preparedness and response plans.

The notification process should involve the Chair of the OHTC and should be prompt, thereby ensuring that the Ministry of Finance can take appropriate action in a timely manner. The funding shall initially target investigation activities and ultimately response activities, as determined by the nature of the emergency.

### 8.3. Monitoring of activities in response to priority zoonotic diseases

The OHTC shall be responsible for monitoring the response to ensure alignment with the disease-specific, multi-sectoral preparedness and response plans. The OHTC shall allocate responsibility for documenting response activities and organizing after action meetings to the OHS. After action meetings and reports should be facilitated by the OHS to ensure the partners can determine how the activities aligned with the multi-sectoral preparedness and response plans.

