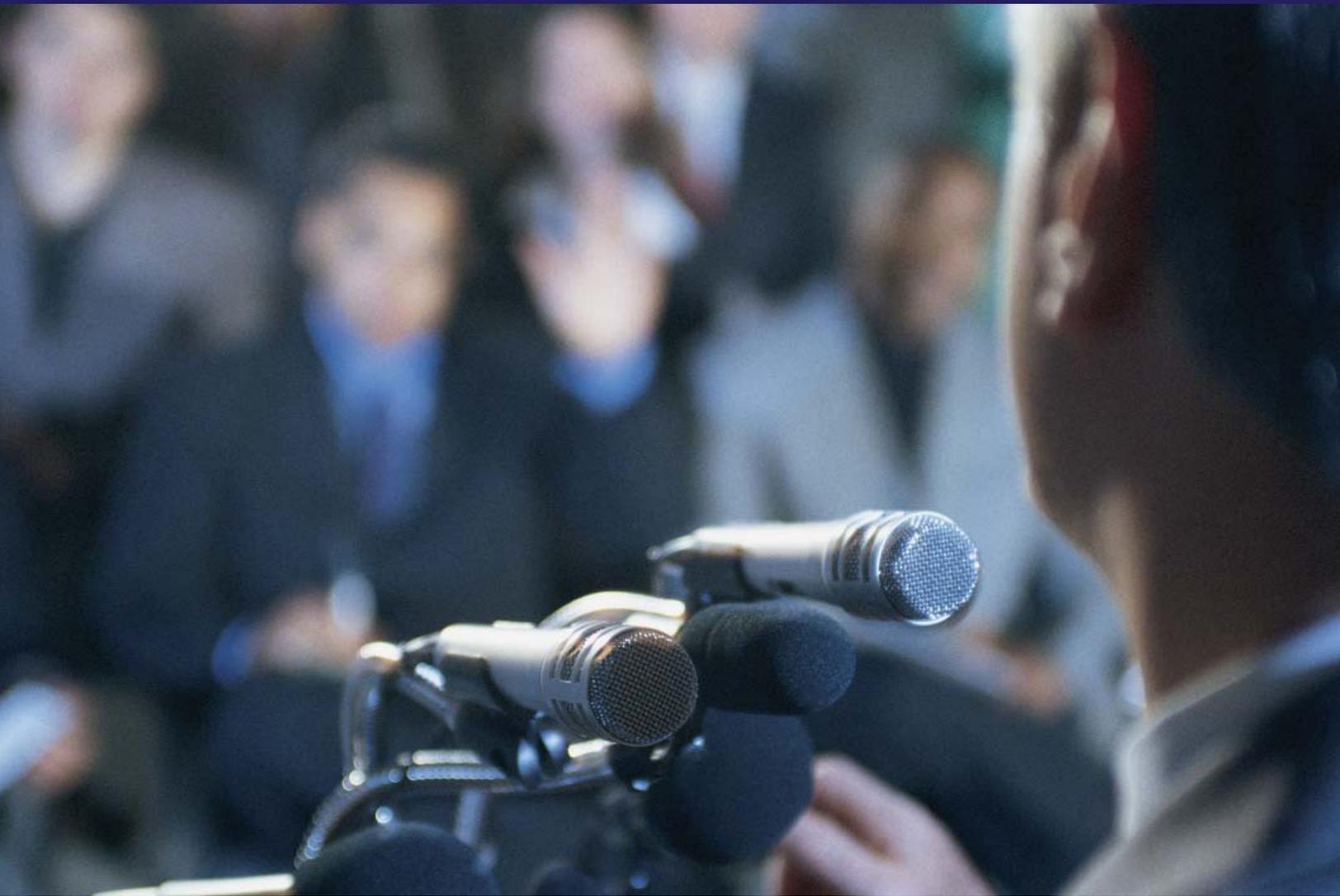




USAID
FROM THE AMERICAN PEOPLE

AVIAN INFLUENZA EMERGENCY RISK COMMUNICATION



USAID Avian Influenza Program

Avian Influenza Emergency Risk Communication

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INTRODUCTION

The importance of emergency risk management and communication has been highlighted repeatedly over the past several years in a variety of public health emergencies. From the outbreak of severe acute respiratory syndrome (SARS) in Asia and North America in 2003, to the release of anthrax in the U.S. in September 2001, to the tsunami in Southeast Asia in December 2004, history has shown that a lack of crisis planning can make managing stressful, chaotic situations even more difficult than it has to be. Indeed, because of the high levels of chaos and confusion that will often exist in an outbreak situation -- and the extreme level of pressure that can be placed on an individual and their ability to make rational, effective and timely decisions -- emergency risk management is usually based on a team approach to decision-making, response and control.

In this Guide, this team-based approach is applied to the scenario of an avian influenza outbreak, leading you through the steps necessary to first plan and develop a response and then to secondly, implement the plan. It will provide you with practical direction on how to effectively communicate correct information and what to do during the pre-outbreak, outbreak and post-outbreak periods. Many of these skills can also be applied to other crisis/emergency situations.

It is important to note that this Guide addresses only the communications aspect of a response to avian influenza, which is only one part of an overall risk management response. There are several checklists and resources, many of which are found in *Appendix G – List of Avian Influenza and Crisis Management Resources*, that can aid organizations with overall response strategies.

Whatever the situation, members of your response team must be honest, candid and flexible; they must combine a sense of urgency with sensitivity and a large measure of common sense. They must demonstrate to the public at large that your organization is caring, competent and responsible. Doing so will go a long way toward reassuring your various constituencies, conveying correct information and dissolving rumors and misinformation, maintaining credibility, and bringing the situation to resolution as thoroughly and efficiently as possible.

HOW TO USE THE GUIDE

This Guide is separated into two parts: Part I - Avian Influenza Emergency Risk Communication Planning and Part 2 - Taking Action and Communicating Effectively during an Avian Influenza Outbreak.

Part I, Avian Influenza Emergency Risk Communication Planning, explains how to establish an Avian Influenza Communication Task Force, and discusses the roles and responsibilities of

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each Task Force member and their importance to your organization during an outbreak. It also discusses what you should consider when anticipating an outbreak of avian influenza and the kinds of partners and alliances you should form to prevent and control further outbreaks.

Part 2, *Taking Action and Communicating Effectively during an Outbreak*, provides practical examples and lessons for communicators from the field of risk management science. At the conclusion of Part 2, we anticipate that you will be familiar with the steps and actions necessary to communicate effectively with the media and your community using methods developed over years of experience.

This Guide is designed to be used in the active development of procedures and protocols for using communication in responding to an outbreak of avian influenza. It is not a textbook to be read, but a series of exercises and checklists that can guide you in your approach. Because each situation is unique, your approach will need to be adapted to suit your particular organization and outbreak situation. Moreover, the Communication Plan that you develop will be a living document and must be constantly referred to and refreshed as your control and containment strategy evolves, and more importantly, as the situation changes.

Although not required, it is suggested that you and your team work with a trained Avian Influenza Emergency Risk Communication facilitator, who is trained in planning and communications. A facilitator will greatly increase the efficiency with which you work through this Guide as you develop your plan and communication skills.

PART I

AVIAN INFLUENZA EMERGENCY RISK COMMUNICATION PLANNING

Before an outbreak even occurs, there are certain preparations that can be undertaken to ensure that things go smoothly if avian influenza is detected in your region. These generally fall in the following categories:

- Forming an Avian Influenza Communication Task Force
- Gathering Information Resources
- Identifying Partners and Alliances
- Working with the Community

FORMING AN AVIAN INFLUENZA COMMUNICATION TASK FORCE

Avian influenza requires a complex government response at the central (national), regional (provincial/state) and local (district, city) levels. Each governmental agency needs to communicate effectively with each other, their stakeholders, the media, and the general public. Planning in advance is the best way to mitigate problems during the response and recovery phase.

As part of convening an Avian Influenza Communication Task Force, it is important to determine whether your country or locality has an existing Avian Influenza Preparedness Work Group or Communications Subcommittee. If these bodies exist, your Communication Task Force will likely be working closely with them in devising your organization's communications strategy and activities.

It is also important to ensure that your Avian Influenza Communication Task Force fits into the overarching national plan on AI (if one exists). Many governments have already created a National AI Plan that details a specific chain of command to approve and authorize decisions and action. The National Plan can originate in the President's office, or in the governor or

mayor's office. Another issue to research is whether your country or region has developed a national approach to animal disease emergency preparedness. This type of plan is useful, particularly because it can serve as a reference book for national veterinary services, as well as provide guidance on international collaboration.⁴

Representatives who hold authority within their respective agencies must be part of the larger outbreak command team. Your organization's communications task force should ideally include representatives from each of the participating agencies -- including officials in agriculture, health, and the office of the president – or individuals who will be responsible for accessing these representatives.

Task force members should hold sufficient security clearance to ensure that they have access to the most accurate and current information. To minimize confusion during the crisis, it is best to identify the agencies that are responsible for reporting particular statistics that you will need, and ensure there is agreement to share these figures with the Avian Influenza Communication Task Force in advance. For example, determine which department is responsible for calculating and compiling death rates for animals and/or humans during an infectious disease outbreak, and ensure that you have a contact through which to obtain this type of information.

Following is an ideal list of members of an Avian Influenza Communication Task Force, and their suggested roles. Depending on your particular situation, you may want to add other roles, or support staff for each of these leaders/officers.

⁴ The UN FAO developed a Manual on the Preparation of National Animal Disease Emergency Preparedness Plans, FAO Animal Health Manual No. 6, 1999.

Table of Roles and Responsibilities for an Avian Influenza Communication Task Force

Title	Role
Overall Communication Leader	Coordinates overall operations, determines how communication fits in national plan on AI (if applicable); Is also a member of the larger AI Response Team.
Primary Spokesperson	Leader, recognized authority in animal or human health; resonates with the populations and has credibility and support of authorities.
Secondary Spokesperson	A “backup.” Able to stand in when primary spokesperson is otherwise occupied, communicates with key stakeholders (political groups, business, NGO).
Communication Officer	Manages information and media relations, serves as point person for the media and coordinates spokesperson’s schedule and access to the media and other stakeholders; writer, strategist, and gives final release of all print and broadcast materials issued by the Task Force. Obtains final sign-off on schedules, press materials, and information distribution.
Animal Health Officer	Subject specific expert on H5N1 in the animal environment; candidate could be the Chief Veterinary Officer or Director of Veterinary Services or a private veterinarian from academia or civil society.
Public Health / Medical Advisor	Subject specific expert on H5N1 in human health context.
Information Logistics Officer	Manages how the command team gets information and transmits information internally, to field and between agencies, manages communication technology for command center facility. Determines which agency or organization will release specific information or take the lead on handling a situation.
Legal Counsel	Able to interpret constitutional law and advise on legal implications of containment actions and other decisions

Issues that should be clarified among all of these AI Communication Task Force members include:

- Lines of authority for making decisions about :
 - Actions
 - Emergency regulations
 - Financial obligations
 - Communications to the public
- Which individual makes the final decisions (has “sign-off”) for the above matters. This does not mean he/she will be an authority on all of these, but rather that he/she will receive expert input and information in order to make an informed and responsible decision. If that person is not available, the Task Force must agree on how and to whom that decision-making authority is delegated.
- Location

The Avian Influenza Communication Task Force ideally should be located wherever the central “command center” is located, such as the capital city. This ensures centrality and reduces duplication of resources and information. Oftentimes there are two centers of information – one at the central command and another at the site of the outbreak. Make sure that media are aware that they can obtain accurate and up-to-the-minute information at either of these locations, and assign a contact person at each. This makes it easier for them to report the story, and discourages them from seeking non-official sources of information. If possible, facilities should be provided to the media that include waiting rooms with telephones and Internet capability, desks and restrooms. Also plan for how to disseminate information in the event that there is an electrical or technology failure that would impair internet access or mobile phones.

As noted in the preceding table, a key individual to identify at the beginning will be your organization’s spokesperson. In addition, you should appoint a separate contact person who will handle all inquiries to (and appearances by) the program spokesperson(s). The contact person will be responsible for coordinating media inquiries, and ensuring that questions are answered by the most qualified individuals. The Communication Officer will serve as the official contact person. He/she can delegate the actual task to a second (or deputy) communication officer. Both of these people must be trained to talk to and work with the media.

The primary spokesperson should be at a senior level and ideally should not have to focus on other duties during the outbreak. Individuals who are selected to serve as spokespersons should receive training in communication and public health issues. Be sure to have a range of other experts you can call upon to handle specific subjects, such as animal and human health officials. Staff should be reminded that all inquiries from media or other agencies should be

forwarded to the contact person/Communication Officer.

The World Health Organization’s Field Guide for “Effective Media Communication during Public Health Emergencies” provides an Assessment Tool for gauging internal media relations capabilities. A copy of this Tool is provided in *Appendix A*. After the Task Force members are assigned and understand their roles and responsibilities; it is helpful to have a mock outbreak scenario before an actual “crisis” occurs so that each member is oriented to their role and can anticipate potential problems and obstacles.

GATHERING INFORMATION RESOURCES

There are many sources of information that your organization can consult to obtain up-to-date information on developments on outbreaks of avian influenza. These include USAID, CDC, WHO, FAO, PAHO, USDA, OIE and many other international agencies and NGOs. Perhaps even more important is obtaining information on your local government’s policies on a potential outbreak. For example, many national governments have developed a national avian influenza plan, which outlines, among other issues, whether they would consider widespread poultry vaccination or culling flocks that are suspected to be infected (and if so, what the process would be for deciding how and where to accomplish this, how farmers would be compensated and how much). National plans also provide contact information for technical experts on animal or human health, epidemiology and surveillance, emergency response, and media relations. Even if your country’s national plan has not been implemented, the plan document itself will still be helpful as a resource.

Communication materials have already been developed – in a variety of languages and formats -- by U.S. Government agencies such as the U.S. Agency for International Development (USAID), U.S. Department of Health and Human Services (HHS) and Centers for Disease Control and Prevention (CDC), and the U.S. Department of Agriculture (USDA). Materials also have been created by the World Health Organization (WHO), the U.N. Food and Agriculture Organization (FAO) and the World Organization for Animal Health (OIE). Most of this information can be used or adapted for use by your organization. These materials include:

- Messages or talking points addressing prevention and control of avian influenza for animals and humans
- Frequently Asked Questions and Fact Sheets about avian influenza
- Posters
- Radio public service announcements
- Television public service announcements
- Live-read scripts that can be used for radio, television or loudspeaker
- Leaflets and job aids for health care providers, community workers, veterinary workers, teachers and others
- Brochures/booklets for farmers, veterinary workers, and members of the general population

- Informational websites, CDs, audiotapes and videotapes
- Informational presentations for community organizations and unions, religious organizations and other local groups
- Training curricula for agriculture workers, veterinary workers, and others
- Extension programs for farmers and agriculture workers

Other resources include guides on effective media communication during public health emergencies, media training curricula, health care and laboratory worker curricula on emerging infectious diseases, and workplace preparedness guides. A listing of helpful resources related to avian and pandemic influenza, as well as risk and crisis communication, is provided in *Appendix G – List of Avian Influenza and Crisis Management Resources*.

IDENTIFYING PARTNERS AND ALLIANCES

Anticipating what organizations and individuals you will need to properly manage the outbreak and fostering those alliances early on will save you valuable time searching for the right people in the heat of the crisis. Forming a coalition of influential stakeholders will help both in planning and preparation for outbreaks, but also in implementing activities and disseminating messages during the actual emergency. It is recommended that each person on your Communication Task Force be given responsibility for serving as a liaison between the task force and the various partner organizations, officials and experts. There should also be an alliance or coalition liaison or coordinator.

Government Partners

The local, regional or national government is an obvious starting point for establishing contact. Because avian influenza affects animals directly, the Ministry or Department of Agriculture will be an important coordinating agency, as will the department of wildlife or animal health, if one exists. Because the threat of transmission from animals to humans also exists, the Ministry of Health must also actively participate. The Ministry of Information/Culture would be another logical addition to the team, as would the Ministry of Foreign Affairs and the Ministry of Finance/Trade/Commerce. The Ministry of Foreign Affairs is important because avian influenza is a disease that transcends national boundaries and has the potential to affect geographic neighbors. Ensuring cooperation and information exchange between neighboring countries will increase the likelihood of success of any avian influenza control activities. Moreover, because of the increasing amount of cross-border media, the populations in neighboring nations may have similar concerns and desire for answers.

Participation by the Ministry of Finance/Trade/Commerce is essential because the economic cost of an outbreak is high if commercial poultry farms and even backyard farmers must cull their flocks to control transmission. In fact, a timely and organized compensation plan for farmers of culled flocks often determines the level of local cooperation and support

in reporting sick birds. Community reporting will increase if people feel that they will be compensated in some way if their flocks are culled. Other financial considerations would arise from a containment strategy that necessitates the partial closure of wet markets and some transportation systems such as roads or airports. If a national disaster management authority exists, representation from that agency should also be consulted.

Ideally, the office of the mayor, governor (or other internal government office) should be included – as should the office of the President or Prime Minister. Having support from these groups and individuals will facilitate planning and implementation of any plan.

Donor Organizations

In the event that an H5N1 outbreak occurs and clusters of humans begin to get sick from human-to-human transmission, the likely recommended containment plan is to reduce further exposure to the virus. All these potential factors require a thorough assessment of the legal environment to determine what statutes, laws, or powers must be invoked to coordinate and facilitate a timely and legal response. In some cases, this command team might include country representatives of international organizations who are global stakeholders in the control of avian influenza (i.e., USAID, FAO, OIE, WHO).

International Nongovernmental Organizations

Many of the international relief agencies and development agencies will want to offer support during this crisis. These organizations can be extremely helpful and often have the resources at the local level that can facilitate message and materials distribution. Building alliances with these partners early on and assigning clearly defined responsibilities and jurisdictions will greatly add to an organized and efficient response.

Private/Civil Society/Religious Groups

Alliances should also be considered with local NGOs, community groups and unions, labor groups, political organizations and schools/universities that can help to disseminate messages, as well as actively participate in control activities. For example, basic information on good hygiene practices promoted in schools could go a long way in helping to control the spread of avian influenza. In more remote areas, local NGOs and other community groups may be the best way to gain access to (and the confidence of) a population that has little contact with – or trust in -- outside government officials.

Depending upon the situation at hand, other partners to be considered include law enforcement, fire departments, hospitals, emergency medical services, professional crisis management organizations, public works departments, and military and intelligence agencies. In particular, military operations might be useful for transportation if outbreak areas are inaccessible to “normal” civilian vehicles, or if there are ongoing security issues (as in the case of civil unrest). Police can also assist with security, as well as with enforcement of

quarantine and poultry movement, particularly in places where there is a problem with smuggling of livestock. It might be useful to consult with police representatives as part of your communication approach, as they can serve as conduits for dissemination of disease control messages. In the case of the closure of wet markets or cock fighting arenas, for example, they will likely be called upon to help enforce these actions and will have interpersonal communication opportunities with people who are seeking information. Educating police and other civil servants on basic avian influenza prevention and control activities (e.g., hygiene, personal protective equipment) would thus be useful to them and to the population they serve.

Finally, in many cultures and regions, religious groups play a large role not only in disseminating information, but also in helping to convince people to undertake preventive or other measures. It is thus imperative to reach out to churches, temples, and other religious or para-religious organizations to gain their input and buy-in.

Business and Media

Private sector organizations and business could lend a hand in providing resources, equipment, or relevant expertise. For example, corporate donations of personal protective equipment (gloves, masks, boots); cleaning supplies (soap, disinfectants, antiseptics); or medical equipment would be useful in the case of an avian influenza outbreak. In areas where there are no departments of public works, private sector organizations might be called upon to assist with earth-moving or disinfectant-spraying equipment, and expertise in the disposal of slaughtered poultry in eradication campaigns. In addition, private companies and businesses have much to lose and will be a critical link to communicate correct information to their employees.

Forging a partnership with media organizations and journalists early on will help to make communications run smoothly if an outbreak occurs. It is recommended that you begin compiling a list of possible media contacts in advance so that you can get your messages and information out as quickly as possible. *(Please refer to the section “Working with the Media” for more suggestions on this.)*

WORKING WITH THE COMMUNITY

Avian influenza kills mostly poultry but it has devastating financial effects on the communities affected by an outbreak. By not controlling the virus when it first appears, you run the risk of H5N1 becoming endemic within your animal population. As seen in other countries, this greatly increases the odds that humans will eventually become infected, many of whom will die, while even more families lose their economic livelihoods and sources of nutrition. Consequentially, we have learned from countries where compensation for culled flocks was slow or otherwise not forthcoming, that the community resisted reporting of sick birds and often sold-off or consumed birds suspected of having avian influenza. Because disease

surveillance relies on timely and honest reporting, a community that fears for its economic well-being will resist efforts to detect new cases. Your communications should work to quell this concern.

Thus, your greatest asset in control and surveillance program for avian influenza is the local community. Engaging them early on and informing them of your plans and especially what they can expect to have happen, will serve you well in terms of getting local support and compliance if an outbreak occurs.

The following sample questions will likely be asked by community members and should be anticipated by you.

- What is H5N1 or bird flu?
- Am I or is my family at risk?
- What can I do to protect myself and my family?
- What can I do to protect my animals?
- What do I do if I think my birds or other flocks are sick?
- What will happen to me if I report the sickness?
- Will I or my family be in trouble?
- What should I do?
- Will I be compensated if my animals are culled?
- Can you stop it from spreading?
- Who is in charge, at the local and central level?
- Has this outbreak been contained?
- What can we expect, right now and later?
- Are there any human victims?
- Who is responsible for this?
- How will you know if more outbreaks occur?

Formulating answers to these questions, or at least determining where you can obtain information to enable the answering of these questions – will help you provide comprehensive and presumably more publicly satisfying responses.

You will need to tailor your messages and the media channels through which they are disseminated based on the audience. In the case of avian influenza, the community members with the most at stake will likely be small farmers or families that own poultry. While personal visits and discussions with farming communities and livestock traders are preferred, radio and television messages can usually reach this audience as well. Radio and TV messages should perhaps be broadcast at times of the day when most farmers are likely to be listening to the radio (or watching television), such as early in the morning or when news or weather reports are being aired.

WORKING WITH THE MEDIA

The more you prepare in advance to work with the media, the better your results will be. We strongly urge you to build relationships early on with reporters and editors so that when an outbreak occurs, they know to come to you first.

Part of this preparatory work includes assessing the needs of the various types of media (e.g., print, broadcast, Internet) and their constraints. The most effective media outlets to reach your particular target audiences should be identified.

Some media constraints might be a lack of resources or expertise in the area of infectious disease, stringent deadlines, or overly-rigid oversight from government agencies that might limit their ability to report on a story the way they would like. Examples of media needs are elaborated upon in “What the Media Wants” on page ???. Media needs can also be ascertained by delving into an established list of common questions asked by the media in the case of an outbreak (see *Appendix B for the List of 77 Most Common Questions Asked by the Media, a resource provided as part of the WHO Field Guide for “Effective Media Communication during Public Health Emergencies”*). Reviewing these questions in advance and thinking through some potential responses will help to formulate messages, as well as make interviews and other speaking engagements run more smoothly.

It should be noted that tapping into the mass news media (newspapers and radio and television stations) should only be one part of a larger communication strategy during an outbreak of avian influenza. Other media outlets that can be tapped into include newsletters, bulletin boards, web sites, and traditional and folk media (such as storytelling).

PART II

TAKING ACTION AND EFFECTIVELY COMMUNICATING DURING AN OUTBREAK

CONDUCT A RAPID ASSESSMENT

Before making any decisions in a crisis situation, a “Rapid Assessment” must be conducted. This is essentially a quick analysis of the situation at hand based on existing data and documents (epidemiological and other), field reports, risk assessments, surveillance data, media messages and anecdotal reports. The team should ask itself, “What do we know about our particular situation?” (See *Rapid Assessment Guide in Appendix C for more guidance.*)

While gathering the information for the quick assessment, staff should also begin planning the components of a Communication Plan of Action. Keep in mind that, if possible, you should validate and record all sources of information if there is any doubt whatsoever as to its legitimacy. If any level of doubt exists, corroborate the information with other sources.

Ideally, the rapid assessment should take 24 hours, as your stakeholders will likely be clamoring for information. During an outbreak situation, it is critical to communicate your action plan and information as quickly as possible. Oftentimes the public judges the success of your overall operation by the success and timeliness of your communications.

Following is a Rapid Assessment Checklist that you can use as a guide. Additional considerations that are unique to your organization or situation can be added.

RAPID ASSESSMENT CHECKLIST

<p>Basic Information – Animals</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Where has the outbreak been confirmed? <input type="checkbox"/> How widespread has the outbreak been (numbers of chickens, farms, sectors affected (commercial or informal)? <input type="checkbox"/> What types of animals have been affected (wild birds, chickens, ducks)? <input type="checkbox"/> How have the animals been affected (# ill, # dead)? What symptoms did the affected animals exhibit? <input type="checkbox"/> How does it appear to have been transmitted? <input type="checkbox"/> What does the geographical distribution look like and does it appear to be spreading? If so, in which direction? What are the trends?
<p>Basic Information – Humans</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Have any human cases been reported? <input type="checkbox"/> If so, how many people were affected, where, their ages and genders, how do they appear to have become infected, what is their current status or severity of illness, what were their symptoms, what treatments did they receive, and what was their response to treatment?
<p>Actions</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Who is in charge? Who has the authority to make final decisions on behalf of the government? <input type="checkbox"/> What is being done by various national and local government agencies to address and control the outbreak? Is it adequate (assessment)? <input type="checkbox"/> Have any officials visited the site? Are there plans for a site visit – if so, when? <input type="checkbox"/> Have any officials already instructed people on what they can do? If so, what have they told people? <input type="checkbox"/> Have the media reported the outbreak? If so, which media, and what are they saying? <input type="checkbox"/> What organizations are working in the area? How can they be mobilized for information?
<p>Communication Response Capacity</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Who is providing official updates on the situation – Who is the main contact? <input type="checkbox"/> How can I best maintain contact with this person or organization? <input type="checkbox"/> Who is making decisions on what information is being released? <input type="checkbox"/> Who is releasing information? <input type="checkbox"/> What does the media know? Are they covering the story or just learning about it? <input type="checkbox"/> What media reaches that community or region?

PART II – Taking Action and Effectively Communicating During an Outbreak

<p>Communication Response Capacity (continued)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Have any media activities or training taken place in the area on AI response? <input type="checkbox"/> Is private industry/corporations responding? How often/when will updates be provided? <input type="checkbox"/> Who is responsible for which tasks/decisions? <input type="checkbox"/> Have any links been established with key community members (e.g. for allaying panic, health education and improved case-detection)? <input type="checkbox"/> Do information materials exist (e.g., PSAs, guides for culling, disposing of dead birds, what a family or health provider should do to protect their family)? Are they in the correct languages? How will these materials and information be distributed?
<p>Health Services Response Capacity</p>	<ul style="list-style-type: none"> <input type="checkbox"/> What steps have local health officials taken to organize outbreak response? <input type="checkbox"/> Is there a plan of action, standardized reporting procedures, trained staff? <input type="checkbox"/> Are human and animal health care workers equipped to use personal protective equipment and other materials such as disinfectants? <input type="checkbox"/> Are there trained vaccinators? Stocks of vaccine? <input type="checkbox"/> Are there treatments available? What are they? <input type="checkbox"/> Do medical, nursing and laboratory personnel need further training on case-detection and safe patient management?
<p>Outstanding Needs and Questions</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Are external resources –WHO, FAO - needed to contain the avian influenza outbreak? <input type="checkbox"/> If so, which resources are still needed (culling equipment, drugs, personal protective equipment, disinfectants, soap, manpower, expert/technical assistance, logistics, funding, communication equipment)? <input type="checkbox"/> How much will this cost? <input type="checkbox"/> What resources exist (e.g., funding, manpower, equipment)? <input type="checkbox"/> Has assistance been requested from outside organizations or other communities/governments? <input type="checkbox"/> What are the best-case, worst-case and most-likely scenarios? <input type="checkbox"/> Is there any sense for how this outbreak will be resolved? <input type="checkbox"/> Who are potential partners? Does an alliance exist on AI – whether it is active or non-active? <input type="checkbox"/> Who or what organizations can help and whom can you depend on?

Determine Immediate Response and Make Assignments

Based on the rapid assessment, your internal AI Communication Task Force or decision-makers can then decide on emergency actions you should and are able to pursue. For example, if cases of avian influenza have been reported but not confirmed, it will be important to find out if a team of veterinary health officials have been dispatched to the site of the outbreak to confirm that it is, indeed, avian influenza. Your human or veterinary health officer could visit NGOs or other human and animal health officials in the region (or in the government) to get a status report and offer support. Part of this Immediate Response is the Communication Plan of Action, which follows.

Develop a Communication Plan of Action

A written Communication Plan of Action should ultimately be endorsed by senior management in advance, and has essentially three main desired outcomes:

- Determining what types of information will be disseminated by your organization;
- Determining who will deliver that information (e.g., a spokesperson); and
- Deciding how to follow up on these activities.

Following are steps to guide you through the process of undertaking communications tasks in an outbreak situation. This table allows for your Task Force to fill in your specific goals, target audiences, messages, and chosen communication tools and channels.

PART II – Taking Action and Effectively Communicating During an Outbreak

COMMUNICATION PLAN OF ACTION -- DEVELOPMENT PROCESS		
Goals	Considerations	Your Input
Identify and Obtain Consensus on Communication Goals	<p>Goals can include messages and activities conveying desired actions such as:</p> <ul style="list-style-type: none"> • Preventing transmission of H5N1 from animal-to-animal and animal-to-human • Required reporting of all suspected animal and human cases of avian influenza • Cooking all poultry including eggs until they are well-done • Preparing farmers for culling and subsequent procedures (e.g., compensation) as an important step to control the spread of avian influenza • How to properly and safely dispose of dead birds 	<i>List your task force/organization goals here.</i>
Identify Target Audiences	<p>It is important to identify the types of organizations or individuals that will need to receive information on an outbreak. These audiences can include:</p> <ul style="list-style-type: none"> • Ministry of Agriculture and Animal Health officials • Veterinary health workers including para-veterinary workers) • Private sector organizations including trade associations and poultry processors and vendors • Livestock traders • Government information officers • Ministry of Health officials, health officials, health workers and volunteers • Community leaders (faith-based groups, women's unions, child welfare officials) • The media and journalists • The general public. 	<i>List your task force/organization's target audiences here.</i>
Identify Priority Channels of Communication	<p>Once you identify your target audiences, the next step is to determine the best ways to reach them. Each audience may have a different channel through which to reach them.</p>	<i>List your task force/organization's priority communication channels here.</i>

COMMUNICATION PLAN OF ACTION -- DEVELOPMENT PROCESS (CONTINUED)

Goals	Considerations	Your Input
<p>Identify Priority Channels of Communication</p>	<p>This can include</p> <ul style="list-style-type: none"> • an emergency telephone information hotline that people can call to obtain up-to-date information • community-based communications (community meetings, house visits, etc.) • loudspeaker announcements • radio or television announcements. <p>Community organizations that can be engaged to help deliver messages include religious groups, women’s union members, or other community health workers.</p>	
<p>Identify International Resources</p>	<p>It will also be important to keep open the lines of communication with international organizations you may have worked with in your region (e.g., USAID, FAO, WHO). These organizations have addressed avian influenza outbreaks in many other areas of the world, and will be a helpful source of information and guidance.</p>	<p><i>List relevant international resources for your task force/ organization here.</i></p>
<p>Decide on the Messages to be Conveyed</p>	<p>You will need to decide which types of emergency messages you would like to communicate to various audiences. <i>To assist in this process, please refer to Appendix H for sample Emergency Messages.</i> Regardless of messages, it is important to keep communications culturally relevant, consistent and clear. If your messages are too complicated, they could lead to misinformation or confusion among your audiences.</p>	<p><i>List your task force/organization’s messages here.</i></p>
<p>Determine the Materials to be Distributed</p>	<p>You will need to disseminate materials to your various audiences to provide information and guidance, as well as to motivate and reassure them. Information would include what to do if sick; what do to if high poultry deaths; and how to properly dispose of dead poultry. Some of these materials can include press releases or media advisories, fact sheets, educational flyers, and brochures with contact information.</p>	<p><i>List your task force/organization’s products/materials to be distributed here.</i></p>

COMMUNICATE EFFECTIVELY DURING THE CRISIS/OUTBREAK

What the Public Expects

In any kind of serious crisis, people experience increased levels of stress and anxiety. People are fearful for their safety and the wellbeing of their loved ones, in addition to having concern for their material possessions. Because emotions are heightened and people are stressed, they receive information differently, process information differently, and act on information differently than during the normal course of events.⁴

You should be aware that the typical ways in which you communicate with your community may not be effective during and after it suffers a crisis. Risk communication researchers have recommended that your key message should take no longer than 10 seconds to communicate, be no longer than 30 words, and that you should not burden your audience with more than three messages. Make sure you project empathy and honesty from the beginning.

Important Points to Keep in Mind for Emergency Risk Communications

- Identify yourself and your credentials, as well as anyone else who speaks to the media or to the public at large.
- Tell people what they can do to protect themselves or improve the situation.
- Repeat your key messages.
- Be consistent in the messages you convey.
- Frame your actions in the positive.
- Ensure timely release of information.
- Treat the public (and the media) as intelligent adults. Do not “talk down”.
- Dispel rumors as quickly as possible with facts and statistics.
- Do not speculate – if you do not know the answer, say so, but indicate you will find out and do report back.
- Acknowledge uncertainty. Do not be afraid to say you do not know.

Experts have estimated that what you say and how you act and appear in the first 9 to 30 seconds will determine whether your audience will trust you.

In your initial communications, identify members of the Communications Task Force and the overall national/local avian influenza emergency response team, as well as their roles and responsibilities. This will avoid public power struggles, as well as reassure people that action is being taken.

It is important to note that the public includes everyone in an outbreak situation, including governmental and nongovernmental officials, the media, infected individuals and their families, physicians/nurses/veterinarians, hospital personnel, health agency employees, market vendors, farmers and agriculture officials, emergency response personnel and the public at large.

⁴ Reynolds, 2004.

What the Media Expects

During an outbreak of avian influenza, the media is one of your partners. They will be your most efficient resource for distributing messages to your community and for gathering information. They need correct and complete information in a timely manner. They want access to those making decisions and to those in authority. They expect information released by a government or civil society to be factual and current. If it is not, they will not trust you or your organization as a credible source of information. Once that trust is lost it will be difficult to recapture.

The media often has rigid deadlines and news cycles, and those will dictate when you respond or report out information. Therefore, be aware of what the deadlines are for a report or a news outlet and conduct your press briefings or issue a statement to accommodate their schedule. If you are not sensitive to that, they will look for other sources which may be unauthorized or making incorrect statements that will contribute to panic and rumors.

You may have to meet the press without having new information to report -- for example, to discuss how the virus was introduced into a community. This would be an appropriate time to make available one of the health or emergency experts to provide background information on the virus; steps being taken by the government or donors to respond to the outbreak; or the timeline for more information being made available.

Prepare news bulletins or press releases that can be distributed electronically via the web or in hard copy form. If you have access to photos or images to accompany these releases that would also be welcomed. Make sure they are high-quality and can be reproduced in various media. Make available contact information for updates, including a web site, email address, and mobile phones.

It will not be possible to satisfy all the desires of the press during an outbreak situation, but knowing in advance what they want, and managing those expectations will help you immensely because it shows you understand and respect them. Among the needs of reporters are:

- Equal access to information that is accurate and evidence-based
- Honest answers to questions, rapid correction of information that turns out to be incorrect or misleading, and acknowledging when answers are not available (and when they might be available).
- Timely release of information
- A regular schedule of updates and news conferences
- Access to technical experts on avian influenza epidemiology, biology, veterinary science, and vaccinology.

For additional guidance on media preparation, refer to Appendix D – Ingredients for a Successful Interview and Appendix E – Guide to Press Conferences.

Message Development

The basis of avian influenza message that can be used by your organization can be prepared in advance, relying on the latest body of evidence from the scientific community. One of the roles of your scientific authorities is to help explain and interpret the technical language into layman's terms. As new knowledge is released, the messages can be modified if necessary. Messages should be constructed for the general public, people at the highest risk of infection, and for stakeholders. An essential component of deciding on messages is to consider the concerns and needs of the various stakeholders or audiences you are trying to reach. A clear and concise message or response can be developed in response to each of these stakeholder concerns – some of which were previously addressed in “What the Public Expects.” Other concerns might involve livestock, personal safety and health, family health, finances and family/community livelihood, and legal/regulatory issues.

Some suggested message points are listed in *Appendix F—Message Points on the Prevention and Control of Avian Influenza*, and are organized based on prevention and control of bird-to-bird transmission, bird-to-human transmission, and human-to-human transmission. They are also grouped by relevance to pre-outbreak, outbreak, and post-outbreak situations.

For all messages that are developed, it is important to be sensitive to cultural/ethnic norms in your target audience. For example, depending on your location in the world, there are different cultural meanings for words, signs, symbols and images. There are also different cultural standards for what topics are considered inappropriate or humorous. Thus, any messages developed should take into account local norms and values, as well as languages and dialects.

Your First Communication to the Media/Stakeholders

First and foremost, it will be important that the public knows that you are aware of the outbreak and that there is a system in place to respond. Your first official message during an outbreak of avian influenza, should contain following elements.⁴

1. Recognition of the severity of the outbreak/situation.
2. What you know about the outbreak/situation.
3. Confirmed facts and action steps. Tell people what actions they can take to minimize risks to their family and animals (e.g., practice good hygiene, avoid poultry farms and wet markets, isolate your poultry from other animals, assume that all poultry is infected, steps on how to properly dispose of dead birds).

⁴ Adapted from CDC's Crisis and Emergency Risk Communication by Leaders for Leaders.

4. What the process is for addressing the outbreak.
5. Schedule of updates and other timelines.
6. Where to go for regularly updated information on the situation. Have your web site, hotlines, or email addresses operating and state the contact information in briefings and also on all printed materials.

Other pointers to keep in mind to reach the public through working with the media are:

- During an infectious disease outbreak keep your message short, simple and focused. Do not overload your audiences with too much information – only enough for them to absorb and act on. Your communications should contain only two to three distinct messages.
- Avian Influenza is a virus and most of the information about it will originate from scientific/technical experts and sources. It is important to translate this technical information into laymen’s terms so it can be understood by all audiences.
- Repeating correct information and telling people what you want them to do is important. The more people are exposed to information the more likely they are to remember it and actually adapt the the desired behaviors. Providing information both orally and in writing will also increase the chances that the public will retain it.
- Messages that describe or demonstrate what not to do are less effective at changing behavior than messages that model the desired behaviors. Examples of positive messages are “Use gloves when touching dead birds,” or “Dispose of dead birds by burning or burial only.” It is better to model what you want people to do, not what you want them to not do. It is important to note, however, that there are exceptions to this in certain cultures, where some people have been found to ignore positive messages but will pay attention if there is a strong “don’t” statement.

Within two weeks following an outbreak, or after the initial phase of crisis/emergency response is completed, your organization will want to take a step back and consider how things have progressed thus far and what long-term changes or additional actions should be undertaken. It will be important to look back on what you accomplished and whether it was successful in meeting your communication goals.

It is important to reflect on your activities with your Avian Influenza Communication Task Force and identify any lessons learned. These lessons will form the basis of what your organization decides to do over the long term to help prevent and control the spread of avian influenza.

Even if you have planned for an outbreak, infectious diseases are notoriously unpredictable, and the situation may not have unfolded in an expected way in your region.

Among the issues to evaluate is how effective your message delivery and reach was, whether the media coverage was adequate and correct and what types of public responses you received to your messages. For example, did the target audience understand and act upon what was communicated to them? Have the media stories been fair and accurate? Your organization might want to explore obtaining technical assistance for evaluation of your communication plan and outbreak response activities.

Ongoing Follow-Up

Once the immediate “emergency” has passed, follow-up activities should continue. Among these are determining how often you want to provide situational updates to your audiences/constituencies. You may also want to maintain contact with journalists who have covered the story to provide updates and nurture the relationship for future events.

APPENDIX A – WHO ASSESSMENT TOOL FOR INTERNAL MEDIA CAPABILITIES

The following list is taken from “*Effective Media Communication during Public Health Emergencies – A WHO Field Guide*” (2005).

1. The organization should have a written plan and documented procedures for interacting with the media during an emergency.
2. The organization should have:
 - an agency staff member and at least one alternate assigned the role and responsibilities of a public information officer in an emergency;
 - a written document that clearly identifies lines of authority and responsibilities for the public information officer and the media communication team during an emergency; and
 - a work plan and relief scheduling plan for a media communication team to maintain 24-hour a day operations, two to three work shifts a day, for several days, weeks or possibly months.
3. The organization should have the following in place:
 - procedures for verification of the accuracy of messages;
 - procedures for clearance of information released to the media, partners and the public;
 - procedures for coordinating with partner organizations to ensure message timeliness, accuracy and consistency; and
 - procedures for liaison between the organization and an emergency operations centre (EOC).
4. The organization should have information kits for reporters prepared in advance that include contact information directories, informational materials, policies, checklists and manuals.
5. The organization should have the following in place:
 - procedures for routing all media calls to the public information officer during an emergency;
 - procedures for responding to routine media requests for information;
 - procedures for triaging media enquiries if requests for information exceed the capacity of the agency;
 - procedures for when, where and how to hold a news conference;
 - procedures for releasing media advisories, news releases and fact-sheets;
 - procedures for monitoring news coverage (for example, to determine messages needed, misinformation to be corrected, and levels of media interest and concern); and
 - procedures for creating situation reports.

6. The organization should have a plan for communicating directly to the public and key stakeholders, including a plan to:
 - set up and staff a specialized telephone information service (or “hotline”) for the public, reporters, clinicians or other key stakeholders during an emergency;
 - set up specialized web sites;
 - monitor news coverage for content, accuracy, placement;
 - monitor public concerns to determine the messages needed;
 - monitor misinformation that needs to be corrected;
 - monitor levels of public concern;
 - monitor levels of employee interest and concern;
 - ensure the accuracy, timeliness, regular updating and relevance of web site information;
 - monitor information on other web sites; and
 - publicize organization contact information.

7. The organization should have a plan for coordinating communications with partner organizations, including a plan to:
 - respond to requests and enquiries from partners and special interest groups;
 - hold briefings for and with partner organizations;
 - translate situation reports, health alerts and meeting notes into information appropriate for partners;
 - log calls from legislators and special interest groups; and
 - set up dedicated communication lines for key partners (for example, police, elected officials, fire departments and hospitals).

8. The organization should have a directory of 24 hours a day 7 days a week contact information for media personnel and public information officers from partner organizations. This should include text, phone, email, and fax contact information. Check it on a regular basis to see it is accurate.

9. The organization should have plans for holding community meetings, small group briefings and other face-to-face meetings as appropriate.

10. The organization should periodically assess the media-relations training needs of its own staff and participate with other organizations to assess the media-relations training needs of its partners.

11. The organization should have a designated lead spokesperson (plus back up) for various emergency scenarios.

APPENDIX B – COMMON QUESTIONS ASKED BY REPORTERS DURING A CRISIS

Following is a list of 77 of the most common questions asked by journalists in a crisis/emergency situation. It is helpful to anticipate some of these questions (if applicable to your situation) and form answers to them well in advance of an outbreak.

1. What is your name and title?
2. How do you spell and pronounce your name?
3. What are your job responsibilities? Who do you work for?
4. Can you tell us what happened? Were you there? How do you know what you are telling us?
5. When did it happen?
6. Where did it happen?
7. Who was harmed?
8. How many people were harmed?
9. Are those that were harmed getting help?
10. How are those who were harmed getting help?
11. Is the situation under control?
12. How certain are you that the situation is under control?
13. Is there any immediate danger?
14. What is being done in response to what happened?
15. Who is in charge?
16. What can we expect next?
17. What are you advising people to do? What can people do to protect themselves and their families – now and in the future – from harm?
18. How long will it be before the situation returns to normal?
19. What help has been requested or offered from others?
20. What responses have you received?
21. Can you be specific about the types of harm that occurred?
22. What are the names, ages and hometowns of those that were harmed?
23. Can we talk to them?
24. How much damage occurred?
25. What other damage may have occurred?
26. How certain are you about the damage?
27. How much damage do you expect?
28. What are you doing now?
29. Who else is involved in the response?

Appendix B – Common Questions Asked by Reporters during a Crisis

30. Why did this happen?
31. What was the cause?
32. Did you have any forewarning that this might happen?
33. Why wasn't this prevented from happening? Could this have been avoided?
34. How could this have been avoided?
35. What else can go wrong?
36. If you are not sure of the cause, what is your best guess?
37. Who caused this to happen?
38. Who is to blame?
39. Do you think those involved handled the situation well enough? What more could or should those who handled the situation have done?
40. When did your response to this begin?
41. When were you notified that something had happened?
42. Did you and other organizations disclose information promptly? Have you and other organizations been transparent?
43. Who is conducting the investigation? Will the outcome be reported to the public?
44. What are you going to do after the investigation?
45. What have you found out so far?
46. Why was more not done to prevent this from happening?
47. What is your personal opinion?
48. What are you telling your own family?
49. Are all those involved in agreement?
50. Are people over-reacting?
51. Which laws are applicable?
52. Has anyone broken the law?
53. How certain are you about whether laws have been broken?
54. Has anyone made mistakes?
55. How certain are you that mistakes have not been made?
56. Have you told us everything you know?
57. What are you not telling us?
58. What effects will this have on the people involved?
59. What precautionary measures were taken?
60. Do you accept responsibility for what happened?
61. Has this ever happened before?
62. Can this happen elsewhere?
63. What is the worst-case scenario?
64. What lessons were learned?
66. What can be done now to prevent this from happening again? What steps need to be taken to avoid a similar event?
67. What would you like to say to those who have been harmed and to their families?

Appendix B – Common Questions Asked by Reporters during a Crisis

68. Is there any continuing danger?
69. Are people out of danger? Are people safe?
70. Will there be inconvenience to employees or to the public? What can people do to help?
71. How much will all this cost?
72. Are you able and willing to pay the costs?
73. Who else will pay the costs?
74. When will we find out more?
75. What steps need to be taken to avoid a similar event? Have these steps already been taken? If not, why not?
76. Why should we trust you?
77. What does this all mean?

APPENDIX C -- AVIAN INFLUENZA OUTBREAK RAPID RISK ASSESSMENT GUIDE

This guide is designed to lead you through the steps your Avian Influenza Communication Task Force members will need to follow as they quickly determine the scope and scale of an outbreak of avian influenza.

It is likely that the information you currently have is from unverified field sources, initial news reports, unofficial statements, rumor, statements made from government sources, and any combination of the above.

The very first action you must undertake, as quickly as possible, is to contact and convene your Avian Influenza Communication Task Force. Especially if you are the official avian influenza spokesperson for your government, your first public statement must address the current “knowledge” that is circulating amid the community and in the media, so that you can verify, dispel, or confirm that facts and establish your plan of action.

The Rapid Risk Assessment is designed to quickly answer key questions you need to know in order to implement a response plan and communicate effectively with the public. Each member of the Avian Influenza Communication Task Force will be responsible for investigating and reporting back on the Rapid Risk Assessment questions germane to their area of expertise.

Basic questions you should answer (more detailed questions are provided in the checklist later in this document):

- What actually has happened, and verify the source(s) of this information
- Where it is happening
- If there are animal die-offs, what species and how many have died
- If there is human illness, what are the demographics and locations of victims
- What is the potential threat (worst case scenario)
- Whether and when will H5N1 be confirmed by lab testing
- What information is circulating in the media and amongst the community
- Whether the Avian Influenza National Response Team has been mobilized and do they know what you know, and vice-versa.
- Who needs to be notified

From a communications perspective, rapid assessment enables you to confidently proceed to allaying anxiety at the community level and to providing basic information on protective measures to prevent further spread.

Preparing for the Rapid Assessment⁴

What is Needed for Rapid Assessment	What Constrains Rapid Assessment
<ul style="list-style-type: none"> • Clear lines of authority and reporting • Partnerships • Division of responsibilities and agreed procedures • Maps • Access to data and other information from a variety of government/health/communication officials • Communication channels and systems • Qualified personnel • Guarantee of follow-up in relief or other assessments 	<ul style="list-style-type: none"> • Time • Political considerations • Cost and sustainability • Human skills and knowledge • Institutional capacities • Accessibility • Socio-cultural aspects • Logistics and communication

Following are some steps in the preparation of a rapid outbreak assessment:

- Identify qualified local team members in advance, (e.g., an epidemiologist, clinician/entomologist, virologist, and veterinarian) skilled in assessing AI outbreaks;
- Put in place advance provisions for obtaining rapid outside specialist support if qualified personnel are not locally available;
- Identify channels and means for rapid communication between peripheral areas and sub-national/central levels (e.g., satellite telephone, facsimile);
- Create a plan to communicate with the press, including assigning spokespersons and media contacts.

Conducting the Rapid Assessment

Note: The following checklist operates under the assumption that an outbreak has already been recognized (detected, investigated, early signals reported) and verified. Mass die-offs may not actually be H5N1. In this period of heightened sensitivity to avian influenza, people may quickly jump to this conclusion, however. The same may occur with people reporting severe pulmonary distress, or flu-like symptoms.

⁴ This chart is based on information from the WHO/EHA Emergency Health Training Programme for Africa, 1999.

The questions below provide a way to devise answers and communication strategies to address four basic issues that stakeholders are usually interested in:

1. What is the nature of the outbreak?
2. What are the symptoms I should be watching for?
3. How is avian influenza spread and how can I prevent avian influenza from spreading?
4. Where can I get more information?

RAPID ASSESSMENT CHECKLIST

<p>Basic Information – Animals</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Where has the outbreak been confirmed? <input type="checkbox"/> How widespread has the outbreak been (numbers of chickens, farms, sectors affected (commercial or informal)? <input type="checkbox"/> What types of animals have been affected (wild birds, chickens, ducks)? <input type="checkbox"/> How have the animals been affected (# ill, # dead)? <input type="checkbox"/> What signs did the affected animals exhibit? <input type="checkbox"/> How does it appear to have been transmitted? <input type="checkbox"/> What does the geographical distribution look like and does it appear to be spreading? If so, in which direction? What are the trends?
<p>Basic Information – Humans</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Have any human cases been reported? <input type="checkbox"/> If so, how many people were affected, where, their ages and genders, how do they appear to have become infected, what is their current status or severity of illness, what were their symptoms, what treatments did they receive, and what was their response to treatment?
<p>Actions</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Who is in charge? Who has the authority to make final decisions on behalf of the government? <input type="checkbox"/> What is being done by various national and local government agencies to address and control the outbreak? Is it adequate (assessment)?

<p>Actions (continued)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Have any officials visited the site? Are there plans for a site visit – if so, when? <input type="checkbox"/> Have any officials already instructed people on what they can do? If so, what have they told people? <input type="checkbox"/> Have the media reported the outbreak? If so, which media, and what are they saying? <input type="checkbox"/> What organizations are working in the area? How can they be mobilized for information?
<p>Communication Response Capacity</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Who is providing official updates on the situation – Who is the main contact? <input type="checkbox"/> How can I best maintain contact with this person or organization? <input type="checkbox"/> Who is making decisions on what information is being released? <input type="checkbox"/> Who is releasing information? <input type="checkbox"/> What does the media know? Are they covering the story or just learning about it? <input type="checkbox"/> What media reaches that community or region? <input type="checkbox"/> Have any media activities or training taken place in the area on AI response? <input type="checkbox"/> Are private industry/corporations responding? <input type="checkbox"/> How often/when will updates be provided? <input type="checkbox"/> Who is responsible for which tasks/decisions? <input type="checkbox"/> Have any links been established with key community members (e.g. for allaying panic, health education and improved case-detection)? <input type="checkbox"/> Do information materials exist (e.g., PSAs, guides for culling, disposing of dead birds, what a family or health provider should do to protect their family)? Are they in the correct languages and at appropriate literacy levels? How will these materials and information be distributed?

<p>Health Services Response Capacity</p>	<ul style="list-style-type: none"> <input type="checkbox"/> What steps have local health officials taken to organize outbreak response? <input type="checkbox"/> Is there a plan of action, standardized reporting procedures, trained staff? <input type="checkbox"/> Are human and animal health care workers equipped to use personal protective equipment and other materials such as disinfectants and rapid test kits? <input type="checkbox"/> Are there trained vaccinators? Stocks of vaccine? <input type="checkbox"/> Are there treatments available? What are they? <input type="checkbox"/> Do medical, nursing and laboratory personnel need further training on case-detection and safe patient management?
<p>Outstanding Needs and Questions</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Are external resources – WHO, FAO - needed to contain the avian influenza outbreak? <input type="checkbox"/> If so, which resources are still needed (culling equipment, drugs, personal protective equipment, disinfectants, soap, manpower, expert/technical assistance, logistics, funding, communication equipment)? <input type="checkbox"/> How much will this cost? What resources exist (e.g., funding, manpower, equipment)? <input type="checkbox"/> Has assistance been requested from outside organizations or other communities/governments? <input type="checkbox"/> What are the best-case, worst-case and most-likely scenarios? <input type="checkbox"/> Is there any sense for how this outbreak will be resolved? <input type="checkbox"/> Who are potential partners? Does an alliance exist on AI – whether it is active or non-active? <input type="checkbox"/> Who or what organizations can help and whom can you depend on?

APPENDIX D – FIVE INGREDIENTS FOR A SUCCESSFUL INTERVIEW

The media are important during the first days of an outbreak. They are the fastest and sometimes the only way to reach the public and the affected community.

Five ingredients for a successful interaction with the press are as follows.

1. **Have a purpose.** Go into any media interview with a clear message to deliver. If you do not have a clear, concise message (three points or fewer messages) you do not have a reason to do the interview.
2. **Focus on the key messages.** Make no more than three points, whether information or action related. Use simple language at the primary school level.
3. **Stick to what you know.** Do not support or create rumors. Use “I wish” sentences to convey optimism and admit when you do not know. Have senior technical advisors nearby to consult if need be.
4. **Do not go “off the record.”** In a crisis such an outbreak of avian influenza, everything you and your officials say to the media carries high value and therefore has deep implications. This means that the press is listening to everything you say. Choose your words wisely.
5. **Project confidence.** You are the chosen leader; act accordingly.

Interview Traps and Pitfalls

- Get your key message out first, loudly and clearly.
- Do not let a reporter put words in your mouth or lead you into an answer you do not mean.
- Reframe questions that are loaded or leaning.
- Do not assume the reporter’s facts are correct. Say, “I have not heard that.”
- If the reporter leaves a microphone in your face, do not keep speaking if you have already answered the question. Ask, “Do you have another question?”
- Anticipate questions. Use the 77 most common questions and prepare your answers in advance.
- Do not assign blame and do not remove yourself from responsibility. In this situation you are the leader and the authority.
- Avoid saying, “No comment.” All information (except for classified information) should be shared as it becomes known. If you do not know the answer to a question, explain the steps you will take to obtain the answer.
- If you do not have the authority to speak on a particular topic or issue, say so and suggest who might be a better source. Then move on to the next question.

APPENDIX E- GUIDE TO PLANNING A PRESS CONFERENCE

Press conferences take careful preparation to be successful. Decide to call a press conference based on consideration and consultation with your Avian Influenza Communication Task Force. Good reasons to hold a press conference include:

- There is a sudden or surprising outbreak, people are sick and the public is clamoring to know who is in charge and what is going on.
- You have an urgent message or actions to deliver to the public.
- You have promised to update the public on a regular basis.
- You have new news to share.

Press conferences should be held on a regular basis. Keep in mind when you are scheduling a press conference or news briefing the deadlines and news cycles of the media and accommodate them accordingly. Hold a press briefing on a regular basis. Even if you do not have anything new to report, that does not mean that reporters and other stakeholders do not have new questions. You can also hold interviews outside of a group setting (press conference) if local media prefer that option. Make sure that you convey to journalists that this is an option for them if they choose to take advantage of it.

When you decide to have a press conference, you should **pre-determine who will attend to represent your organization, agree upon the subjects to be discussed, and determine who will address the various issues.** Assembling your team of subject-specific experts will be important. However, have other experts on hand – not at the conference but waiting on-site – in case the reporters have questions that these other individuals would need to answer.

In advance, **prepare a press release or news bulletin** to distribute to the media at the event, and also post it promptly on the web if that is an option. When preparing for the press conference or drafting a release or bulletin, be sure to check and re-check names, facts, and contact information. You should have a registration form so that members of the press can sign in. This will help you know where to look for media coverage, as well as provide information you can add to an ongoing database of media contacts.

Prior to the press conference, make sure to check equipment such as microphones, electrical plugs and outlets, and satellite feeds. **If possible, have a “dress rehearsal” to make sure everything is functioning properly and that people know their roles.** Do not go before the media unprepared.

As a communication official you are always on the record – whether in a formal press conference setting or in your office. “Edit yourself” even when talking among staff and friends and families.

APPENDIX F – PREVENTION AND CONTROL OF BIRD-TO-BIRD TRANSMISSION OF AVIAN INFLUENZA

KEY MESSAGE POINTS FOR FARMERS AND THOSE WHO HAVE CLOSE AND DAILY CONTACT WITH POULTRY OR OTHER BIRDS, GROUPED BY TOPIC.

Note: Even though all the message points are important and helpful in preventing and controlling avian influenza, specific aspects of topics will be more important in different local contexts and there will be times when specific information is particularly important. Users should select the message points that are most appropriate for local conditions and outbreak phase (pre-outbreak, outbreak, and post-outbreak) and transform them into suitable messages, using local expressions and language. The chart provides guidance about the importance of different message points for the different phases. Ticks indicate message points that are extremely important during the different phases while bars indicate message points that are inappropriate for that phase.

		PRE	OUTBREAK	POST
There is a new disease called avian influenza that is more serious than other poultry diseases.	• Avian influenza can kill all the birds on a farm very quickly	✓	✓	✓
	• All kinds of birds can get avian flu and can spread it to other birds – chickens, ducks, geese, quails, turkeys, pigeons, wild birds and even pet birds.	✓	✓	
	• Domestic poultry and humans can get the disease from the droppings, mucus, blood or feathers of infected wild or domestic birds.	✓	✓	
	• Avian flu looks like other poultry diseases, especially Newcastle disease. Even if you think you know what is making your birds sick or die, still tell authorities, just to be safe.	✓	✓	
	• Birds that are infected can spread the disease before they show signs of illness.	✓	✓	
	• Some birds such as ducks can get and spread the disease and never show signs of illness.			
	• It is possible for birds vaccinated against avian influenza to be infected, but they may not show signs of illness		✓	✓

Appendix F – Message Points on the Prevention and Control of Avian Influenza

		PRE	OUTBREAK	POST
If you find any dead or sick birds, report them to the authorities immediately.	• Report instances of sudden death of large numbers of birds immediately to [authority].	✓	✓	✓
	• Report instances of sickness among your poultry immediately to [authority].	✓	✓	✓
	• Report any sick or dead wild birds immediately to [authority].	✓	✓	
	• Protect your community – contacting the authorities immediately will prevent the virus from spreading to other farms in your neighborhood.		✓	
If you find any dead or sick birds, handle them properly.	• Do not touch dead or sick birds with bare hands; use gloves (or plastic bags if there are no gloves).	✓	✓	✓
	• Dispose of dead birds properly. Wear gloves and a mask and use a hoe or stick to place them in a bag or other container. Keep the container away from animals and from people until the authorities can inspect the situation.		✓	
	• Dead birds should not be thrown in a river, pond or other body of water.		✓	
	• If you see one or more birds that look sick, don't leave them in the yard; take them out of the flock using gloves and place them in a closed cage. Then contact the [authority – e.g. paravet or agriculture extension worker] immediately.		✓	
If your poultry or your neighbor's poultry are sick or have died from avian influenza, it is important to cull any surviving birds and disinfect your farm.	• Not all birds that are infected show signs of illness.	✓	✓	✓
	• Avian influenza does not just affect you and your farm – it affects your entire community. That's why it's important to cull your sick poultry and those nearby		✓	
	• You have a responsibility to protect your family and neighbors. If there is infection in your flock or a nearby flock, allow your poultry to be culled		✓	
	• Do not kill birds yourself – wait for the people sent by the government who will do it properly.		✓	
	• After your birds have been culled, follow the authorities' instructions about getting compensation and about disinfecting your farm.		✓	
If you are involved in culling activities, practice safe and humane culling procedures. _	• Process each lot of birds separately, and clean and disinfect poultry houses between flocks.		✓	
	• Thoroughly clean and disinfect equipment and vehicles (including tires and undercarriage) entering and leaving the farm.		✓	
	• Practice good biosecurity: use personal protective equipment and disinfectant.		✓	

Appendix F – Message Points on the Prevention and Control of Avian Influenza

		PRE	OUTBREAK	POST
Separate your poultry from wild birds and any domestic birds that roam free.	• Keep all poultry penned, fenced, or caged and away from other animals and wild birds.		✓	
	• Keep your chickens separated from any ducks or other birds that roam free.		✓	
	• Keep poultry away from any source of water that could have been contaminated by wild birds.		✓	
	• Keep poultry brought to the farm/homestead from outside separate from your flock for at least 14 days.	✓	✓	✓
Regularly clean the areas where poultry are kept.	• Burn or bury feathers and other waste away from the farmyard. Bury waste deep and with lime so that scavengers do not dig it up.	✓	✓	
	• Clean or sweep feces and unconsumed feed from the yard every day.			
	• Allow manure to decompose for several weeks to allow any virus to die before using it as fertilizer.		✓	
Vaccination can help protect your poultry.	• If authorities recommend vaccination, bring your birds to be vaccinated.		✓	✓
	• Vaccination protects birds from illness but not from infection: vaccinated birds can still get avian influenza and there is a small risk that they can spread it.		✓	✓

PREVENTION AND CONTROL OF BIRD-TO-HUMAN TRANSMISSION OF AVIAN INFLUENZA

KEY MESSAGE POINTS (FOR THE GENERAL POPULATION AS WELL AS FARMERS) GROUPED BY TOPIC.

The right-hand columns indicate the suitability of messages points for three phases: pre-outbreak, during an outbreak, and post-outbreak.

		PRE	OUTBREAK	POST
It Is Very Difficult For Humans To Get Avian Flu, But If You Have Signs Of A Serious Respiratory Illness, Get Care.	• If you become sick with a high fever after contact with dead or sick birds, seek immediate treatment.	✓	✓	✓
	• If you suspect that someone has avian influenza, take them to a health care provider immediately.	✓	✓	✓
Avoid Close Contact With Birds.	• Do not touch dead or sick birds with bare hands; use gloves.	✓	✓	✓
	• If poultry have to be kept indoors (for example, during winter in cold climates), keep them in a specific area away from where the family sleeps and eats.	✓	✓	✓
	• Do not let poultry into your house.	✓	✓	✓
	• If possible, do not let children collect eggs and keep them away from birds – including pet birds if they are not kept indoors all the time.	✓	✓	✓
	• Do not let children help with slaughtering or preparing poultry or wild birds.	✓	✓	✓
Take Precautions If You Unintentionally Come Into Contact With Poultry Or Poultry Feces In An Affected Area.	• Wash your hands well with soap and water (or ash if soap is not available) after each contact with wild birds or domestic poultry or bird feces.	✓	✓	✓
	• Remove your shoes outside the house and clean them of all dirt.		✓	
	• If you develop a high temperature, visit a doctor or go to the nearest health care facility immediately.		✓	
Take Precautions In Preparing And Consuming Poultry Meat And Eggs.	• The greatest risk of exposure to avian influenza is through the slaughter and handling of infected poultry. Remember that not all infected birds show signs of illness, so be careful when slaughtering any poultry.	✓	✓	✓
	• Good hygiene practices are essential during slaughter and post-slaughter handling to prevent exposure via raw poultry meat or cross contamination from poultry to other foods, food preparation surfaces or equipment.	✓	✓	✓
	• Keep raw meat, poultry, fish, and their juices away from other foods.	✓	✓	✓
	• After cutting raw meats, wash hands, cutting board, knife and counter tops with hot soapy water, and use bleach if available.	✓	✓	✓

Appendix F – Message Points on the Prevention and Control of Avian Influenza

		PRE	OUTBREAK	POST
	<ul style="list-style-type: none"> Ensure that poultry meat and eggs are thoroughly cooked. 	✓	✓	✓
	<ul style="list-style-type: none"> Do not eat eggs or blood unless they are thoroughly cooked. Do not eat runny eggs or meat that is pink. To be safe, egg whites and yellow must be solid. Raw eggs should not be used in foods that will not be cooked. 	✓	✓	✓
	<ul style="list-style-type: none"> Eggs can contain avian influenza virus both on the outside (shell) and the inside (whites and yolk), so it is important to wash hands after handling eggs and to cook eggs thoroughly. 		✓	✓
	<ul style="list-style-type: none"> The avian influenza virus is not killed by freezing or refrigeration, but cooking (temperatures at or above 70°C in all parts of a food item) will kill the avian influenza virus. 		✓	✓
Practice Overall Good Hygiene.	<ul style="list-style-type: none"> Wash hands with soap and water (or if soap is not available, with ash) before and after handling food. 	✓	✓	✓
	<ul style="list-style-type: none"> Use masks and gloves when handling poultry or other birds. 		✓	
	<ul style="list-style-type: none"> If practical, change your clothing once you arrive at the workplace, especially if you have poultry in your backyard or come in contact with poultry on your way to work. 	-	✓	-
Take Precautions If You Are Visiting Farms Or Other Areas Where Poultry Are Kept.	<ul style="list-style-type: none"> When visiting a farm or entering a yard where poultry is kept, wash hands with soap and water (or ash if soap is not available) and after you leave. 	✓	✓	✓
	<ul style="list-style-type: none"> Brush and disinfect clothing, shoes/sandals, and the wheels of bikes/motorcycles/etc. after leaving the area, especially before going indoors. 	✓	✓	✓
Workers involved in culling operations should protect themselves.	<ul style="list-style-type: none"> Because of the high risk of exposure during the culling process, cullers should wear proper personal protective equipment such as protective clothing, masks, goggles, boots and gloves. 		✓	
	<ul style="list-style-type: none"> Cullers should follow a decontamination procedure when taking off their protective equipment. 		✓	
	<ul style="list-style-type: none"> Workers involved in mass culling operations, transportation and burial/incineration of carcasses should be vaccinated with the current human influenza vaccine (to avoid co-infection with avian and human strains of influenza). 		✓	
	<ul style="list-style-type: none"> Individuals exposed to infected poultry or farms should be monitored closely by local health authorities. 		✓	
	<ul style="list-style-type: none"> Thoroughly clean and disinfect equipment and vehicles (including tires and undercarriage) entering and leaving each farm 		✓	
	<ul style="list-style-type: none"> Make sure all equipment used to cull birds is disposed of properly, or disinfected and stored away from other equipment and where children cannot get it. 		✓	

PREVENTION AND CONTROL OF HUMAN-TO-HUMAN TRANSMISSION OF AVIAN INFLUENZA

KEY MESSAGE POINTS FOR THE GENERAL POPULATION. GROUPED BY TOPIC.

The right-hand columns indicate the suitability of messages for three phases: pre-outbreak, during an outbreak, and post-outbreak.

		PRE	OUTBREAK	POST
Human-to-human transmission of avian influenza is extremely rare but it is possible	<ul style="list-style-type: none"> A few instances of human-to-human transmission are suspected; all of them involved close contact with people who had avian influenza. 	✓	✓	
	<ul style="list-style-type: none"> If you are taking care of someone who has avian influenza or suspected avian influenza, get guidance from a health care provider about how best to protect yourself. 		✓	
Know what to do if you think you or someone else has avian influenza	<ul style="list-style-type: none"> If you feel sick after contact with someone who has avian influenza, seek immediate treatment. 		✓	✓
	<ul style="list-style-type: none"> If you suspect that someone has avian influenza, take them to a health care provider immediately. 	✓	✓	
	<ul style="list-style-type: none"> Until you bring the person to a health care provider, take specific protective actions: wash your hands frequently, wear a mask or cover your mouth and nose with a cloth, have the person who is ill wear a mask or cover their mouth and nose with a cloth (as long as it does not make it harder for them to breathe), and limit the number of people who come within a meter of the sick person to as few as possible. 	✓	✓	✓
	<ul style="list-style-type: none"> Contact your [INSERT RELEVANT HEALTH ORGANIZATION] for additional guidance. 		✓	
Practice good hygiene at home and in public	<ul style="list-style-type: none"> Wash your hands often with soap and warm water. If soap is unavailable, use ash. 	✓	✓	✓
	<ul style="list-style-type: none"> Cover your mouth and nose with a tissue when coughing or sneezing. 	✓	✓	✓
	<ul style="list-style-type: none"> If possible, stay home from work, school and errands when you have any symptoms of respiratory illness, including a bad cold. 		✓	

APPENDIX G – LIST OF AVIAN INFLUENZA AND CRISIS MANAGEMENT RESOURCES

World Health Organization

http://www.who.int/csr/disease/avian_influenza/en/

Situation updates, reports of confirmed cases, fact sheets. Includes an Influenza Pandemic Handbook for Journalists, Effective Media Communication during Public Health Emergencies, and a 2006 Field Media Guide for Public Health Emergencies.

World Organization for Animal Health (OIE)

http://www.oie.int/eng/AVIAN_INFLUENZA/home.htm

Summary of regulations and surveillance of animal diseases.

Pan American Health Organization

<http://www.paho.org/English//ad/dpc/cd/flu-avi.htm>

Avian influenza resources.

U.N. Food and Agriculture Organization (FAO)

<http://www.fao.org>

Reuters AlertNet

<http://www.alertnet.org/thefacts/reliefresources/sections/BIRDFLU.htm>

News about bird flu, updated frequently.

Sars.com

<http://www.sars.com.sg/birdflu/bfindex.php>

Clearinghouse with searchable database of avian influenza news stories.

Science and Development Network

http://www.scidev.net/ms/bird_flu/

Q and A, news, resources and useful glossary of terms.

U.S. Agency for International Development

<http://www.usaid.gov>

Information on international response to avian influenza.

Pandemic Flu

<http://www.pandemicflu.gov/>

The official U.S. government web site, with planning, response, travel and other information. Includes Pandemic Influenza Planning Checklists for Families, Businesses, and Community

Appendix G –List of Avian Influenza and Crisis Management Resources

Organizations

U.S. Centers for Disease Control and Prevention

<http://www.cdc.gov/flu/avian/>

Background on infection, transmission, vaccines and more.

U.S. Department of Agriculture (USDA)

<http://www.usda.gov>

Information on animal related control of avian influenza.

National Institutes of Health

<http://www.nlm.nih.gov/medlineplus/birdflu.html>

News updates plus background information.

Center for Infectious Disease Research and Policy

<http://www.cidrap.umn.edu/cidrap/content/influenza/avianflu/index.html>

News links and background from the University of Minnesota.

APPENDIX H – AVIAN INFLUENZA LIVE-READ SCRIPTS

The following templates for broadcast public service announcement scripts can be provided to local radio media as live-reads, or used when filming TV or radio PSAs locally. After you have tailored scripts for your local use as appropriate, please be sure to time each script to ensure it falls safely within the time parameters.

PREPARE YOUR FARM (:60)

There are many easy things that you can do today to protect yourself, your family and your farm against avian influenza. Take the time to separate your chickens from other birds such as ducks and wild birds. Keep all poultry in a fenced area or enclosed building -- away from other animals and wild birds. Do this because other poultry and wild birds can bring the virus that causes avian influenza to your farm. If you bring new poultry onto your farm, keep it separate from your chickens and ducks for at least 14 days. This way you can make sure they are not infected. Keep your yard and the surrounding area clean. Sweep up feces and feathers from the yard every day. Keep your farm equipment, cars and bicycles clean by washing tires. Brush off or remove your shoes or sandals after leaving the farmyard and going indoors. Each of these steps helps to keep you and your poultry safe, and protects the entire community. When we all do our part, we become stronger. Contact [INSERT ORGANIZATION NAME] for more information. Together, we can prevent avian influenza from spreading.

PREPARE YOUR FARM (:30)

Do you know how to protect your farm against avian influenza? There are a few very simple activities you can do to protect yourself and your family. Separate your chickens from ducks and other wild and domestic birds. Keep your poultry in a fenced area or enclosed building to keep other poultry out. Any new poultry you bring home should be separated from your chickens and ducks for at least 14 days. Keep the virus out of your home by sweeping up feces and feathers from the yard every day, and brushing off your shoes after leaving the farmyard and going indoors. Each effort helps to keep you and your poultry safe, and protects the entire community. Contact [INSERT ORGANIZATION NAME] for more information. Together, we can prevent avian influenza from spreading.

PREPARE YOUR FARM (:15)

You can help keep avian influenza away from your home and family. Separate your ducks and chickens and keep new chickens and ducks separated from your flock. Clean your yard every day. Wash your hands after touching poultry and eggs. Contact [INSERT ORGANIZATION NAME] to get more information on how to protect yourself, your animals and your community.

SICK ANIMALS, VERSION 1 (:30)

You may have heard reports about poultry dying in other communities, and you are worried that your flock might become infected with the avian influenza virus. Here are things you can do to protect yourself and your family. If one or more birds look sick – droopy, listless – take them out of the flock and place them in a closed cage away from other poultry and animals. Do not touch the bird; remove it with a stick or shovel. Cover your face and hands. After you are done, wash your hands with soap and water. Do not prepare the sick or dead poultry for eating – this could make you sick with avian influenza, too. If you have sick poultry, contact [INSERT ORGANIZATION NAME] immediately to protect yourself from the virus and to prevent it from spreading to your other animals and family. To learn more, contact [INSERT ORGANIZATION NAME].

SICK ANIMALS, VERSION 2 (:30)

If any of your chickens or ducks got sick with avian influenza, would you know what to do? If you see one or more birds that look sick, take them out of the flock and place them in a closed cage, away from other poultry and animals. Do not touch the bird; remove it with a stick or shovel. Cover your face and hands. After you are finished, wash your hands with soap and water. Contact [INSERT ORGANIZATION NAME] immediately. Stay safe by not preparing sick or dead poultry for eating – it can make you sick, too. To learn more, contact [INSERT ORGANIZATION NAME]. Together, we can prevent avian influenza from spreading.

SICK ANIMALS (:15)

Are you afraid that your flock is infected with avian influenza? If one or more birds look sick, place them in a closed cage and contact your [INSERT LOCAL AUTHORITIES NAME] immediately. Protect yourself by not touching the bird but removing it with a stick or shovel. Cover your face and hands. After you are finished, wash your hands with soap and water. To learn more, contact [INSERT ORGANIZATION NAME]. Together, we can prevent avian influenza from spreading.

SICK ANIMALS – CULLING (:30)

If any of your chickens or ducks got sick with avian influenza, would you know what to do? Learn the signs of avian influenza and always report sick or dead birds immediately to [INSERT LOCAL AUTHORITIES NAME]. They will instruct you on what to do, and whether culling your animals in a humane manner is necessary. Remember, avian influenza might not only affect your poultry – it can affect your entire household. To learn more on how to protect your home and family, contact [INSERT ORGANIZATION NAME]. Together, we can prevent avian influenza from spreading.

FOOD SAFETY (:30)

Here is an important message on how to protect yourself and your family from getting avian influenza. Because the flu virus can still be alive in poultry that has died, do not cook or prepare sick or dead poultry for eating. Make sure to thoroughly cook all poultry and eggs before eating them. Do not eat runny eggs, “pink” meat, or uncooked blood. Taking these steps can help keep you and your family safe from avian influenza, and keep the disease from spreading. This message was brought to you by [INSERT ORGANIZATION NAME] and this station.

FOOD SAFETY (:15)

Here is an important message on preventing avian influenza. Do not cook or prepare sick or dead chickens for eating. Avian influenza is not like other chicken diseases, so chickens are not safe to eat. Whenever you prepare poultry, make sure that the bird was healthy, and cook all poultry and eggs thoroughly before eating them. For more information on how to keep yourself and your family safe, contact [INSERT ORGANIZATION NAME].

GENERAL AUDIENCE – FARM SAFETY (:30)

If you plan on spending any time on farms or yards where poultry is kept, [INSERT ORGANIZATION NAME] wants to be sure that you and your family are safe from avian influenza. After leaving the farm, you should always wash your hands with soap and water, and brush or disinfect your shoes, sandals and wheels of your bicycle or motorcycle. Do not touch any poultry – some birds can be infected and not look sick. To learn more, contact [INSERT ORGANIZATION NAME]. Together, we can prevent avian influenza from spreading.

GENERAL AUDIENCE – FARM SAFETY (:60)

Do you know that you can take simple steps to protect yourself and your family from avian influenza? If you visit a place where poultry is kept, you should always wash your hands with soap and water, and brush or disinfect your shoes, sandals and wheels of bicycles or motorcycles before you leave. Do not touch any poultry – some birds such as ducks can be infected and not look sick. Do not let children play with any birds. Most important, do not accept any poultry to take home or prepare for eating. To learn more, contact [INSERT ORGANIZATION NAME]. Together, we can prevent avian influenza from spreading.

Prepared by AED for the USAID Avian Influenza Program



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