



COMMUNITY-BASED AVIAN INFLUENZA CONTROL PROJECT

WORKPLAN

YEAR THREE: 17 July 2008 – 30 September 2009

September 2008 – revised 15 January 2009

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LIST OF ABBREVIATIONS

AI	Avian Influenza
AIT	Avian Influenza Team
AusAID	Australian Agency for International Development
BCC	Behavior Change Communication
CBAIC	Community-Based Avian Influenza Control Project
CMF	Community Mobilization Facilitator
CMU	AI Campaign Management Unit (Ministry of Agriculture)
COP	Chief of Party
CTO	Cognizant Technical Officer
DAI	Development Alternatives, Inc.
DSO	Disease Surveillance Officer (Ministry of Health)
FAO	Food and Agricultural Organization of the United Nations
FGD	Focus Group Discussion
GAPPI	Association of Poultry Producers (Sectors 1&2)
GOI	Government of Indonesia
GOPAN	Association of Smallholder Poultry Producers (Sector 3)
H2P	Humanitarian Pandemic Preparedness Project
HPAI	Highly Pathogenic Avian Influenza
IDI	Indonesian Association of Medical Doctors
ILI	Influenza-Like Illness
ILRI	International Livestock Research Institute
IPC	Interpersonal Communication
JSI	John Snow, Incorporated
KK	Subdistrict Coordinator
KKR	Regional AI Taskforce Working Group
KOMNAS FBPI	National Committee for AI Control and Pandemic Influenza Preparedness
KOMDA	Regional AI Control Committee
LBM	Live Bird Market
LDCC	Local Disease Control Center (Ministry of Health)
M&E	Monitoring and Evaluation
MENKOKESRA	Coordinating Ministry of Social Welfare
MOA	Ministry of Agriculture
MOH	Ministry of Health
MT	Master Trainer
ND	Newcastle Disease
NGO	Non-Government Organization
PDSR	Participatory Disease Surveillance and Response
PINSAR	Association of Poultry Market Monitors
PMI	Palang Merah Indonesia (Indonesian Red Cross)
PPL	Agricultural Information Officer
PSA	Public Service Announcement
PSP	Private Sector Partnership
RFP	Request for Proposals
RT/RW	Neighborhood Associations
STOP AI	Stamp-out Pandemic Avian Influenza Project
TOT	Training of Trainers
UNICEF	United Nations Fund for Children
USAID	United States Agency for International Development
USD	United States Dollar
USDA	United States Department of Agriculture
USG	United States Government
VAIC	Village Avian Influenza Coordinator
WHO	World Health Organization

INTRODUCTION

Indonesia has the dubious global distinction as the nation with the highest number of confirmed human cases of H5N1 highly pathogenic avian influenza (hereafter referred to as AI). By 9 December 2008, the Indonesian Ministry of Health (MOH) had confirmed 139 cases, of which 113 were fatal – a case fatality rate of more than 81 percent. Experts estimate that actual numbers are several times higher with many cases unidentified, misidentified, or unreported. While Indonesia is a tropical archipelago made up of more than 17,000 islands, the western half of just one, Java, accounts for more than 68 percent of all human cases in the country. Indonesia provides countless places for endemic avian influenza to exist and potentially evolve into a form easily transmissible between humans, causing a pandemic that could kill millions.

The Community-Based Avian Influenza Control Project (CBAIC) is part of the United States Agency for International Development | Indonesia program for reducing the risk of pandemic flu. Partners in the USAID AI control program include the Food and Agriculture Organization of the United Nations (FAO), the World Health Organization (WHO), the International Livestock Research Institute (ILRI), and John Snow, Inc. (JSI). CBAIC works collaboratively and cooperatively with these partners to strengthen the impact and effectiveness of the USAID AI control program.

Overarching goals of the USAID program include prevention of pandemic flu developing from the H5N1 strain of avian influenza and establishment of Government of Indonesia (GOI) capacity for pandemic response; and reduced occurrence of AI infection in poultry and humans. Specifically, CBAIC is part of three USAID strategic objectives (SOs): Strengthen GOI planning, preparedness, and coordination among government sectors and levels and donor agencies (SO1); increase effectiveness of H5N1 prevention and control in poultry (SO2); and decrease high-risk behavior associated with transmission of H5N1 among poultry and humans (SO4). This document details the CBAIC year three workplan to meet these objectives.

In project year three, CBAIC will continue to strengthen GOI coordination, planning, and pandemic preparedness (Element A), while focusing AI control and prevention efforts in selected high-risk districts in West Java province (Element B). Lastly, CBAIC will develop and test a “biosecurity services” model in collaboration with the Indonesian commercial poultry industry (Element C).

STRATEGY DEVELOPMENT

In preparation for development of the third year workplan, an internal review team was assembled to produce a white paper on avian and pandemic influenza behavior change and risk reduction. The team, led by the Community-Based Avian Influenza Control Project Chief of Party, included representatives from FAO, WHO, USAID, and the Johns Hopkins University Center for Communication Programs; a technical specialist in AI virology and epidemiology; and independent short-term specialists in community mobilization and monitoring and evaluation. Intensive review and field assessment activities were conducted from 19 – 29 August 2008 and a draft white paper was submitted to USAID on 2 September.

The white paper detailed findings regarding the current understanding of avian influenza virus and transmission risks, as well as identification of the proposed geographic focus for CBAIC based on high-risk areas recently identified by FAO, and outlined recommendations for maintenance of existing community-level AI surveillance in which the project has already made a substantial investment. The white paper outlined specific program recommendations that have provided the foundation for the year three workplan detailed herein.

Concurrently, this workplan was developed and recruitment of additional project personnel began with an aim towards employing all needed staff by the end of October 2008, or as soon as possible. CBAIC will continue to reach out to other international stakeholders to ensure collaborative work and avoid duplication of effort, while strengthening the overall USAID AI control package in Indonesia. Once again, Indonesian Red Cross (PMI) and Muhammadiyah will serve as the prime local subcontractors.

GEOGRAPHIC FOCUS

In project years one and two, CBAIC worked in nine provinces across the western half of Indonesia. In project year three, the focus of work will be strategically reduced to the western half of Java, where MOH has recorded more than 68 percent of all confirmed human AI cases in the country. Western Java is one of the most densely populated areas in Indonesia, in terms of people *and* poultry.

The Ministry of Agriculture (MOA) and FAO evaluated the criteria for selecting areas for intensified AI control efforts in commercial poultry in western Java. In the absence of detailed information on the incidence of AI in commercial poultry, poultry density was used as a proxy for the presence of disease. The low prevalence of AI in humans and possible observational bias means that the distribution of human cases does not necessarily reflect the risk factors. Thus, the indicator chosen for estimating the risk was the ratio of poultry to humans.

MOA and FAO identified twelve (12) districts in western Java as having a particularly high ratio of commercial poultry to people. These areas feed poultry directly into Jakarta and Greater Jakarta (including Bogor, Depok, Tangerang, and Bekasi), in order to meet consumption demands. They include: Serang and Tangerang in Banten province; Karawang, Subang, and Indramayu along the West Java coast, east of Jakarta; and Bogor, Sukabumi, Cianjur, Purwakarta, Bandung, Tasikmalaya, and Ciamis in West Java, in the Bogor-Bandung-Ciamis corridor. *Note: The poultry in Karawang and Indramayu are mainly ducks.*

To leverage impact, CBAIC chose several of these same districts in which to work. Contiguous areas were chosen with a view to having the maximum impact on the transmission of the virus. Areas were selected during local government consultation (Element A), according to the following criteria:

- Density of human population; areas with higher human population density should be targeted due to increased scale of risk;
- Groups of contiguous communities interconnected by poultry production and trade routes, resulting in shared risk factors;
- Commitment of local authorities to the AI program, which will increase the likelihood of sufficient resource allocation and coordination of effort; and
- Existence of other AI programs; preference will be given to those areas without other programs, or with programs that are about to finish.

CBAIC will focus its year three activities in West Java province. In particular, this includes the MOA and FAO-identified high-risk corridor between Bogor and Ciamis. Locations chosen for program interventions are detailed later in this document under Element B, in the *Selected High-Risk Areas* section.

RISK REDUCTION STRATEGY

CBAIC will work with multiple community level stakeholders and groups to ensure an integrated approach to reduce the risk of AI transmission through implementation of three types of interventions: 1) Intensive, 2) Buffer zone, and 3) Outreach. Combined, this palette of interventions aims to reduce risky practices associated with transmission of AI in communities, from the district down to the village level. Specifically, this strategy aims to reduce AI transmission risks in areas accounting for more than 75 percent of the populations of poultry and people in West Java province.

Through collaboration with FAO and local governments, CBAIC has identified priority districts to implement an **intensive** risk reduction program. In addition, CBAIC will implement interventions that will cover those subdistricts surrounding the intensification areas, referred to in this strategy as **buffer zones**, which will ultimately cover all subdistricts in the selected high-risk districts. Finally, CBAIC will collaborate with *Desa Siaga* (alert village), the Ministry of Health community-level emergency and disaster preparedness and response program, through **outreach** efforts to expand their coverage to include AI prevention and response behaviors and best practices. Table I below summarizes the three program interventions and key audiences to be mobilized by the CBAIC AI risk reduction program, which is detailed under Element B, later in this document.

Table I. Summary of interventions and key audiences.

Intensive	Buffer zone	Outreach
Households	Collectors	Markets
Consumers	Transportation	Households
Producers	Markets	Consumers
Slaughterers	Slaughterers	
Markets		
Transportation		

The ultimate goal of the CBAIC strategy is to reduce the transmission of the HPAI virus in poultry and humans. Four key risk reduction program objectives are:

1. Implement an effective community-based risk reduction model;
2. Incorporate the CBAIC community-based AI risk reduction model with other existing community-based programs;
3. Establish sustainable community-based AI control and prevention capabilities through cooperation with local government AI programs; and
4. Maximize the reach of CBAIC AI risk reduction interventions.

The risk reduction program will focus on the priority behaviors needed to reduce risk of transmission. CBAIC grouped these behaviors into six (6) community-level *AI Risk Reduction Packages*, each of which details a standard set of responses to one aspect of AI transmission risk reduction. The packages are: (1) Traders and transporters, (2) Sector 3 poultry producers, (3) Poultry slaughterers, (4) Backyard poultry keepers, (5) Consumers of poultry meat and eggs, (6) Live bird market vendors. These packages are detailed under Element B, later in this document.

Working primarily from the district level, CBAIC will promote and support community mobilization efforts through which communities (subdistricts, neighborhood associations, villages, community groups, markets, etc.) will be identified in cooperation with local officials, and supported to implement one or more of the above mentioned packages, depending on the individual needs of each community. The selected communities (subdistricts, communities, neighborhood associations, villages, markets, etc.) will be mobilized with the goal of increasing the number of communities implementing one or more of the safe behaviors and practices described in the *AI Risk Reduction Packages* (detailed under Element B). This will reduce the risk of AI transmission to animals and humans – thus the number of cases – and, ultimately, reduce the overall threat of pandemic influenza developing from the highly pathogenic H5N1 strain of bird flu.

Community mobilization will be supported by advocacy efforts at the district level, and by mass media and print materials that reach down to the community level, modeling priority safe practices. The CBAIC AI Risk Reduction Program is described in detail under Element B. Our community mobilization model adapts and expands on the AI community mobilization models developed and implemented by CARE in Tangerang district of Banten province, the United Nations Fund for Children (UNICEF) in Serang district of Banten province and Catholic Relief Services/Lembaga Kariya Bhakti in Lampung province. The community mobilization model will integrate village AI coordinators (VAICs) trained by CBAIC and its partners, and link to the MOA participatory disease surveillance and response program (PDSR) and the MOH *Desa Siaga* (alert village) program to work effectively with CBAIC-developed avian influenza teams (AITs).

COMMUNICATIONS STRATEGY

CBAIC communications initiatives will support and strategically link the key elements of the year three program. In addition, CBAIC will develop complementary and reinforcing initiatives to those of other USAID AI partners in Indonesia. This will be accomplished by coordinating and collaborating messaging efforts, primarily with FAO, WHO, and ILRI. CBAIC will design and implement fully integrated communications initiatives to maximize the potential to effect behavior change to reduce the risk of AI transmission in animals and humans.

CBAIC year three communications interventions are outlined in Figure 1. This framework of interventions will allow CBAIC to design messages targeting a variety of audiences, while maintaining message consistency and technical soundness. These initiatives will reinforce one another and will instill in communities the importance of sustaining risk reduction practices into the future.

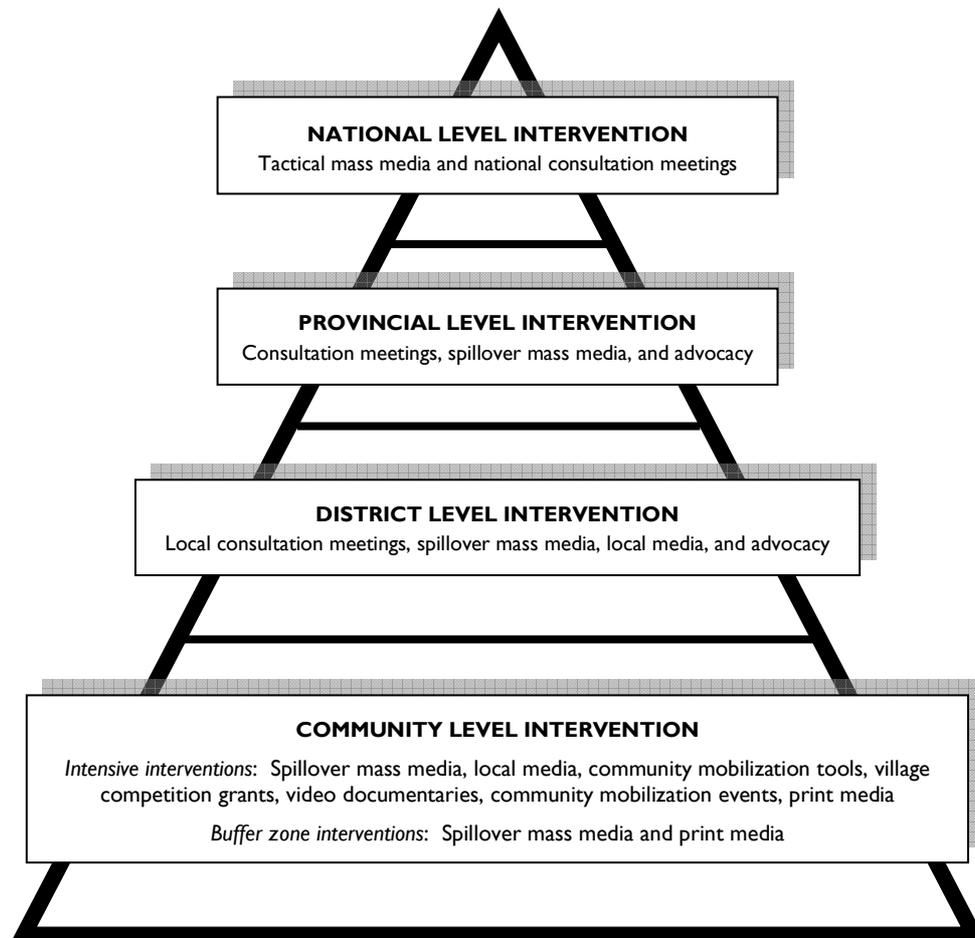


Figure 1. CBAIC year three communications interventions.

Of particular importance, data has shown cases of poultry and human infections increase with the rainy season and that special attention to AI prevention messages is needed during this period. Data has also shown that television is the most popular medium through which people receive their information about avian influenza. Therefore, CBAIC will design and implement a mass media campaign to coincide with the coming rainy season to remind people of the dangers of bird flu in order to reduce animal and human AI infections. This is detailed further under Element B.

The overall CBAIC messaging strategy is diagrammed in Figure 2 on the following page. It includes mass media, advocacy, and community mobilization interventions that will be used to mutually reinforce each other to achieve maximum effect. This implementation strategy will be applied through all levels (national to community) to encourage buy-in from all stakeholders.

As risk reduction messages penetrate into the grassroots or community level, they will become more detailed and will target more specific audiences. Figure 2 below shows message connection from top to bottom (nationwide down to community level) and ensures consistency of key messages across all levels. National messages will be concise and simple, while those applied at the community levels will be elaborated further through interpersonal communication (IPC) in community mobilization (CM) interventions. This approach will create an effective mix of media channels by building on the inherent strength of each format (i.e. television disseminates short, simple messages, but reaches large numbers of people; community mobilization reaches small audiences, but can impart awareness and knowledge of a greater number of risk reduction behaviors using detailed messages).

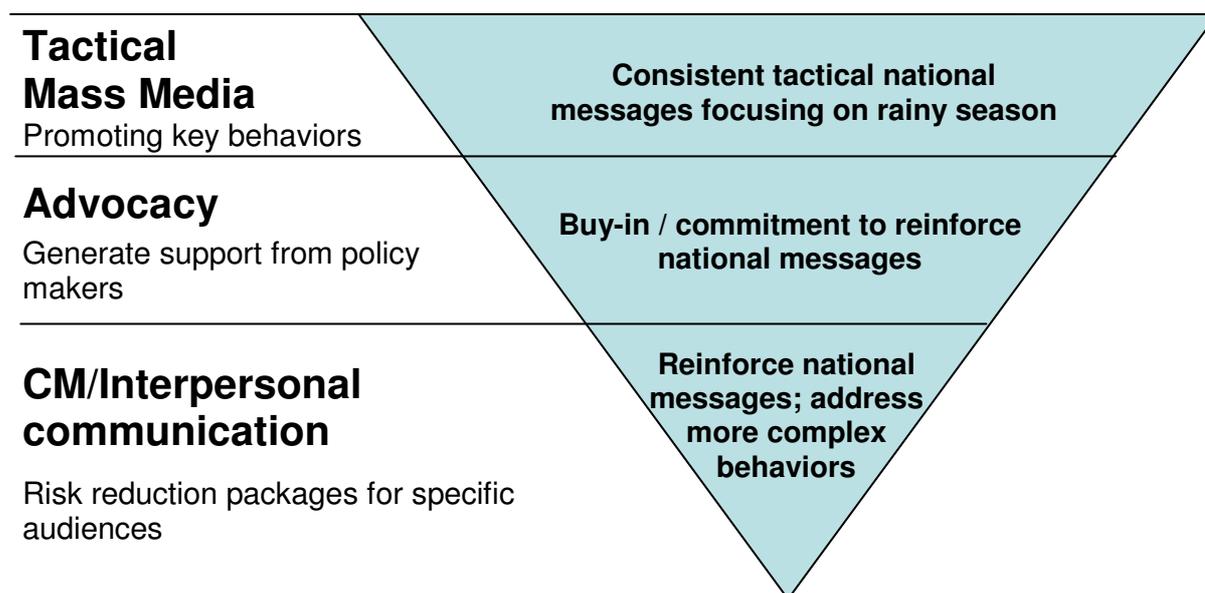


Figure 2. Reinforcing CBAIC messaging strategy.

Illustrative communication initiatives

National level. In November 2008, CBAIC facilitated technical meetings with international partners (mainly FAO and WHO) to prioritize key behaviors, which serve as the basis for key risk reduction messages to be disseminated through mass media, community mobilization, and print media interventions. These key behaviors will be used as the basis of national key messages development. Messages will be tested to ensure they will be applicable to each target audience. By early January 2009, CBAIC will share the findings with broader AI partners at national level, to better understand barriers, incentives, and likely behavior change. Following discussion, CBAIC will further refine and disseminate messages for different target audiences to maximize reach.

CBAIC will also develop an AI communications brief to be included as part of a mass media campaign development request for proposals. The brief will detail CBAIC objectives, target audiences, messages, tones, targeted behavioral indicators, and the types of materials to be used for each audience.

Provincial and district levels. CBAIC will work with AI stakeholders at provincial and district levels to further elaborate and explore locally relevant key messages. CBAIC will also work to encourage their commitment and support for reducing the risk of AI transmission in their respective areas. CBAIC will produce strategic educational materials that lay the groundwork for a supportive environment for protective behaviors.

Using consistent key messages, CBAIC will support radio talkshows, which were found in project year two to be one of the few forms of radio broadcasts that were popular and had significant reach at the district level. Talkshows allow for more detailed, in-depth risk reduction messaging, and allow community members to directly interact with local officials through question and answer sessions. Audiences will be encouraged to ask questions and offer suggestions on how best to achieve implementation of “safe” behaviors. AI partners (PDSRs and MOH disease surveillance officers (DSOs)) could serve as expert guests to talk about risk reduction practices in detail.

Community level. At this level, the core function of the key messages delivered through mass media is to encourage target audiences to sustain or adopt AI prevention behaviors. Community mobilization will reinforce these messages and can provide a local model from which communities can learn.

With key risk reduction messages in hand, CBAIC will design, print, and distribute community mobilization materials, which will support community mobilization efforts. Additional behavior change print materials (booklets, posters, flyers, stickers, etc.), will be developed and produced. They will be distributed more broadly through communities to expand the reach of key AI transmission risk reduction messages at the community level. Materials will be distributed by CBAIC-developed AITs, local government officials, and our local non-government organization (NGO) partners (PMI and Muhammadiyah). Distribution and resupply will be ongoing from February through September 2009.

CBAIC will also develop videos – re-edited versions of the previously produced Academy for Educational Development (AED) videos – in support of community mobilization efforts. The video will explain the risks of AI to poultry and people, and will facilitate community efforts to assess risk and identify solutions. A CBAIC-developed guidebook will accompany the video and will serve to facilitate CM activities. By February 2009, the re-edited video and facilitator guidebook should be ready for distribution.

To leverage the benefits of community mobilization activities, community events will be held in the five high-risk districts selected for intensive intervention. Events will be similar to the AI-themed variety shows implemented in project year two. These events encourage commitment to, and sustainability of, local AI prevention and control initiatives.

Community events provide venues for local officials, community members, veterinary and human health workers, and commercial sector players to interact, facilitating engagement between stakeholders. Each event will include a demonstration on how community mobilization works, suggestions on how to get people to adopt key risk reduction behaviors, how to address barriers, and how to encourage expanded community involvement. CBAIC will enlist a popular celebrity to raise interest in these community-based events. PDSR, DSO, AITs, and local officials will serve as primary technical resources. Community events will be held from March to May 2009 in the intensive intervention districts.

ELEMENT A

Strengthen Government of Indonesia Capacity, Coordination, Planning, and Pandemic Preparedness

The Indonesian National Committee for Avian Influenza Control and Pandemic Preparedness (KOMNAS FBPI) coordinates the Indonesian government response to the deadly H5N1 strain of avian influenza. KOMNAS is a multi-sectoral sub-unit of the Coordinating Ministry for Social Welfare (MENKOKESRA), formed by presidential decree in 2006. MENKOKESRA developed the national framework for AI prevention and pandemic preparedness and coordinates national avian influenza control activities with MOH, MOA, and others. The Ministry of Health, with assistance from WHO, has the lead in coordinating AI planning and preparedness in the WHO pandemic alert period (Phases 3-5). In addition, MOH, with WHO, developed a sectoral *National Influenza Pandemic Preparedness Plan*. The Ministry of Agriculture is responsible for animal health. In cooperation with FAO, MOA developed the *National Strategic Workplan for the Progressive Control of Highly Pathogenic Avian Influenza in Animals*.

A key USAID strategic objective is to overcome the challenges inherent in the divided avian influenza response, planning, and pandemic preparedness roles in Indonesia. CBAIC meets this objective by strengthening GOI planning, preparedness, and coordination among government sectors and levels, and donor agencies. Specifically, CBAIC supports KOMNAS through coordination and facilitation, and technical and financial assistance.

CBAIC will build and expand the positive relationship that has been established with KOMNAS. Capacity building of KOMNAS members in technical AI issues, communications, and response strategy mechanisms will continue in project year three. CBAIC will also facilitate KOMNAS compilation of AI communication materials, which will serve as their legacy to future communications interventions. Further, if requested by KOMNAS, CBAIC could provide short-term technical assistance in development of their exit strategy.

PANDEMIC PREPAREDNESS PLANNING

As CBAIC has shifted its geographic focus to western Java, the project has also de-emphasized its work on national pandemic preparedness and response. However, in order to maintain the current positive relationship with GOI, CBAIC will facilitate the introduction of the new USAID | Washington-funded Humanitarian Pandemic Preparedness (H2P) project to KOMNAS. H2P is a new pilot initiative funded by USAID | Washington focusing on Phase 6 (pandemic period) preparedness and response. Additionally, CBAIC will continue to provide general technical assistance especially in the development of a KOMNAS national strategy in non-pharmaceutical interventions through active participation and by becoming a member of its core working group.

COORDINATION MEETINGS

Monthly Chief-of-Party (COP) coordination meetings will be hosted and facilitated by CBAIC. Invitees will include all USAID AI control and prevention partners including FAO,

WHO, ILRI, and JSI, among others. In addition, more informal coordination meetings will be held on an approximately monthly basis with Government of Indonesia counterparts including KOMNAS FBPI and the AI campaign management unit (CMU) of the Ministry of Agriculture. These meetings will help to insure integration of efforts and meshing of USAID and GOI objectives and goals.

LOCAL GOVERNMENT COORDINATION

In project year two, CBAIC provided strategic behavior change communications training to regional AI committees and regional AI taskforce working groups (KOMDAs and KKR). These trainings aimed to improve AI awareness of local and district government officials, and empowered local authorities to become involved in AI control and prevention. CBAIC's support for local government officials will go on to garner their cooperation for AI control and prevention program activities in intensive and buffer zone areas and to instill a local sense of ownership of the program and outcomes.

CBAIC-sponsored capacity building efforts in year two taught participants strategic communication theory and methods, and challenged them to develop proposals for strategic local communication initiatives of their own design. In following up to the initial trainings, CBAIC short-listed four KOMDA/KKR proposals for funding consideration, from Bali (two proposals), East Java and West Java. However, project year two came to a close before they could be approved and implemented. In project year three, CBAIC will review these four proposals again to ensure they correlate appropriately with year three priorities and **fund one** of the short-listed proposals within the intensification area. It is expected that the proposal will be implemented in the quarter January to March 2009.

REPRINT NATIONAL KEY MESSAGES GUIDEBOOK

Due to high demand for this publication at the field level, CBAIC will reprint the national key messages guidebook ("the red book") for distribution in all districts and provinces. Ten-thousand guidebooks will be reprinted and distributed under KOMNAS coordination.

NATIONAL COMMUNICATION WORKING GROUP

CBAIC will continue to provide technical support to the KOMNAS FBPI-led national communication working group, as well as to key international and national organizations working in avian and pandemic influenza in Indonesia. CBAIC will support and facilitate regular communication working group meetings, specifically by strengthening technical involvement of behavior change communication experts in updating and validating messages for the new phase of activities.

CBAIC will share the lessons learned from the 2008 mass media evaluation and encourage the application of those lessons by all stakeholders as the basis for delivering consistent messages. CBAIC will provide technical assistance in communications to KOMNAS in conjunction with their new World Bank-funded AI control work. CBAIC will play an active role in the development of integrated projects, especially in the areas of key messages, priority behaviors (to ensure all players deliver technically sound, consistent messages), training curriculum, and recommendations for project areas.

ELEMENT B

AI Risk Reduction Program in West Java

COMMUNITY MOBILIZATION

CBAIC has developed an AI Risk Reduction Program for the province of West Java that focuses on community mobilization to instill behavior change deeply at the local level to reduce the risk of AI transmission to animals and people. Community mobilization is a time consuming and resource intensive process that depends on the buy-in of each community in which interventions are implemented. This ensures lasting behavior change and sustainability of risk reduction practices utilized by those communities. The program is detailed in the following sections.

SELECTED HIGH-RISK AREAS

CBAIC will focus its year three work in western Java, which is densely populated with people and poultry and has accounted for more than 68 percent of all confirmed human AI cases in the country. As described earlier, MOA and FAO identified areas at high risk for AI in western Java based on the ratio of poultry and human population densities by province and district. It is from these areas that CBAIC has selected its area of geographic focus for the CBAIC AI Risk Reduction Program. CBAIC will focus in West Java province and will cover a total of twelve (12) districts and five (5) municipalities in the province. More than 75 percent of the poultry and people in West Java reside in the selected focus areas (Table 2).

Table 2. Selected high-risk districts and municipalities.

<i>Interventions</i>	<i>Selected areas</i>
Intensive (2-3 subdistricts per district)	Bandung district West Bandung district Garut district Ciamis district Tasikmalaya district
Buffer zone (the remaining [non-intensive] subdistricts in each selected "intensive" district, plus five municipalities)	Bandung district West Bandung district Garut district Ciamis district Tasikmalaya district Depok municipality Bekasi municipality Bogor municipality Bandung municipality Tasikmalaya municipality
Desa Siaga	Bogor district Bekasi district Purwakarta district Sumedang district Indramayu district Karawang district Subang district

INTERVENTIONS

The CBAIC AI Risk Reduction Program interventions include:

- 👉 **Intensive** intervention,
- 👉 **Buffer zone** intervention, and
- 👉 **Desa Siaga outreach** intervention. (*Desa Siaga* is a community-level Ministry of Health initiative that trains communities in disaster and emergency preparedness and response.)

Table 2 on the previous page summarizes where these interventions will take place. Intensive interventions will be carried out in five districts: Bandung, West Bandung, Garut, Tasikmalaya, and Ciamis. Buffer zone interventions will be implemented in the portions of those districts not selected for intensive work, plus in the five major municipalities in those districts. *Desa Siaga* outreach will cover seven more districts.

Intensive interventions (community mobilization, behavior change communications, advocacy) will be conducted in the selected high-risk districts. **Buffer zone** interventions (training of local officials in AI risk reduction, dissemination of behavior change print materials) will be implemented in the subdistricts not selected for intensive work, and will include the municipalities of Depok, Bekasi, Bogor, Bandung, and Tasikmalaya. **Desa Siaga outreach** will be implemented in seven more districts, and will involve training the existing *Desa Siaga* master trainers and facilitators in AI risk reduction. With **intensive** and **buffer zone** interventions, the aim is to reduce the risk of AI transmission to both humans and animals. In **Desa Siaga outreach** interventions, the focus will be reducing the risk of AI transmission to humans.

Audiences and activities

Intensive. In the *intensive* areas, CBAIC will implement three main initiatives: Community mobilization, advocacy, and behavior change communications. Figure 3 details the general entry points for intensive work and outlines the avian influenza team (AIT) concept at the village level. In order to maximize risk reduction, the areas selected for intensive intervention will focus on the following audiences:

Households (individual focus)

- 1) Consumers
- 2) Live bird market customers

Communities (collective focus)

- 1) Backyard poultry keepers
- 2) Transporters
- 3) Slaughterers

Commercial poultry producers

- 1) Live poultry marketers
- 2) Slaughterers
- 3) Sector 3 poultry producers

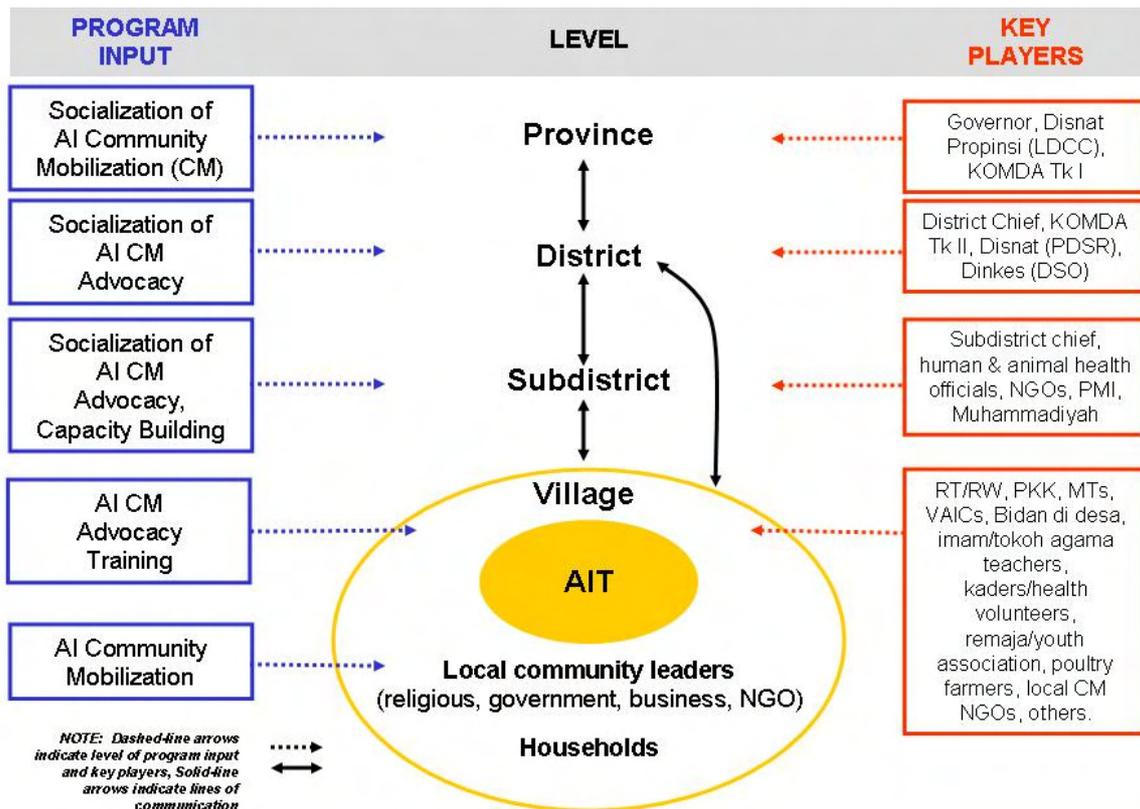


Figure 3. Schematic outlining the AI team concept at the village level.

Buffer zone. Those areas outside the *intensive* intervention areas will be designated as *buffer zones*, which will be covered by strategic advocacy efforts, and behavior change communications initiatives including mass media and radio talkshow “spillover.” Advocacy will focus on AI transmission risk reduction policies and practices to reach:

- 1) Wet markets;
- 2) Transportation;
- 3) Slaughterhouses; and
- 4) Temporary holding (collection) houses.

Strategic intervention will be accomplished directly through IPC by CBAIC community mobilization staff, master trainers, and VAICs, where available. The audience targets may include market owners, and owners or managers of transportation businesses, slaughterhouses, and collection houses. Behavior change communication materials will also be distributed; this will be accomplished through Local Disease Control Centers (LDCCs), local animal health offices, or local NGOs.

Desa Siaga. The purpose of this outreach is to expand the AI risk reduction coverage in West Java province, to strengthen cooperation between communities and their local animal and human health agencies. Ultimately, this will help ensure sustainability of AI risk reduction activities in West Java.

CBAIC will train the *Desa Siaga* MTs at the district level on AI issues as an addition to existing *Desa Siaga* community mobilization activities. The *Desa Siaga* MTs, through CBAIC

support, will conduct training on the AI risk reduction package in subdistricts and villages in the area. Seven districts surrounding Jakarta with human and animal case history have been pre-selected for CBAIC *Desa Siaga* site and total coverage in these districts will be approximately 140 subdistricts and 1961 villages. CBAIC will provide an AI risk reduction manual to each selected outreach area in the seven districts to enable them to implement the AI risk reduction package on their own.

Government consultation process

Prior to implementing the AI Risk Reduction Program, CBAIC will consult with government at all levels. The initial national level consultations on the selection of high-risk districts and the community mobilization model will be completed in October. In November a provincial level consultation will take place in West Java. The consultation will be a two-day event organized in collaboration with the respective regional AI control committee and provincial animal health agencies. Representatives from every district will be invited. The objective of the provincial consultation will be to obtain commitment from the district level government to the CBAIC community mobilization program. District level consultation will take place in December in the five selected districts listed above. These will be two-day events in which representatives of the subdistricts and villages to be incorporated into the program will be selected. These selected areas will be the focus of intensive intervention, while the remaining subdistricts will be the focus of buffer zone interventions. The CBAIC risk reduction packages will be presented at these meetings and local partners and stakeholders will be identified.

Staff mobilization and training

CBAIC will seek an independent training firm or NGO specializing in community mobilization training to develop a training curriculum in community mobilization for existing CBAIC master trainers (MTs) with PMI and Muhammadiyah. This firm will also help CBAIC and the MTs develop a manual for implementation of the AI Risk Reduction Program. PMI and Muhammadiyah are currently identifying the number of MTs available for work in West Java. These MTs will participate in training and field implementation of the AIT development process that will take approximately 12 days (Table 3). Training will cover community mobilization techniques; the field AI team development process; and an update on: AI biosecurity procedures for non-industrial commercial farms, risks from the environment, risks from poultry markets, transmission risks, and the six new CBAIC community-level *AI Risk Reduction Packages* (see next section). The MTs will be trained as Community Mobilization Facilitators (CMFs) following the initial training and field implementation topics outlined in the table on the following page (Table 3).

These trainings will instill a greater understanding of the role that IPC can play in face-to-face contact between trainers, volunteers, and the community. They will build efficiency in the ways volunteers spread information within the communities and provide information on how best to work with the public during both times of preparedness and times of crisis. Inherent in the trainings is the notion that the application of these infection control and IPC principles are applicable to infectious diseases in addition to AI. Representatives of the local government animal health staff in the selected districts will also participate in the CMF training. They will work together with CBAIC CMFs in the buffer zone and intensive intervention areas.

After their initial training, CBAIC CMFs will then be deployed into the field to conduct community mobilization (CM) activities and to facilitate the establishment of AI teams (AITs)

where there is community need and buy-in. While not every community may choose or require a formal AIT, the CMFs will work closely with local animal health officials (whom will also have participated in the initial training) and existing community organizations to help them identify their AI control and prevention needs, and to facilitate community efforts to develop their own plan of action for dealing with potential AI outbreaks. In areas where CBAIC undertakes CM efforts and previously trained VAICs and subdistrict coordinators (KKs) exist, they will be engaged.

Table 3. Summary of training topics and timing for CMFs.

TOPIC	SUB-TOPIC	DURATION (minutes)
Training management		240
Concept of avian influenza program		285
Concept of empowerment		240
Concept of disaster risk reduction		285
Participatory risk analysis (PRA) method	Understanding the PRA method	315
	Developing a risk analysis table	210
	Stakeholder analysis	240
	Development of a community action plan	210
Facilitation management	Facilitator role, function, and attitude	315
	Facilitation planning	450
	Facilitation implementation	75
	Facilitation evaluation	210
Facilitation skill development	Understanding adult learning	240
	Understanding the training curriculum	75
	The training pathway and syllabus	210
	Tips on facilitation	75
	Facilitation techniques	240
Field study (group assignment)		740
Reflection on field results		525
Action plan		315
Evaluation, summary and closing		210
Training duration (minutes)		5705
Training duration (hours)		95
TOTAL	(8 hours per day)	12 days

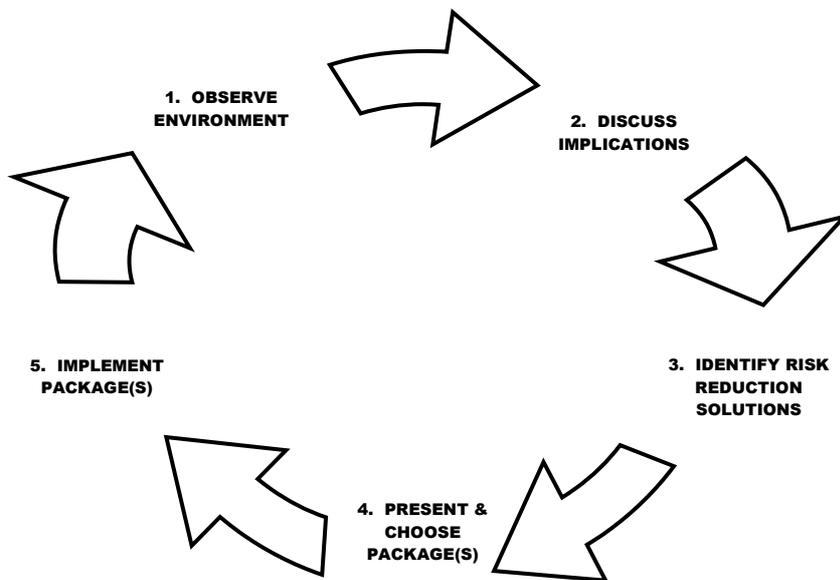
Risk reduction packages

As described previously and outlined in Figure 3, the objective of implementing risk reduction packages through intensive community mobilization is to reduce AI transmission risk to poultry and humans through community buy-in and adoption and implementation of one or more risk reduction practices. This will be achieved through each community's development and implementation of a community-based AI prevention and response strategy and **Action Plan** that will include participatory community planning, identification of appropriate *AI Risk Reduction Packages*, and implementation of the selected safe practices.

The *AI Risk Reduction Packages* are structured around key AI transmission risk reduction behaviors and are detailed in the table on the following pages (Table 4). Each *AI Risk Reduction Package* will detail a distinct set of behaviors (procedures and practices) designed to reduce risk that communities can choose to adopt and implement. The procedures and

practices will be clearly modeled through behavior change communication messages, print materials, and community-based activities and interpersonal communication.

The first step is observation of the risk environment in each village by the newly developed AI team. The AIT then engages the community in a discussion on the health and economic implications of risks observed. Next, solutions are proposed and *AI Risk Reduction Packages* are presented to the community. Since each package can be considered and implemented separately, the plan is to support up to six separate one-day meetings in each village at appropriate intervals. Then the cycle begins again, by observing the results of package implementation. *The flow chart below illustrates this community level process.*



The composition of each AIT will vary according to the circumstances and needs of a given village. AIT members may include: VAICs, neighborhood leaders (RT/RW), local social organizations such as the PKK, local religious leaders (imam), local health post staff (posyandu), health care volunteers, nurses, midwives (bidan), animal health officers (mantri hewan), and poultry farmers, among others.

Master trainers and local officials will lead the development of each AIT. Technical assistance and training in the *AI Risk Reduction Packages* will be provided by CMFs. Facilitation and mobilization of AITs will be done by the master trainers. The involvement of CMFs will vary according to the availability of VAICs. These packages will also be used in strategic interventions with intensive and buffer zone audiences outside the AI team structure.

Table 4. Draft Risk Reduction Packages.

#	Audience	Behaviors	Message detail
1.	<u>Traders and transporters</u>	a. Do not enter poultry production areas.	Do not enter poultry cage/housing areas.
		b. Do not purchase sick or suspected sick poultry.	Do not purchase sick or suspected sick poultry (looks healthy but coming from sick/dead flock).
		c. Disinfect vehicles, utensils, equipment/crates used for collection and transport of poultry.	Empty the cage, wash & brush with soap and disinfect everything (cage, vehicle, etc.) at the end of the day.
		d. Do not bring (dead/alive?) chickens back to production unit/farm.	Do not bring (dead/alive) chickens back to production unit/farm.
2.	<u>Sector 3 poultry producers</u> The first four are preventive measures. The last three are behavioral changes to have a better response if a suspected outbreak occurs.	a. Limit access to stables (cage) where poultry is housed.	Do not enter poultry cage/housing areas.
		b. Farm staff should not visit other poultry farms.	
		c. Do not mix different species on farms.	Chicken and ducks must be caged separately. Duck doesn't show any symptoms of AI, but can infect the chicken.
		d. Vaccinate poultry against AI.	Ask/contact your local Dinas Peternakan about AI vaccine.
		e. Report sudden death of unusual large quantities of poultry to local Dinas Peternakan.	If you find sudden death of unusual large quantities of poultry, immediately report to RT/RW/head of village. Then these people will contact PDSR local Dinas Peternakan or Puskesmas.
		f. Do not sell or give away sick or dead poultry.	Sick chicken contains the dangerous virus that might spread to human and other poultry.
		g. Dispose of dead poultry in an appropriate way.	Bury dead chicken with knee deep hole to prevent from scavengers.
3.	<u>Poultry slaughterers</u>	a. Appropriately dispose of dead birds and all poultry waste.	Dead poultry and poultry waste should be disposed at designated bin.
		b. Have regular rest times to empty, thoroughly clean and disinfect stalls.	Clean using brush with detergent and water and disinfect at the end of each day (surface, utensil, crate).
		c. Do not sell dead birds.	Bury dead chicken with knee deep hole to prevent from scavengers.
		d. Use non-porous, easy to clean work surfaces.	Use plastic/tile chopping service for durability and easy for cleaning.
		e. Keep poultry slaughtering areas away from food vending areas.	
		f. Thoroughly wash hands, body, clothes with soap at end of each day.	Thoroughly wash hands, body, clothes with soap at end of each day.
4.	<u>Backyard poultry keepers</u>	a. Separate new stock for two weeks before mixing with existing stock.	Separate new stock for two weeks before mixing with existing stock.
		b. Control access of traders and collectors to poultry production areas.	Decide community collecting point where traders and sellers do the trading.
		c. Never process, use for consumption, sell or give away sick poultry and poultry from flocks with sick birds.	Never process, use for consumption, sell or give away sick poultry and poultry from flocks with sick birds.
		d. Report poultry dying suddenly promptly.	Immediately report sudden death poultry to RT/RW/PDSR/Lurah/Kades/puskesmas.
		e. Vaccinate against Newcastle disease (ND) regularly.	Vaccine your poultry to prevent from ND. ND vaccination will help reduce death incidents of your flock.
		f. Only handle sick or dead poultry with protection.	Use boots, cloth mask, plastic gloves, working attire, and cap to protect yourself from virus transmission every time you handle sick or dead poultry.
		g. Wash hands with soap after handling poultry.	Wash your hand with soap and running water after touching poultry.
		h. Know that AI and ND are different, that they have similar symptoms but that AI can infect humans.	If your chickens died suddenly, think about AI and act accordingly (report & bury).

#	Audience	Behaviors	Message detail
		i. Vaccinate against AI in high risk areas.	Participate in government AI vaccination program. Contact your local PPL/Puskesmas (Penyuluh Pertanian Lapangan) for info.
		j. Separate night housing for different species of poultry.	Separate night housing for different species of poultry.
5.	<u>Consumers of poultry meat and eggs</u>	a. Don't bring home live poultry for consumption.	Don't bring home live poultry for consumption.
		b. Don't consume sick poultry or poultry which have died due to disease.	Don't consume sick poultry or poultry which have died due to disease.
		c. Prepare poultry and eggs for consumption safely.	Wash properly (explain how) to prevent smell, droppings and dirt.
		d. Wash hands with soap after preparing poultry and eggs for consumption.	Wash hands with soap after preparing poultry and eggs for consumption.
6.	<u>Live bird market vendors</u>	a. Collect and appropriately dispose of poultry waste.	Collect and dispose of poultry waste at the designated bin provided by the market.
		b. Clean and disinfect cages, surfaces, utensils, equipment, etc., daily.	Wash & brush with detergent everything (cage, etc.) at the end of the day.
		c. Thoroughly wash hands, body, clothes with soap at end of each day.	Thoroughly wash hands, body, clothes with soap at end of each day.
		d. No live birds leave the market.	
		e. Do not accept or sell sick poultry or poultry suspected to be sick.	
		f. Use cages with non-porous materials.	Use plastic material so it can be washed thoroughly. Plastic cages are more durable.
		g. Separate poultry stalls from other vending areas.	
		h. Segregate slaughtering from live bird sales and other vendors.	
		i. Wash hands with soap before eating, smoking, etc.	Wash hands with soap before eating, smoking to prevent bacteria (???) transmission.

The behaviors and draft messages detailed in Table 4 were developed through intensive collaboration between CBAIC, FAO, and WHO – leveraging the knowledge and talents of animal health, human health, and communications experts. This collaboration ensures the technical accuracy of messages, as well as messaging consistency and impact. Going forward, message fine-tuning will continue to benefit from these cooperative efforts.

COMPETITIVE COMMUNITY GRANTS

During the first two years, CBAIC supported twenty-six competitive community grants in sixteen districts in six provinces. Combined, these grants reached more than 8000 people in high-risk areas. Activities supported by the grants were varied and included traditional puppet shows, traditional Javanese theater, and AI surveillance training for community volunteers. Proposals generated by collaboration between VAICs, village officials, and community members should target improving the AI control and prevention capability of a community and detail the methods to accomplish that goal.

In year three, to ensure community buy-in to AI risk reduction measures, community grants will be used throughout the intensification area. A maximum of fifty (50) grants of USD 1000 each will be awarded on a competitive basis to AIT teams for the development of AI prevention activities proposed by the communities themselves. Local district level government will participate in the selection of proposals to be implemented. Community specific risk will be the main focus of these community grants. To facilitate development of this initiative, CBAIC will revise and distribute proposal development guidelines through the

network of master trainers. At the end of each grant a rapid assessment will be made to evaluate impact, document lessons learned, and identify best practices.

COMMUNITY EVENTS

Community events (e.g. variety shows) allow vertical reach among targeted sub-groups in the community, strengthen local planning and local ownership of the program, facilitate adaptation of messages and materials to local conditions, and encourage mutual commitment to, and reinforcement of, desired behavior changes.

Through community events, messages that are more complex can be disseminated, elaborated, and adapted to local needs. Community events provide forums where local officials, community members, veterinary and human health workers, and commercial sector owners and workers can directly interact. Each event will encourage community interaction, coordination, and engagement across a diverse group of stakeholders. Five community events will be held from March – May 2009 in the districts selected for intensive work.

COMMUNICATIONS

Integrated communications initiatives and activities will facilitate and support community mobilization efforts. Current behavior change communication (BCC) materials will be evaluated for continued technical relevance. Then, through focus group discussion, CBAIC will evaluate and determine the usefulness and applicability of relevant BCC materials distributed. Key areas to explore are: a) how useful the materials have been; b) which might be re-used; c) what changes should be made to existing materials to enhance their usefulness; and d) whether additional materials are needed and, if so, what kinds are most important. Following the rapid assessment, by December 2008, CBAIC will design and produce the required new or revised printed materials (posters, flyers, stickers and calendars) and disseminate them through community AITs and local NGOs. Distribution and resupply will be ongoing through July 2009. Communications initiatives will vary based on the type of intervention (Table 5).

Table 5. AI Risk Reduction Program communication initiatives.

<i>Type of intervention</i>		
Intensive	Buffer zone	Desa Siaga outreach
Tactical mass media	Tactical mass media	Tactical mass media
Radio talkshows	Spillover radio talkshows	Spillover radio talkshows
Print materials	Print materials	Print materials
CM video and guidebook		
Community events		
Community grants		

Radio talkshows

CBAIC will support radio talkshows as another community-based behavior change activity. Talkshows allow community members to directly interact with local officials through question and answer sessions. Audiences will be encouraged to ask questions and offer suggestions on how best to achieve implementation of “safe” behaviors. CBAIC could enlist

other AI partners (PDSRs and DSOs) to serve as expert guests who could disseminate, explain, and reinforce safe behaviors and practices.

Mass media campaign

At the time of writing, new key risk reduction messages were still being developed, which would prevent the possibility of their use in a mass media campaign during the rapidly approaching rainy season – the season during which Indonesia has typically seen an increase in animal and human cases of AI infection. Therefore, it was determined that CBAIC would recycle its 2008 mass media messages, which are still valid and technically sound, in order to meet the timing and scheduling constraints imposed by the rapidly approaching monsoon.

CBAIC will revise and, with USAID approval, air its public service announcements (PSAs) focusing on two key messages – *Report* and *Bury*. Two additional, supporting messages will be developed and added to the revised PSAs as streaming message banners. The aim of this intervention is to take strategic advantage of our existing messages and video footage to remind people of the dangers of bird flu, and, ultimately, to reduce the risk of animal and human AI infections during this critical time of year.

It should be noted that programming and budgeting challenges will be faced in 2009 due to the upcoming legislative and presidential election campaigns. At the time of writing, media research agencies reported that political party spending had already increased by 70% in 2008, compared with the same period in 2007, and even more will be spent in 2009. Private sector media spending has also increased (by 10-15%) in order to maintain their on-air visibility. This has led directly to broadcast spot price increases of 10-15%, compared to per spot costs during the early 2008 CBAIC mass media campaign. In order for CBAIC to match its reach and impact in 2009, CBAIC PSA spot frequency will have to increase by 15%, raising the number of PSA spots to approximately 3200 during the course of a projected two-month campaign.

ELEMENT C

Commercial Poultry Private Sector Partnership

In August 2008, an expert panel conducted a review of highly pathogenic avian influenza (HPAI) outbreaks and control efforts in Indonesia to date. The panel's findings indicated that, contrary to the previously held belief that Sector 4 poultry farms were the primary reservoirs of HPAI, in fact, a majority of the avian and human cases confirmed are most likely related to Sector 2 and 3 farms.¹ Thus, the problem of HPAI persistence and recurrence in Indonesia requires greater attention to the country's commercial poultry sector in addition to its traditional poultry production systems. The conclusion of this exercise was the need to design new activities focused on Sectors 2 and 3 in which the private operators would actively play a role in providing biosecurity services and other interventions to reduce H5N1 virus transmission in the commercial poultry production and marketing system. Several different types of partners will be involved depending upon the nature of the particular poultry operations, structure of the industry, prevailing economic conditions, and the specific characteristics of the poultry value chain and geographic focus of the activities.

Because of these unknowns, CBAIC will develop and implement up to two private partnership models to test effective and sustainable ways for the private sector to reduce virus transmission in their operations as well in the broader value chain. The lessons learned through this process and the outcomes will inform future partnership activities that USAID, the GOI and other donors may support.

This document sets out the workplan for how two private sector partnerships will be identified, designed and implemented to test "biosecurity services and value chain improvement" models in collaboration with the Indonesian commercial poultry industry.

INFORMATION GATHERING AND PROGRAM DESIGN

Because Indonesia has been at the epicenter of the HPAI epizootic for some time, much information already exists about the virus and commercial poultry production and marketing. CBAIC will take advantage of this existing information and will meet with the FAO, MOA, AusAID, USDA, the World Bank, ILRI, and other key stakeholders to collect relevant information on critical design issues, to avoid redundancy with other initiatives, and to strengthen overall HPAI reduction efforts. Areas of particular interest will be information on value chains, known risk behaviors, on-going mitigation measures and any evaluation reports related to the latter. This information will be used to design models of private-public partnerships to reduce HPAI in poultry value chains in western Java. Our goal is to establish whether or not these model private/public partnerships are effective in reducing the potential for virus transmission in a poultry value chain and whether these services and activities can be sustained by the private sector in the absence of donor assistance. Each model program will have a customized set of indicators that the team will monitor so that at end of CBAIC in September 2009 the team will be able to make a "proof of principle" judgment on each of the models.

¹ USAID White Paper, September 2008.

We will devote approximately five (5) weeks to design each of the model private sector partnerships. The workplan timeline shows a sequencing of the design activities.

Value chain review and critical AI control point identification

The first activity is a review of recent value chain studies to identify those critical points where risk of HPAI transmission is high but also where control interventions are possible and feasible. The geographic focus of the review will be West Java, where incidence of both poultry and human HPAI has historically been high, and where CBAIC already has a significant presence. We have already had preliminary discussions with Eric Brum of FAO regarding their value chain study in Greater Jakarta

The design team will also conduct interviews with a complete range of poultry producers, poultry association leaders, local government officials, and relevant international or local organizations in the target area of West Java, Banten and Greater Jakarta.

Possible critical control points for private sector intervention include:

- Cold chain improvements
- Consolidation of slaughter facilities in urban areas
- Biosecurity improvements on Sector 3 farms
- Disinfection services and equipment for live bird markets (LBM)
- Enterprise support for smaller scale broiler and layer operations
- Vaccine validation and distribution systems

Partner discussions

At the same time as the value chain review, the design team will carry out a series of meetings with the major poultry industry associations, including GAPPI, GOPAN, and PINSAR, to develop an understanding of the feasibility of using them as means of offering biosecurity advisory services to association members. We will also meet with FAO and other stakeholders to determine how and where the CBAIC team will collaborate with their efforts. We will also conduct additional meetings with Sector 3 producers, poultry supply firms, transport companies and businesses involved in the collection and slaughtering of live birds to identify their needs and interest in participating in one or more of the model partnerships.

The outcome of this work will be a prioritized list of the poultry association(s), poultry producer(s), input supplier(s) and business service provider(s) with the capacity, interest and ability to deliver the set of biosecurity services identified by the design team.

Intervention costs, benefits, and incentives

Once the team settles on the critical interventions and partners, we will identify the types of services required at various stages of production and marketing of poultry. For example, we may examine the variety, cost, and quality of “embedded” services offered to Sector 3 farmers contracted by Sector 1 integrators. A solid understanding is needed of how and to what extent key services are currently embedded, delivered, and priced.

Depending on the selection of partners and critical control point activities, we are prepared to build the technical and management capacities of private associations or companies to deliver these services to their members. We may explore how tax incentives may be used

to encourage the adoption of HPAI control procedures by private firms. We are also prepared to address how Virkon® and other disinfectants and their associated equipment could be built into an incentive package for transporters, LBM managers, and Sector 3 producers.

Model partnership program

Based on this design work, by week five, the team will produce a program, in conjunction with private sector partners, the FAO and relevant stakeholders, of biosecurity and other interventions to address specific AI control points in a targeted poultry value chain in one of the designated priority geographic areas of Indonesia. We expect to replicate this design process for a second model partnership as soon as we conclude the first design.

Implementation

Each model partnership will have the elements described below. Given the timing and nature of this workplan, it is not possible to specify the exact aspects of each activity. That level of detail will be provided in the individual partnership programs resulting from the design phase.

Capacity building

The sustainability of the partnership models will depend on a combination of well-trained technical and management staff and a system that balances the costs of biosecurity and other measures with the benefits for both the private businesses and the public health imperatives of HPAI control and prevention. We expect that at least one of the models will focus on a poultry association as a key implementer of the CBAIC program. Our capacity building effort will cover such areas as:

- Management training for association staff in how to design and implement fee-for-service systems for technical service provision to contract growers
- Technical training in specific biosecurity procedures for association members who lack their own resources and capability

SPECIALIZED TECHNICAL ASSISTANCE

The nature of the HPAI threat in West Java indicates that addressing how commercial poultry manages biosecurity throughout its value chain will have major impact on controlling the disease. We expect to provide, at a minimum, the following types of technical assistance via poultry associations and/or private poultry firms:

- Bio-safe slaughtering facilities in LBMs and new consolidated facilities
- On-farm biosecurity measures and procedures for Sector 3 producers
- Enterprise support to improve competitiveness and profitability
- Disinfection techniques (and associated equipment) for at key control points in the value chain, including vehicles and transport crates, LBM slaughtering areas, etc.

Communication services

Consumer demand and attitudes regarding how they purchase and prepare their poultry will have a significant influence on the acceptance of new, safe poultry processing and marketing actions. For this reason, we plan to carry out the following assistance.

- Assistance in developing AI communication strategies for associations to use with their members, their local business partners and municipal and national government officials and consumers.
- Public awareness activities tied to possible restructuring of LBMs or bio-safety measures that affect traditional market vendors that slaughter poultry.

The program timeline on the following pages describes the key activities to be implemented for each model and their timing.

Monitoring, evaluation, and reporting

Implementation of each model will begin with a baseline assessment of various aspects of HPAI disease prevention and control (standard biosecurity procedures and practices, mortality rates, production costs, etc.) in each of the operations of the participating producers. A monitoring and evaluation plan including performance indicators will be designed for this activity within 30 days of approval of the Private Sector Partnership workplan. This M&E plan will be fully integrated with the main CBAIC M&E plan. Information gathered throughout the implementation phase will be used to evaluate each model for “proof of principle” that the respective model could, indeed, sustainably reduce the risk of HPAI transmission between poultry and humans, and in a manner economically acceptable and affordable to poultry producers. Information from the PSP program will be incorporated into bi-weekly and quarterly CBAIC progress reports and the final project report. Additional reports will be made available as requested by USAID.

Management

DAI will manage the CBAIC Private Sector Partnership (PSP) program adhering to USAID and DAI policies and procedures. Dr. Path Manathan, team leader for the PSP program, will serve under the direction of CBAIC COP Maria Busquets. He will be supported by a senior poultry specialist, a poultry marketing/enterprise specialist and an M&E specialist. CBAIC Senior Technical Advisor Dr. Jonathan Bell will serve on the design team and will work with the PSP implementation team, while maintaining his primary role in Element B – community mobilization. Additional technical support will be provided by Mr. Jerry Martin, managing director of DAI’s health sector and Dr. Gary Mullins, based at DAI/Bethesda, along with various private enterprise development specialists, business services specialists, and short-term technical assistance on an as-needed basis.

Jerry Martin is an agribusiness and agricultural marketing specialist who has worked on improving a wide range of agricultural value chains. Much of his work has involved building private/public partnerships between trade associations and government officials. He now serves as the managing director of DAI Health Sector where he oversees the technical quality of all avian influenza and human health projects in the firm. He has worked on the CBAIC project since its inception and recently represented the project at a USAID-FAO forum where DAI and FAO entered into an alliance to promote private/public partnerships on avian influenza.

Gary Mullins is a livestock economist who specializes in the examination of food safety and disease mitigation efforts. He has extensive experience assessing the costs of culling and other bio-safety procedures to control animal diseases. He recently completed a one-year assignment in Dakar, Senegal as the senior avian influenza specialist for Africa for the STOP AI project. He now serves as the senior technical backstop for the CBAIC project.

PSP TIMEFRAME

ACTIVITY	DEC '08 Week				JAN '09 Week				FEB Week				MAR	APR	MAY	JUN	JUL	AUG	SEP
	1	2	3	4	1	2	3	4	1	2	3	4							
1. DESIGN ACTIVITIES: Partnership Model #1																			
Private sector partner discussions and partner identification		■	■																
Value chain validation and critical control point identification		■	■	■	■														
Mitigation measures: costs, benefits and incentive mechanisms			■	■	■														
Description of Partnership Model #1				■	■	■													
2. IMPLEMENTATION: Partnership Model #1																			
Capacity-building, e.g.:																			
On-farm biosecurity																			
Disinfection																			
Markets and biosecurity																			
Bio-safe slaughter facilities																			
Specialized Technical Assistance																			
Business development services																			
Design/delivery of communication services																			
Service promotion																			
3. MONITORING & EVALUATION																			
Indicator selection				■															
Database development					■														
Baseline data collection						■	■												
Proof of principle evaluation																			
4. DESIGN ACTIVITIES: Partnership Model #2																			
Private sector partner discussions and partner identification																			

YEAR THREE WORKPLAN

ACTIVITY	DEC '08 Week				JAN '09 Week				FEB Week				MAR	APR	MAY	JUN	JUL	AUG	SEP
	1	2	3	4	1	2	3	4	1	2	3	4							
Value chain validation and critical control point identification																			
Mitigation measures: costs, benefits and incentive mechanisms																			
Description of Partnership Model #2																			
5. IMPLEMENTATION: Partnership Model 2																			
Capacity-building																			
Management and staff training																			
Specialized Technical Assistance																			
Business development services																			
Structuring embedded services																			
Design/delivery of communication services																			
Service promotion																			
6. MONITORING & EVALUATION																			
Indicator selection																			
Database development																			
Base line data collection																			
Proof of principle evaluation																			

Legend:

- Preparatory activities
- Model 1 activities
- Model 1 activities (as needed basis)
- Model 2 activities
- Model 2 activities (as needed basis)
- Evaluation period



PROGRAM MANAGEMENT

DAI will continue to manage CBAIC adhering to USAID and DAI policies and procedures. Ms. Maria Busquets, chief of party, leads the management team and will be supported by Ms. Rekha Lal, senior finance and administration officer in day-to-day management of the program.

The organization chart on the following page shows the proposed staffing structure of the CBAIC project. The plan will allow CBAIC to 1) quickly adapt and focus to meet the on-the-ground needs of this community mobilization activity; 2) monitor and evaluate project activities; 3) communicate project impact, lessons learned, as well as other information required by the various stakeholders for this high-profile activity; and 4) enable an efficient working environment.

MONITORING AND EVALUATION

CBAIC will employ a full-time monitoring and evaluation (M&E) officer to track activity results against project objectives by designing an M&E framework that is capable of tracking and evaluating activity results across the full range of programmatic and behavioral indicators. The M&E officer, with support from the senior information manager, chief of party, senior technical advisors, and program development officers, will further refine CBAIC indicators and design standardized reporting to detail the evaluation of project activities. (The performance monitoring plan will be submitted under separate cover.) CBAIC will report M&E results to USAID quarterly, through incorporation into quarterly progress reports.

Media evaluation

The main objective of the CBAIC media evaluation study is to measure the effectiveness of the CBAIC media campaign in the project year three intensification areas, while controlling for the impact of its supporting initiatives (advocacy at the district level and local community mobilization) other programs and information sources. Given the cluttered media environment and the relative intensity with which the media reports on AI-related issues, it will be critical to determine which effects are the a result of the CBAIC campaign after taking into account other potential message sources. An extensive battery of questions is needed to estimate the separate and combined effects of multiple media campaigns, so it would not be practical to combine the media evaluation study with the program evaluation study. Therefore, we propose to conduct the media evaluation separately from program evaluation study.

The best timing for the media evaluation study would be immediately following the intensive media placement from mid-February to mid-April 2009. The study would take approximately four months from development through completion (April through July 2009). This survey would be population based, but focused on a representative sample of districts and villages targeted in the intensification areas of West Java. A multistage sampling design would be used to select districts, villages within those districts, and households within those villages. In each selected household interviews would be conducted to evaluate reach, intensity and recall of media as well as community-based campaign materials and activities. Detailed analysis of changes in knowledge, attitudes, intentions and behaviors related to

program exposure would be conducted and optimum models of behavior change identified. Results can be used to inform subsequent program efforts in the intensification area and beyond, if the program is continued and/or scaled up after project year three. Additional interviews with commercial producers, collectors, traders, and vendors will be conducted to assess how transmission risk-related aspects of their operations and practices have been affected by the campaign.

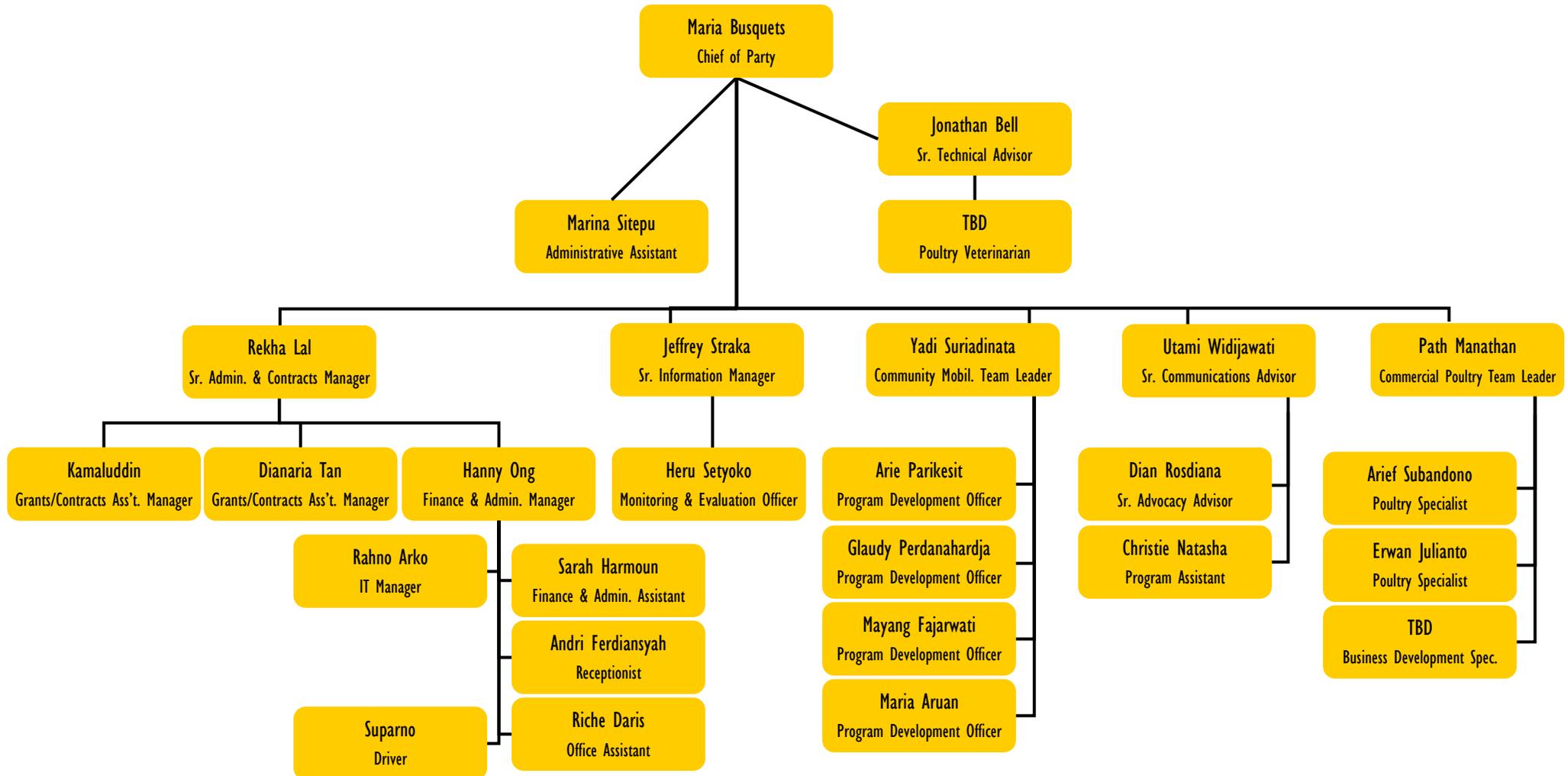
2009 KAP study

As year three program activities are heavily focused on western Java Island, CBAIC will conduct a knowledge, attitudes, and practices (KAP) study in Banten, Jakarta, and West Java provinces. The study will be carried out in approximately June 2009 to assess the impact of the program. Specifically, the study will cover selected high-risk districts, namely Ciamis, Tasikmalaya, Garut, Bandung, and West Bandung, in West Java province. The study will be designed to identify and illustrate how CBAIC interventions have affected communities compared to communities without CBAIC intervention. The study results will be included in the final project report and will include recommendations for follow-on activities.

REPORTING AND INFORMATION

CBAIC will continue to report regularly (bi-weekly and quarterly) to USAID and DAI; raise public awareness of lessons learned from CBAIC-funded activities and interventions; facilitate access to, and sharing of, information with USAID; and support USAID | Indonesia reporting to USAID | Washington and other relevant USG agencies. CBAIC will continue to work in close collaboration with the USAID CTO responsible for CBAIC, and DAI implementing partners. Outputs will include short reports generated bi-weekly that provide updates on project activities, quarterly progress reports – incorporating Monitoring and Evaluation updates, and quarterly newsletters comprised of stories and information from CBAIC and partner organizations in USAID-funded AI control activities including ILRI, FAO, WHO, GOI, and JSI. A final report will capture the CBAIC experience and focus on lessons learned, models and approaches that can be replicated elsewhere, and the impact of the project.

ORGANIZATION CHART



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Activities/Outputs	Timeframe - MM (YY)														
	07 (08)	08	09	10	11	12	01 (09)	02	03	04	05	06	07	08	09
YEAR 3 STRATEGY DEVELOPMENT															
Assemble internal review team	X														
Conduct internal review		X													
Develop white paper		X	X												
Finalize partner selection		X	X	X	X										
Develop workplan			X	X	X										
Recruit personnel			X	X	X	X									
Mass media campaign development				X	X	X	X	X							
ELEMENT A: STRENGTHEN GOI COORDINATION, PLANNING AND PANDEMIC PREPAREDNESS CAPACITY															
Facilitate phase 6 pandemic preparedness and response pilot project (H2P) – KOMNAS FBPI				X	X	X									
COP & GOI counterpart coordination meetings		X	X	X	X	X	X	X	X	X	X	X	X	X	
Support a KOMDA/KKR grant in follow up to strategic communication training						X	X	X							
Reprint national key AI control message guidebook (“the red book”)			X	X	X										
Support KOMNAS-led national communication working group meetings					X			X			X				
Prioritize behaviors with key partners		X	X	X	X	X	X								
Develop key messages				X	X	X	X								
Develop and finalize communications brief for mass media RFP						X	X	X							
Edit current TV PSAs (Report and Bury)							X								
Placement of TV								X	X						
ELEMENT B: AI RISK REDUCTION PROGRAM IN WEST JAVA															
National-level consultation on high-risk area selection, communication activities, and community mobilization model		X	X	X	X										
Provincial-level consultation on selected high-risk districts, communication activities, and the community mobilization process					X									X	
District-level consultation on selecting high-risk subdistricts, communication activities, and the community mobilization schedule					X	X					X				
Select and adapt/modify community mobilization (CM) curriculum						X	X								
Train trainers in CM							X								
Train VAICs in CM								X							
Develop CM manual							X	X	X	X					

YEAR THREE WORKPLAN

Activities/Outputs	Timeframe - MM (YY)														
	07 (08)	08	09	10	11	12	01 (09)	02	03	04	05	06	07	08	09
Form AI teams (AITs)								X	X	X	X	X	X		
Implement AI Risk Reduction Packages								X	X	X	X	X	X	X	
Implement competitive grants											X	X	X	X	
Radio talkshows									X	X	X				
Produce and distribute print materials									X	X	X	X	X		
Produce and distribute CM video and facilitator guidebook									X	X					
Community events									X	X	X				
ELEMENT C: PRIVATE SECTOR PARTNERSHIP PROGRAM															
<i>--see chart on pages 23 and 24--</i>															
MONITORING AND EVALUATION															
Develop monitoring and evaluation (M&E) framework		X	X	X	X										
Develop indicators			X	X	X										
Finalize performance monitoring plan (PMP)						X									
Monitor program				X	X	X	X	X	X	X	X	X	X	X	X
Quarterly M&E reports (to be included as appendices to quarterly progress reports)				X			X			X			X		
Mass media evaluation									X	X	X	X	X		
Key behavior feasibility study						X									
KAP survey												X			
REPORTING AND INFORMATION DISSEMINATION															
National and international meeting presentations				X					X						
Bi-weekly project update reports	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Quarterly progress reports	X			X			X			X			X		
Quarterly newsletters (<i>The Avian Influenza Roundup</i>)	X			X			X			X			X		
End of project report														X	X

PIPELINE ANALYSIS

	Actual	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	TOTAL Projected Jan 09 - Sept 09
	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	
Total Labor	\$43,033	\$33,402	\$42,196	\$35,344	\$45,628	\$45,258	\$63,202	\$52,374	\$61,518	\$52,374	\$61,832	\$58,115	\$60,536	\$53,036	\$55,344	\$518,332
Fringe	\$15,954	\$12,980	\$15,576	\$12,688	\$16,567	\$16,617	\$22,558	\$17,009	\$20,712	\$17,009	\$20,839	\$19,334	\$20,314	\$17,277	\$18,212	\$173,264
Overhead	\$28,107	\$22,101	\$27,528	\$22,887	\$29,636	\$29,484	\$40,865	\$33,061	\$39,183	\$33,061	\$39,393	\$36,904	\$38,525	\$33,504	\$35,049	\$329,545
Total Fringe and Overhead	\$44,061	\$35,080	\$43,104	\$35,576	\$46,203	\$60,318	\$61,007	\$59,197	\$62,774	\$52,948	\$63,111	\$59,534	\$61,719	\$53,660	\$56,449	\$590,717
Total Other Direct Costs	\$346,807	\$121,493	\$245,996	\$107,033	\$89,658	\$270,044	\$214,329	\$720,035	\$943,537	\$473,692	\$528,865	\$486,973	\$506,071	\$331,508	\$439,237	\$4,644,247
Total ODC: Travel Transport & Per Diem	\$12,385	\$7,569	\$11,983	\$17,938	\$11,533	\$31,688	\$32,162	\$39,491	\$32,388	\$23,700	\$31,694	\$31,642	\$32,375	\$23,713	\$46,598	\$325,451
Total ODC: Allowances	\$73,334	\$27,721	\$35,059	\$9,090	\$7,926	\$13,444	\$14,682	\$14,682	\$0	\$14,682	\$14,760	\$17,260	\$17,347	\$23,347	\$63,312	\$193,517
Total ODC: Program Support Costs	\$36,970	\$55,829	\$39,710	\$17,835	\$43,894	\$15,951	\$14,062	\$41,062	\$14,062	\$14,124	\$41,124	\$14,124	\$14,161	\$32,161	\$206,221	\$407,052
Total ODC: Property/Equipment	\$536	\$395	\$0	\$270	\$2,935	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$15,000
Total Activity & Training Costs																
Element A - Strengthen GOI							\$7,600	\$200	\$15,100	\$100	\$15,200	\$100	\$100	\$15,200	\$100	\$53,700
Element B - AI Risk Reduction							\$74,000	\$39,000	\$250,000	\$260,000	\$208,000	\$198,000	\$187,000	\$187,000	\$44,000	\$1,447,000
Communications							\$15,000	\$476,000	\$486,000	\$86,000	\$76,000	\$76,000	\$63,000	\$0	\$0	\$1,278,000
Element C - Private Sector Partnership							\$0	\$67,000	\$67,000	\$0	\$67,000	\$0	\$67,000	\$0	\$67,000	\$335,000
Monitoring and Evaluation							\$0	\$0	\$25,000	\$25,000	\$25,000	\$100,000	\$75,000	\$0	\$0	\$250,000
Total ODC: Consortium Subcontractors	\$223,582	\$29,979	\$159,244	\$61,900	\$23,370	\$175,651	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$52,000	\$468,000
Total G&A	\$39,485	\$17,288	\$30,148	\$16,194	\$16,516	\$32,888	\$31,027	\$74,846	\$97,974	\$52,428	\$59,234	\$54,721	\$56,916	\$39,615	\$49,854	\$516,613
Total Grants	\$11,959	\$5,656	\$204	\$0	\$0	\$0	\$7,500	\$15,500	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$2,000	\$0	\$65,000
Total Fee	\$30,431	\$13,193	\$22,131	\$12,348	\$13,269	\$24,401	\$24,329	\$58,636	\$76,509	\$41,017	\$46,321	\$42,803	\$44,514	\$30,911	\$38,850	\$403,889
Grand Total	\$515,776	\$226,112	\$383,778	\$206,494	\$211,274	\$418,693	\$403,810	\$971,461	\$1,247,433	\$677,580	\$764,483	\$706,850	\$734,876	\$507,852	\$636,546	\$6,650,891

BUDGET SUMMARY

	Contract Task Order Budget	Total Actual Cost Incurred July 06-Dec 08	Accruals	Projected Jan 09-Sept 09	Total Costs July 06-Sept 09
Workdays Ordered	\$2,043,148	\$986,501		\$518,332	\$1,504,833
Other Direct Costs	\$13,488,934	\$9,594,404	\$170,500	\$4,709,247	\$14,474,151
Fringe	\$680,492	\$362,490		\$173,264	\$535,754
Overhead	\$1,296,578	\$642,794		\$329,545	\$972,339
G&A	\$1,542,004	\$1,025,746	\$15,516	\$516,613	\$1,557,874
Indirect Expense	\$3,519,074	\$2,031,030	\$15,516	\$1,019,423	\$3,065,968
Fixed Fee	\$1,191,909	\$782,133	\$12,091	\$403,889	\$1,198,113
Total	\$20,243,065	\$13,394,068	\$198,107	\$6,650,891	\$20,243,065

ACTIVITY COST BREAKDOWN

ELEMENT A: STRENGTHEN GOI		Projected Jan. to Sept. 2009
COP & GOI coordination meeting	\$	900
National Key Message - printing and distribution	\$	-
Research for key messages	\$	7,500
Komnas Support	\$	45,000
Communication Working Group	\$	300
ELEMENT B: AI RISK REDUCTION PROGRAM IN WEST JAVA		
National level consultation	\$	-
Provincial level consultation	\$	-
District level consultation	\$	20,000
Desa siaga meetings	\$	15,000
Community mobilization curriculum development	\$	10,000
Training of Trainers Package	\$	48,000
TOTs for MTs	\$	80,000
Salaries of Master Trainers	\$	220,000
Train villages/communities in CM	\$	1,034,000
Printing of TOT Manual	\$	20,000
Communications		
Community events	\$	65,000
Radio talk shows	\$	20,000
Produce and distribute materials	\$	378,000
Edit current TV PSA	\$	15,000
Mass media strategy development, production & placement	\$	800,000
ELEMENT C: PRIVATE SECTOR PARTNERSHIP PROGRAM		
Poultry Add-on activity	\$	335,000
MONITORING AND EVALUATION		
Media evaluation	\$	100,000
KAP survey	\$	150,000
GRANTS		
KOMDA/KKR and community grants	\$	65,000
PROGRAM ACTIVITY COSTS	\$	3,428,700