

CHAPTER 3.X.

EMERGENCY MANAGEMENT

Article 3.X.1.

Introduction

Emergency management is the organisation, coordination, and management of responsibilities and resources to address emergencies. It requires proactive preparedness ~~efforts~~ to ensure capabilities and capacities are in place to ~~prevent emergencies from becoming overwhelming~~ minimise the consequences of emergency events, protect the health and welfare of animals and humans and support rapid recovery from emergencies. Emergency management requires regular training, practice through exercises and scenario planning.

Sudden, escalating or unexpected events can lead to emergency situations that can affect animal *populations*, negatively impacting animal health, *animal welfare*, livelihoods, ~~economies~~ communities, food security, and veterinary public health, often with serious societal ~~and economic~~ and environmental consequences.

The *Veterinary Authority* and *Veterinary Services* are the main actors in the management and of the response to animal health emergencies. This includes requiring animal disease prevention, preparedness, early detection, and response and recovery control, and maintaining or restoring disease freedom, as well as the protection of *animal welfare*. They may also be called upon to support emergency responses led by other authorities for events caused by hazards beyond animal diseases, such as zoonotic or food safety emergencies led by public health authorities or natural disasters led by relevant agencies.

Whether leading the response or not, the *Veterinary Authority* and *Veterinary Services* should be prepared to act swiftly and coordinate with other sectors and stakeholders, contributing their technical expertise, capabilities and capacities, ~~under a whole of government approach~~. Contributions to responses led by other authorities or agencies should be explored and practiced through being part of relevant intersectoral exercises. All relevant public and private stakeholders should fulfil key roles in the management of emergencies under a One Health approach.

Emergency management builds resilience by clarifying priorities and strengthening systems. Investing in adaptable capabilities is cost-effective in reducing the overall impact and cost of emergencies and requires sustained and consistent funding and resourcing rather than intermittent or reactive support.

Article 3.X.2.

Purpose and scope

This chapter provides recommendations for preparing for and managing emergencies arising from any hazard, whether natural or artificial, accidental or deliberate, that affects animal health, *animal welfare* or veterinary public health. The chapter addresses key components of emergency management, including prevention, preparedness, detection, response and recovery. Its main objectives are to:

- 1) Guide Members in developing emergency management structures, processes and supporting systems ~~within a whole of government framework~~;
- 2) Define essential capacities and capabilities required to respond effectively;
- 3) Emphasise the need for sustainable resourcing to increase the resilience of *Veterinary Services*;
- 4) Advocate for planning, training and simulation exercises to improve readiness for emergencies;
- 5) Encourage a commitment to continuous improvement in emergency management.

This chapter may be applied to all emergencies involving *Veterinary Services* and *animals*, including *wildlife*. This chapter takes an all-hazards approach and can be applied to biological as well as chemical or physical hazards, which may arise from technological, environmental (geological, hydrological, meteorological), or even societal causes.

Article 3.X.3.

Definitions

For the purposes of this chapter, the following definitions apply:

'Hazard' means a natural or human-induced process or phenomenon with the potential to negatively affect animal health, animal welfare or veterinary public health.

'Event' means the manifestation of a hazard at a particular place and time, which has consequences on the animal health, or animal welfare of animals or veterinary public health.

'Risk' means the likelihood of an event and the likely magnitude of its consequences.

'Emergency' means a state triggered by an event that creates significant disruption, requiring immediate and coordinated extraordinary measures due to its scale, complexity, or likelihood of further impact.

'Whole-of-government approach' means the coordinated and collaborative action of multiple public administrations, institutions, bodies and agencies to address complex cross-cutting issues. This approach may include extraordinary mandates.

'Incident management system' (IMS) means an emergency response coordination mechanism that brings together people, resources, and specific systems and tools, enabling effective collaboration between sectors to support interoperability, situational awareness and efficient decision making.

Article 3.X.4.

General Principles

Beyond the recommendations of Chapters 3.1. and Chapter 3.2., *Veterinary Authorities* and other *Competent Authorities*, *Veterinary Services* and relevant stakeholders, should follow these principles in the implementation of emergency management:

1. General organisation and framework

The *Veterinary Authority* and other relevant *Competent Authorities* should provide leadership, advocacy and expertise in the prevention, preparedness, and response and recovery for animal disease emergencies, and for any animal health and *animal welfare* aspects of other emergencies. Legislation on emergency management, consistent with Chapter 3.4., should clearly define lead and supporting agencies, rules for emergency declaration and related extraordinary powers and resourcing to enable effective emergency management actions.

Veterinary Services should be integrated within national emergency management plans, resourcing and frameworks, and engage in multisectoral coordination across public and private sectors.

The *Veterinary Authority* and the *Veterinary Services* should prepare for emergencies where they may be expected to provide a supporting role in a response led by another governmental authority, such as managing the *animal welfare* impacts of major fires, floods, storms or other natural or human-made disasters.

Formal networks and partnerships with identified stakeholders, such as between government agencies, including the law enforcement, police or defence, representatives of industry, and civil society, and international organisations should be developed to enhance coordination and collective capacity. Formal agreements, such as memoranda of understanding (MoUs), can may support this coordination by defining roles and responsibilities, establishing communication protocols, and promoting joint action prior to, during and after an emergency.

Essential functions of both public and private sectors should be maintained as much as possible for ongoing delivery during emergencies, notably to minimise disruptions. Efforts should be made to identify and engage the private sector in emergency preparedness and response activities during peace time, ~~prior to and alerts and during~~ emergencies.

2. Data and information management

Decision-making should be supported by robust data systems, with the sharing of ~~integrating~~ relevant data from animal health, public health, environment and other sectors. *Early warning systems*, ~~supported~~ for animal health supported by *surveillance* in accordance with Chapter 1.4., and risk indicators are crucial to trigger and adjust emergency responses. Identification of ~~E~~*establishments* ~~and animal~~ *identification* and traceability databases should be maintained, and kept up-to date and accessible for all actions in emergency management, particularly for the tracing of *animal* locations and movements. Information may be required from other *Competent Authorities* such as data on *wildlife populations* and ecosystems.

3. Effective communication

In order to ensure clear, consistent and timely communication and awareness before, during and after emergencies, to correctly inform stakeholders, to counter misinformation and disinformation and to promote transparency while maintaining public trust, *Veterinary Authorities* should establish internal and external communication protocols following the principles of Chapter 3.5 on communication. The internal communication protocols should address measures to ensure the flow of information to facilitate efficient management of the emergency. The external communication protocols should address communication with Veterinary Authorities of the other countries likely to be affected by the emergency.

4. Human, physical and financial resources

The Veterinary Authority and other relevant Competent Authorities should ensure that trained personnel are available for all components of emergency management. This includes maintaining core staff with defined roles in case of emergency, employing subject matter experts as well as establishing mechanisms for swift mobilisation and surge capacity of personnel, including veterinary paraprofessionals, private veterinarians or other private sector support ~~e.g. private veterinarians or veterinary paraprofessionals~~. Consideration should be given to arrangements to mobilise international personnel in emergencies that require additional surge capacity, and the role of relevant International Organisations in this respect. The physical and mental wellbeing of emergency management personnel should be prioritised through health, safety and psychosocial support measures, and adequate staff rotations. ~~Consideration should be given to arrangements to mobilise international personnel in emergencies that require additional surge capacity, and the role of relevant International Organisations in this respect.~~ The Competent Authorities should have the regulatory oversight, the power or the knowledge, of the mechanisms for Veterinary Services to access financial and physical resources in an emergency response.

Veterinary Services should have the capability to quickly access extraordinary financial resources and the necessary physical resources to respond to emergencies. This includes having adequate pre-purchased equipment, such as roadblocks, sampling materials, personal protective equipment or disinfectants, ~~pre-purchased, and~~ Contingency funding arrangements should be in place to support operational costs, ~~as well as and mechanisms for compensation or recovery, as appropriate.~~

5. Continuous improvement and learning

Emergency management components should be regularly monitored, tested, evaluated and updated through training, simulation exercises and learning from real events. Lessons should be identified through after-action reviews.

The Veterinary Authority and other relevant Competent Authorities should also learn from approaches in other sectors both at the national and international levels.

6. Accountability

Competent Authorities should maintain records of decisions, actions and resource use to ensure transparency, support emergency-related inquiries and to demonstrate responsibility to stakeholders, ~~financial~~ government financial agencies, and donors.

Article 3.X.5.

Prevention

While not all emergencies can be prevented, prevention in emergency management aims at avoiding or reducing the likelihood of the occurrence of events that may trigger emergencies, or ~~mitigate~~ mitigating their impact so that they do not trigger emergencies.

Routine prevention activities should be integrated into day-to-day operations such as import controls, *biosecurity*, traceability, zoning and compartmentalisation, as well as *vaccination* programmes, as appropriate. Key elements of prevention include, for events caused by animal diseases, the application of the recommendations in Section 4 and Section 5.

In addition, the Veterinary Authority and other relevant *Competent Authorities* should take into consideration the following principles:

- 1) Prevention actions and measures are based on risk assessments considering all relevant hazards and sectors. Import risk analysis, such as described in Chapter 2.1., aims to prevent the introduction of diseases into a country, potentially causing animal health emergencies. In this context, risk communication should be implemented, including through timely messaging with stakeholders across public and private sectors. Raising awareness on *biosecurity*, *surveillance* and the recognition of such diseases contributes to early detection and reduced spread of disease, minimising the scale and impact of the event.
- 2) *Risk analysis* should be supported by foresight and intelligence, where risk factors are monitored and understood as well as emerging trends, to enable the early identification of hazards and the relevant adjustments to prevention strategies, before escalation occurs.
- 3) Prevention activities should be adequately funded, supported and implemented by both public and private sector stakeholders. The Veterinary Authority and other relevant *Competent Authorities* should encourage the private sector to cooperate and contribute to prevention, e.g. through public-private partnerships.

Article 3.X.6.

Preparedness

Emergency preparedness is the ability of the Veterinary Authority and other relevant *Competent Authorities* and relevant stakeholders to anticipate, plan for and implement the best and fastest possible response to emergencies, in order to minimise their scale and impact and hasten recovery. It is a continuous cycle of planning, equipping, training, and exercising and should be supported by political commitment, dedicated funding and resourcing as well as inter-institutional coordination mechanisms. Preparedness should be scalable and flexible to address a range of hazards and events. In addition to the relevant recommendations in Chapter 4.19., the following should be considered when applying an all-hazards approach to preparedness for emergencies:

1. Legal framework

Legislation should be developed and maintained in accordance with Chapter 3.4., and as part of preparedness efforts, it should:

- a) Define mandates, powers, roles and responsibilities of the Veterinary Authority and other relevant *Competent Authorities* in emergencies, clarify the chain of command, including for emergency declarations, planning and decision making, and of other relevant sectors and stakeholders for implementation and support;

- b) Provide powers to Competent Authorities to implement necessary and proportionate emergency measures, including declaring the state of emergency, as well as procuring and allocating resources and ensuring compliance through enforcing required measures;
- c) Contain provisions to account for temporary fast-tracking of decision making, policies or procedures during emergencies such as for quarantine, killing, enhanced surveillance and testing of animals, emergency registration of vaccine and expedited procurement of resources;
- d) Support intersectoral collaboration ~~such as through MoUs~~;
- e) Provide legal protection (including safety and protection from liability and potential aggression) for individuals and organisations involved in emergency management;
- f) Ensure funding ~~for~~ sufficient to allow for the execution of relevant elements of emergency management, ~~covering both~~ including operational cost and consideration for payment of compensation, while facilitating rapid access and use. Fair and timely ~~C~~ompensation of stakeholders for losses can promote both early warning and compliance.

2. Planning

- a) Preparedness ~~planning~~ plans should be based on risk analysis of different scenarios and apply to all components of emergency management. They ~~it~~ should:
 - i) Be supported by legislation and operational frameworks;
 - ii) Include the development of written emergency preparedness plans and emergency response plans (also known as 'contingency plans') that address a range of potential hazards, define animal health or *animal welfare* emergencies and describe what should be done prior to and during an emergency. The plans should be supported by detailed standard operating procedures;
 - iii) Ensure that emergency response plans define an emergency response coordination mechanism, such as an incident management system (IMS), establishing a clear chain of command, at all administrative levels, including persons for decision making ~~persons~~, communication flows and accountability.
 - iiii) Include a framework for cooperation between the Competent Authorities, Veterinary Services and other stakeholders. All stakeholders should have their roles and responsibilities defined and understood. This should include detailed guidance on interoperability, accountability, and coordination;
 - iv) Recognise the role and responsibilities of the private sector in preparedness and continuity of business;
 - vi) Be regularly reviewed and updated, incorporating lessons identified through real events and simulation exercises;
 - vii) Identify the technical expertise necessary to support decision-making and operational activities during emergencies;
 - viii) Ensure that laboratories are able to scale up when required during an emergency;
 - ix) Describe the deactivation process of emergency response including the scaling down of logistics and decommissioning of facilities, equipment and personnel.
- b) Preparedness planning should also include development of a recovery plan that is integrated into national emergency management arrangements. A recovery plan should:
 - i) Clearly define the objectives and timeline for recovery efforts;

- ii) Establish the chain of command, roles and responsibilities and identify key partners for the delivery of recovery activities;
- iii) Promote intersectoral communication and coordination throughout the implementation of recovery activities;
- iv) Describe funding mechanisms and the prioritisation and coordination of recovery resources;
- v) Define arrangements for community support as appropriate;
- vi) Incorporate risk management mitigation strategies, ~~whereif~~ relevant, including surveillance and prevention measures ~~cautious when restocking with surveillance and prevention measures.~~

3. Equipping

Preparedness requires that the Veterinary Authority, other relevant Competent Authorities and relevant stakeholders ensures the availability of appropriate equipment and supplies relevant to their respective role, to implement emergency response plans. Equipping should:

- a) Be based on resource mapping and risk prioritisation for different scenarios;
- b) Include pre-established procurement, contracting and logistics systems adaptable to emergency conditions;
- c) Leverage both public and private capacities and have pre-existing arrangements in place;
- ed) Establish networks and arrangements with relevant laboratories and suppliers for the provision of vaccines, including through vaccine banks, and other veterinary medicinal products.

4. Training and exercising

A comprehensive training and exercise programme should be in place to ensure personnel have the competencies and capabilities required to respond effectively to emergencies as well as to identify gaps in emergency management efforts. This should include:

- a) Regular, multidisciplinary training involving all relevant sectors ~~and stakeholders~~;
- b) Simulation exercises conducted at appropriate intervals and levels, addressing key priority hazards and crucial aspects of emergency management. Besides emergency response activities, all mechanisms of coordination within or between authorities and sectors, including for *early warning systems*, should be tested in simulation exercises;
- c) Exercises may also involve other Member Countries, regional and international partners;
- d) Evaluation of exercises through after-action reviews and the identification of lessons to inform future preparedness efforts.

Article 3.X.7.

Detection

Detection in the framework of emergency management is the process of the timely identification and analysis of the occurrence of events that might trigger an emergency, requiring action by the Veterinary Authority, Competent Authorities and other relevant authorities and stakeholders.

Members should put in place *early warning systems*, as described in Chapter 1.4. and adapted to all types of events and based on early detection, to enable timely decision-making and implementation of control measures to mitigate the impact of the event. *Early warning systems*, should include *surveillance*, intelligence and rapid exchange of information, in order to determine if emergency response is required, based on pre-existing criteria. Detection activities, such as animal health *surveillance* as described in Chapter 1.4., should be a continuous process that maintains a sufficient state of readiness.

The development and maintenance of early warning systems are vital for emergency management. ~~The earlier an event is detected and reported as quickly as possible to the relevant Competent Authorities (and in case of listed diseases or emerging diseases to the Veterinary Authorities in accordance with Chapter 1.1.), the sooner and more effective appropriate actions can be taken, reducing the overall impacts of the event.~~

Early warning systems should be organised within coordination and collaboration among the relevant public administrations, institutions, bodies and agencies ~~a whole-of-government approach~~.

Raising awareness and maintaining a strong reporting chain linking field-level operations to the *Veterinary Authority* and other relevant *Competent Authorities* is critical. ~~Veterinary Services~~ They should provide continuous education and outreach to enhance recognition of events that could trigger an emergency.

Diagnostic laboratories are a key element of early detection and *early warning systems*. They should have a scalable testing capacity and be able to operate as a network to collectively increase testing capacity by sharing competences and workload. Agreements and protocols for sending samples to another country should be established beforehand (in accordance with Chapter 5.8.).

~~Some laboratories should also play a role in controlling, approving and registering veterinary medicinal products, including vaccines, especially for emergency vaccination.~~

For events that may be detected by a *Competent Authority* other than the *Veterinary Authority*, such as extreme weather events or infrastructure failures, there should be a pre-agreed mechanism for the timely reporting and exchange of information.

Article 3.X.8.

Response

Emergency response is the series of coordinated actions taken to manage an event that triggers an emergency. These actions should be described in principle in the emergency response plans, and be adapted to the event's nature, scale and complexity. Depending on the emergency, the *Veterinary Authority* may lead the response or operate under the coordination of another *Competent Authority* or other relevant authorities. The *Veterinary Authority* may also coordinate closely with *Veterinary Authorities* or other *Competent Authorities* of neighbouring or other countries.

Activation of the response is based on the ~~continuous~~ assessment of risk and the evaluation of the situation. The response plan should identify priorities, decision-making timelines and procedures for maintaining continuity of business. It should remain flexible and be regularly reviewed as new information becomes available.

An emergency response coordination mechanism, such as an IMS, should be activated as appropriate to coordinate the response. This mechanism should be interoperable across *Competent Authorities* and other relevant authorities ~~to support a whole-of-government response~~. Key components of a coordinated response include:

- 1) Leadership and coordination: A chain of command should be established to ensure decision-making responsibilities are clear at all levels. Emergency operation centres (EOCs) may be set up to collocate dedicated staff and resources, depending on the scale of the emergency, for IMS to operate as effectively as possible. Remote EOCs (or some roles within an EOC) should be able to function effectively in circumstances where response staff are geographically remote from each other. Liaison functions should be set up to maintain coordination between the Veterinary Authority, other relevant Competent Authorities and with other relevant sectors and stakeholders. These functions should allow regularly scheduled briefings and timely information sharing, including for the development of common messaging.
- 2) Planning: The lead government agency ~~Competent Authority~~ should continuously collect and analyse data relevant to the emergency to support timely decision making and to guide response activities. This includes rapid risk assessments, situation reports, ongoing epidemiological analysis and real time response planning adapted to the existing generic response plan. This information should be disseminated to relevant stakeholders as appropriate.

- 3) Operations: Operational activities are undertaken as per the strategic and tactical decisions of the response, based on the preparedness plan and the response plan. Field activities should be coordinated and *means of transport* and other operational resources should be secured.
- 4) Logistics: Logistics should be scalable to meet the needs of the emergency response and should be planned, although they ~~always~~ should always be adapted to the objectives of the response and the field reality. Consideration should be given to sourcing essential services and materials through partnerships with other sectors, including the private sector.
- 5) Public information: External communication and awareness activities should be timely, tailored, coordinated, and if needed unified, across involved sectors to ensure consistency and avoid confusion. Designated spokespersons should be identified and communicate clear, accurate information to stakeholders using appropriate channels. Communications should be rapid and consistent to avoid information voids that can foster misinformation and disinformation.
- 6) Finance and administration: Emergency funding should be easily accessible, and adaptable to the changing scale and scope of response activities. Rapid procurement and contracting systems should be ready to be used under a state of emergency. Arrangements for compensation of stakeholders or other financial support, including insurance contract services, may be necessary depending on the nature of the emergency.
- 7) Surveillance: Although focused on response activities, emergency management ~~at the time of~~ during an emergency requires regular review and updating of detection measures based on reassessed risks. This includes the strengthening of ~~targeted~~ surveillance, the performance of epidemiological investigations and the raising of awareness among relevant stakeholders. These activities should support the adaptation of the response plan including decisions to intensify or reduce certain measures, such as movement restrictions.

~~Different types of emergencies may require different types of response activities, which may include:~~

~~a) For animal disease emergencies:~~

~~Zoning in accordance with Chapter 4.4.;~~

~~Stamping-out (including ensuring *animal welfare* at the time of killing, in accordance with Chapter 7.6) and other measures as described in Chapter 4.19.; Law Enforcement Authorities may be required to support enforcement of these measures;~~

~~Emergency vaccination in accordance with Chapter 4.18.;~~

~~Carcass disposal in accordance with Chapter 4.13.;~~

~~Cleansing and *disinfection* of premises, equipment and vehicles in accordance with chapter 4.14.;~~

~~Vector control or management of *wildlife* reservoirs, as appropriate and justified;~~

~~All these measures should take into account relevant *biosecurity* recommendations in accordance with Chapter 4.X.~~

~~b) For veterinary public health emergencies, such as a food safety emergency, providing relevant support by investigating, tracing and managing any animal food products or animal sources.~~

~~c) For other types of emergencies, caused by hazards that arise from technological, environmental (geological, hydrological, meteorological), or societal causes, protection of *animal welfare* in accordance with Chapter 7.1., including:~~

~~—— Humane euthanasia of badly injured or otherwise suffering animals;~~

~~—— Animal rescue and relocation;~~

~~—— Provisions of temporary shelters;~~

— Ensuring feed, water and veterinary care for displaced animals.

a) ~~In case of suspicion of deliberate event:~~

~~Engagement of the relevant law enforcement authorities to conduct joint investigations and risk assessments.~~

78) Human resources

- a) Personnel dedicated to response activities should have been trained and briefed on their roles as per the preparedness plan, but on the spot training should be considered, including health, safety and conduct rules, and the nature and impacts of the specific emergency that is managed. During response operations, physical and psychological safety of responders as well as ~~producers other~~ involved stakeholders should be prioritised.

United States	Comment category: Addition Proposed amended text: Personnel dedicated to response activities should have been trained and briefed on their roles as per the preparedness plan, but on the spot training should be considered, including health, safety and conduct rules, and the nature and impacts of the specific emergency that is managed. During response operations, physical <u>and psychological</u> safety of responders as well as producers other <u>involved stakeholders</u> should be prioritised, <u>such as through human health monitoring</u>. Rationale: To further highlight its importance, recommend adding a specific action example (“human health monitoring”) that can be taken to prioritize the physical and psychological safety of responders and stakeholders during response operations. Supporting evidence: https://nrt.org/sites/2/Files/ERHMS_Final_060512.pdf
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- b) Mobilisation of personnel should consider the regular activities of *Veterinary Services* and that these have to continue during the response. However, the range of expertise needed across all levels of the response should be made available as per the response plan, including access to subject matter experts. Health, including mental health, well-being and safety of personnel and affected communities should be prioritised.

United States	Comment category: Addition Proposed amended text: Mobilisation of personnel should consider the regular activities of <i>Veterinary Services</i> and that these have to continue during the response. However, the range of expertise needed across all levels of the response should be made available as per the response plan, including access to subject matter experts. Health, including mental health, well-being and safety of personnel, <u>other involved stakeholders</u>, and affected communities should be prioritised. Rationale: Recommend adding “other involved stakeholders” for consistency with the language used throughout this section. Supporting evidence: N/A
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- 89) Documentation should be maintained throughout the response including records of decisions. A dedicated monitoring and evaluation team should identify lessons during the response and implement real-time improvements if necessary. Records should also be ~~also~~ kept to reassess and, if necessary, adapt the preparedness plan for future emergencies. Records are also required for audits and for accountability.

910) Response is deactivated when a *risk assessment* supports it and tasks can be conducted under business as usual. Deactivation should also include the scaling down of logistical operations and reallocation of usable response resources.

Different types of emergencies may require different types of response activities. This may include the following activities depending on events, which are not mutually exclusive:

a) For animal disease emergencies:

- Zoning in accordance with Chapter 4.4.:

- Movement restrictions:

- Stamping-out (including ensuring *animal welfare* at the time of killing, in accordance with Chapter 7.6) and other measures as described in Chapter 4.19.; Law Enforcement Authorities may be required to support enforcement of these measures:

- Emergency vaccination in accordance with Chapter 4.18.:

- Carcass disposal in accordance with Chapter 4.13.:

- Cleaning and *disinfection* of premises, equipment and vehicles in accordance with Chapter 4.14.:

- Vector control or management of *wildlife* reservoirs, as appropriate and justified:

- All these measures should take into account relevant *biosecurity* recommendations in accordance with Chapter 4.X.

b) For veterinary public health emergencies, such as a food safety emergency or zoonotic disease *outbreak*, providing relevant support by investigating, tracing and managing any animal food products or animal sources.

c) For other types of emergencies, caused by hazards that arise from technological, environmental (geological, hydrological, meteorological), or societal causes, protection of *animal welfare* in accordance with Chapter 7.1., including:

- Humane euthanasia of badly injured or otherwise suffering animals:

- Animal rescue and relocation:

- Provisions of temporary shelters:

- Ensuring feed, water and veterinary care for displaced animals.

d) In case of suspicion of deliberate event:

Engagement of the relevant law enforcement authorities to conduct joint investigations and risk assessments.

Article 3.X.9.

Recovery

Recovery is the set of actions required to support affected communities, industries and animal *populations*, restore livelihoods and habitats and to rebuild infrastructure, and to reduce long-term emergency impacts. It generally begins when emergency response activities cease, however some efforts may start in some areas while response continues in others.

Recovery involves impact assessment, restoring services and rebuilding systems including veterinary infrastructure, if necessary, with the view to returning to an effective level of functioningpre-emergency continuity of business. The lead government agencyCompetent Authority for recovery may differ from the one leadingin charge of the response.

United States	Comment category: Editorial Proposed amended text: Recovery involves impact assessment, restoring services and rebuilding systems including veterinary infrastructure, if necessary, with the view goal of to returning to an effective level of functioningpre-emergency continuity of business. The lead government agencyCompetent Authority for recovery may differ from the one leadingin charge of the response. Rationale: Recommended change for clarity. Supporting evidence: N/A
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For emergencies caused by outbreaks of ~~listed~~ animal diseases, recovery may include steps to return to the animal health status prior to the event. Member Countries seeking official recognition of listed disease freedom or self-declaration of animal health status should follow the relevant provisions of Chapter 1.4. on animal health surveillance, Chapter 1.6. on animal health status, and the relevant disease-specific chapters.

During recovery, the *Competent Authority* should:

- 1) liaise and collaborate with affected industries and stakeholders to determine their needs and deliver appropriate recovery support.
- 42) Provide guidance on compensation, where appropriate, available financial assistance and access to counselling and support services.
- 23) Monitor resource availability and assess progress against recovery objectives.
- 34) Define and agree on an endpoint for recovery, based on regular reviews of the situation including availability of resources. Stakeholders should be informed of the recovery timeline.
- 45) Ensure transparency through regular reporting to national, regional and international stakeholders, and to WOA, as appropriate.

An after-action review of the whole event management (prevention, preparedness, detection, response, recovery) should be conducted to identify lessons for improving future emergency preparedness and response. A final report should be prepared and disseminated to relevant stakeholders. Where appropriate, the Veterinary Authority and other relevant Competent Authorities should share lessons with other sectors and stakeholders, including at international level.