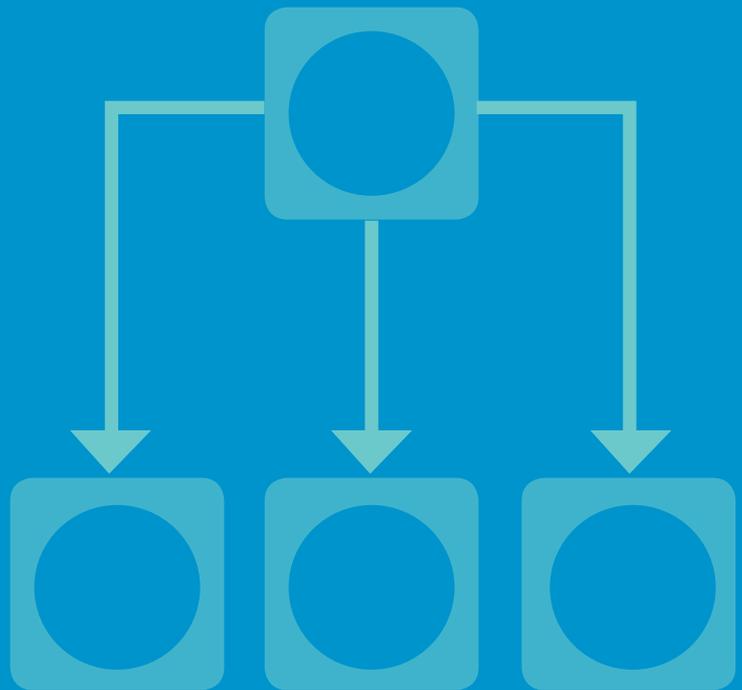




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Preparedness&Response
ONE HEALTH IN ACTION

Organizational Structure and Terms of Reference Toolkit



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This publication is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents of this publication are the responsibility of DAI and do not necessarily reflect the views of USAID or the United States Government.

Program Title:	Preparedness & Response
Sponsoring USAID Office:	GH-HN
Contract Number:	AID-OAA-A-14-00098
Contractor:	DAI
Date of Publication:	December 2018
Author:	P&R Staff



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INTRODUCTION

An organizational structure for a National One Health Platform defines the platform's structural components and how they interact internally and with external bodies. The organizational structure includes an organogram and terms of reference (TOR) defining how the roles, decision-making power, and responsibilities are assigned, controlled, and coordinated, and how information flows between the different levels within the system and externally. The organogram and terms of reference developed should ensure that the governance and operation of the platform serves as a multisectoral coordination mechanism to prevent, detect, and respond to public health events.

By supporting the development or revision of platform organizational structures, the aim should be to promote the formalization of a One Health platform that is officially endorsed by all relevant ministries and senior government officials.

STEP-BY-STEP PROCESS

This toolkit outlines the general process and tools needed to support country efforts to develop or revise a One Health platform's organizational structure and terms of reference. The order and timing of the steps may be revised depending on the country context. Questions listed under each step are suggestions for consideration and should not be considered a comprehensive list.

Timeline

The overall timeline for completing this process will be highly dependent upon the country context. Prior to the official activity start, it is recommended that the representative from the National One Health Platform (NOHP) work with government counterparts to develop an initial timeline to complete the development or revision of the platform's organizational structure and TOR. This initial timeline might be revised based upon the outcomes of the Collecting Background Information phase. As a rough estimate, it would take a minimum of eight weeks to complete the entire process.

ORGANIZATIONAL STRUCTURE AND TOR TOOLS

- **Facilitator SOW** – Sample SOW that outlines the tasks and provides a rough timeline for a facilitator to support the activity that can be adapted per country context.
- **Example of One Health Platform Organizational Structures and Terms of Reference** – This document provides examples of platform structures and TOR in selected countries.
- **Validation Workshop Agenda** – Sample, one-day agenda for validation workshop. This should be updated based upon the needs of the country and expected outcomes. A multiple day workshop may be needed to complete the development and/or review of the organizational structure and TOR.

STEP I: COLLECTING BACKGROUND INFORMATION AND DEVELOPING PROPOSED PLATFORM STRUCTURE

Regardless of whether a country is starting from scratch or revising an existing organizational structure, the first step in the process is to conduct desktop research and key informant interviews to determine what the government's needs are and what models may be most appropriate for that country context.

Conduct Desktop Research

Review relevant reports and assessments that may inform the development or revision of the country's One Health structure and TOR.

1. Review example structures and TOR from other countries that have existing One Health platforms.



2. Review relevant country-specific reports and assessments, including but not limited to:
 - After action reviews or reports of previous outbreaks and the response
 - Existing organizational structure and TOR (if available) and any existing assessments of these structures
 - Assessments or guidance in relevant sectors such as water, human and animal health, climate change, sanitation, agriculture, and gender or women's empowerment.
3. Identify the relevant ministries or government departments whose participation is essential to the country's One Health platform.

Consult Government Stakeholders

Meet with government counterparts to plan research to inform development of organizational structure and TOR.

1. Identify key informants to interview and develop key questions and interview protocol.
2. Conduct key informant interviews to determine desired organizational structure and TOR. Consider sharing other countries' structures and TOR as part of interview/conversations.
 - Does an organizational structure exist or is there/has there been an ad hoc organizational structure or protocol to respond to outbreaks?
 - What are some of the barriers that exist that might prevent the development or revision of the One Health platform or TOR?
 - What current or previous structures or protocols have worked well/are working well?
 - What are the current gaps in the structures, terms of reference, or protocols?

GENDER CONSIDERATIONS

- What opportunities exist to include gender concerns into the process of developing or revising the One Health platform and TOR?
- Do any national gender guidelines exist that could be incorporated into the review process?
- How can ministries or government agencies that handle gender issues and/or women's empowerment, gender focal points, or other gender experts be included in the consultation process for this activity?

Develop Proposed Organizational Structure and Plan TWG Meeting

Using background research and input from key informant interviews, develop draft document describing proposed organizational structure(s) and TOR in consultation with government partners. Next, plan a workshop/meeting of a technical working group (TWG) to review the draft (Step 2); determine desired outcomes of the workshop, and how best to structure the workshop agenda to achieve those outcomes.

1. Set date for TWG meeting and prepare list of invitees.
2. Develop and obtain agreement from relevant parties on the TWG agenda and desired outcome
3. Determine when to share draft document – prior to TWG workshop or share at workshop?
4. Prepare relevant workshop materials (handouts, PPTs, etc.) and obtain workshop supplies (flipcharts, pens, markers, etc.)

STEP 2: FINALIZING THE PLATFORM STRUCTURE WITH TECHNICAL WORKING GROUP

Once a draft organizational structure(s) and TOR for the platform have been developed based on input from key stakeholders, the Platform designated representative can organize the finalization of the structure through review by the TWG and a final validation by senior government officials.



Conduct Workshop with TWG Members

It is advised to use a trained facilitator to plan and conduct a workshop with TWG members from all relevant ministries to obtain agreement on the organizational structure and TOR. Depending on the desired outcomes, including whether a country is finalizing both the organizational structure and TOR or just one of these components, the working group meeting may be conducted in one day or extended to multiple days.

Circulate Proposed Structure and TOR to Senior Government Officials

After the workshop, the NOHP representative and facilitator update the organizational structure and TOR if needed and circulate this version to all TWG workshop participants. Each TWG participant will be responsible for obtaining review and conducting consultations with the appropriate people within his/her individual ministry or department.

1. Write up the outcomes of the meeting and update draft organizational structure and TOR.
2. Circulate the final organizational structure and TOR for review by each ministry/department.
3. Provide review deadlines and methodology for input/revisions by the ministries/departments.
4. Meet with government counterparts to set date for validation workshop and prepare list of validation workshop invitees.

STEP 3: VALIDATING THE PLATFORM STRUCTURE

The validation process is the government's official endorsement of the One Health platform's organizational structure and TOR. This process typically takes place during a one-day workshop, but may be extended and combined with a formal platform launch to publicly acknowledge the government's commitment to One Health.

1. Incorporate ministry feedback into organizational structure and TOR as input into validation meeting.
2. Develop and obtain agreement from relevant parties on the [validation workshop agenda](#) and desired outcome.
3. Conduct validation workshop with representatives from each ministry that have the authority to sign off on an organizational structure and TOR.