

EADRA GUIDANCE DOCUMENT

SOURCING AND APPOINTING AN EFFICIENCY ADVOCATE

SUMMARY OF GUIDANCE AND RECCOMENDATIONS

- a) This Guidance Document is provided to signatories of the Emergency Animal Disease Response Agreement (EADRA) to facilitate a common understanding and provide greater clarity on the principles and the process for the sourcing and appointment of an Efficiency Advocate (EA) during an Emergency Animal Disease (EAD) response.
- b) An EA is defined in **clause 2.1** of the EADRA
“**Efficiency Advocate**” is a person appointed to assist with the implementation of an EADRP in accordance with the requirements of the EADRA and the agreed EADRP. The intent is to provide assurance to the Parties that a Cost Shared response is being conducted as described in an effective and efficient manner....”
- c) An EA is appointed by NMG pursuant to **clause 13.3** of the Emergency Animal Disease Response Agreement (EADRA).
“...NMG must consider obtaining from independent sources of their choosing advice about the efficiency of the EADRP to assist their deliberations.”
- d) The efficiency assessment should form a systematic and independent examination to determine whether eradication/containment activities and any related activities comply with the approved EADRP, and whether the EADRP is implemented effectively and is suitable to achieve objectives.
- e) The Efficiency Advocate shall have regard to the following matters:
 - (i) whether the response activities detailed in the EADRP are being implemented as described
 - (ii) whether the response activities of the Lead Agency(s) are conducted in an effective and efficient manner
 - (iii) whether the expenditures made by the Lead Agency(s) or other Affected Party(s) under the EADRP and for which the Lead Agency(s) or other Affected Party(s) seek to be subject to Cost Sharing, are valid, accurate and in accordance with **Part 3 of Schedule 6**, and **clause 10.8** of the Deed
 - (iv) to recommend on corrective action to modify the EADRP where necessary.

1. PURPOSE OF THIS DOCUMENT

- a) This guidance document is provided to signatories of the Emergency Animal Disease Response Agreement¹ (EADRA) to facilitate a common understanding and provide greater clarity on the principles and the process for the sourcing and appointment of an Efficiency Advocate during an Emergency Animal Disease (EAD) response.
- b) This guidance document should be read in conjunction with the EADRA. If there is any conflict between the EADRA and this guidance document, then the provisions of the EADRA will take precedence over this guidance document.

2. BACKGROUND

- a) **Clause 2.1** of the EADRA provides a definition of an Efficiency Advocate:

“Efficiency Advocate” is a person appointed to assist with the implementation of an EADRP in accordance with the requirements of the EADRA and the agreed EADRP. The intent is to provide assurance to the Parties that a Cost Shared response is being conducted as described in an effective and efficient manner....” (See [Appendix A](#)).

- b) **Clause 13.3** of the EADRA state that

“...NMG must consider obtaining from independent sources of their choosing advice about the efficiency of the EADRP to assist their deliberations.” (See [Appendix A](#)).

- c) Tasks to be performed by the EA are summarised in **Part 1 of Schedule 11** of the EADRA (See [Appendix A](#)).

- d) The EADRA Workshop XII of March 2013 tasked AHA to set up a working group to progress issues identified in the LPAI incident in Victoria in January 2012. The working group activities relate to:

- i. Industries which are not Parties to the Deed (**clause 10.8**) and
- ii. The appointment of an efficiency advocate (**clause 13.3**).

- e) The working group developed a document *“Advice to NMG on EADRA matters: Appointment of an Efficiency Advocate”* which was formally made available to the NMG secretariat for use in future responses

- f) The advice to NMG included:

- i. A recommendation that a standing agenda item “Efficiency Advocate” be added to NMG meetings on EAD responses.
- ii. A recommendation that as soon as NMG approves the invoking of cost sharing², following advice from CCEAD of an appropriate EADRP and usually

¹ The legal title is “Government and Livestock Industry Cost Sharing Deed in Respect of Emergency animal Disease Responses” <https://www.animalhealthaustralia.com.au/what-we-do/emergency-animal-disease/ead-response-agreement/>

² Note the costs of an efficiency assessment are cost sharable under the EADRA (*rf clause 10.6(b)*).

at NMG's first meeting for an incident, NMG should consider the appointment of an Efficiency Advocate who is to be an individual not involved with any party affected by the EAD response under consideration.

- (a) If NMG decides not to appoint an Efficiency Advocate³, the decision and the rationale for it must be documented in the NMG minutes.
- iii. A recommendation that at subsequent NMG meetings or as otherwise required, during the course of the implementation of the EADRP, NMG should request progressive efficiency assessment reports.
- g) In response to a request from the National Biosecurity Committee (NBC), the EADRA Workshop XIII of March 2014 tasked AHA to set up a working group to prepare an EADRA Guidance Document on sourcing and appointing an EA.
- h) The Guidance Document was to include:
 - i. A streamlined process for sourcing and appointing an EA
 - ii. A generic terms of reference,
 - iii. A process for identifying the required skill sets,
 - iv. Generic selection criteria
 - v. Contractual obligations
 - vi. The development and maintenance of a register of suitable candidates to perform the duties of an EA under the EADRA.
- i) This working group would work together with Plant Health Australia and the NBC secretariat who were progressing a wider project for sourcing and appointing an Efficiency Advocate for the EADRA, the Emergency Plant Pest Response Deed (EPPRD) and the National Environmental Biosecurity Response Agreement (NEBRA).

³ A potential reason for not appointing an Efficiency Advocate could be a comparatively straight-forward and/or low-cost response.

3. AGREED PRINCIPLES AND MECHANISMS

- a) AHA has provided advice to NMG for inclusion in the operating guidelines for NMG that the appointment of an EA be a standing agenda item for the first meeting of NMG in an EAD response.
- b) A recommendation for the appointment of an EA should also be a standing agenda item for the first meeting of CCEAD.
- c) A request for the appointment of an EA should be included as a standard item within an Emergency Animal Disease Response plan (EADRP).
- d) A process for appointing and managing an Efficiency Advocate can be found in Appendix B.
- e) An analysis of the requirements of the EADRA and the skillset required of an Efficiency Advocate can be found at Appendix C.
- f) The function of the Efficiency Advocate are:
 - i. To confirm that the response is being implemented in accordance with the EADRA (or EPPRD, NEBRA)
 - ii. To confirm that the EADRP has been developed in alignment with AUSVETPLAN
 - iii. To confirm that any variation from AUSVETPLAN has been identified in the EADRP and agreed by NMG
 - iv. To make recommendations for changes to AUSVETPLAN if appropriate
 - v. To confirm that the response is being implemented in accordance with the EADRP
 - vi. To confirm that the response is being implemented in the most effective⁴ and efficient⁵ manner
 - vii. To comment on the:
 - (a) effectiveness of jurisdictional response arrangements and make recommendations for changes if appropriate
 - (b) interface of jurisdictional response arrangements with the normal jurisdictional management structures outside of the response arrangements and make recommendations for changes if appropriate
 - viii. To gather sufficient evidence on the efficiency of the response to provide assurances to Funding Parties that their money is being spent wisely and providing value for money.
- g) The Efficiency Advocate should be **highly focused specifically on effectiveness and efficiency**
 - i. Monitoring and Evaluation methodology describes efficiency as: Efficiency measures the outputs – qualitative and quantitative – in relation to the inputs. It is an economic term which signifies that the project uses the least costly resources possible, in both time and money, in order to achieve

⁴ Effectiveness is about doing the right task, completing activities, achieving goals, and producing the intended or expected result.

⁵ Efficiency is about doing things in an optimal way, for example doing it the fastest or in the least expensive way or performing or functioning in the best possible manner with the least waste of time, effort and resources.

- the desired results. This generally requires **comparing alternative approaches** to achieving the same outputs to see whether the most efficient process has been adopted.
- ii. Effectiveness is defined as a measure of the extent to which an activity attains its objectives.
 - iii. Value for money is also an economic term and looks to the cost of achieving the outcomes. It is commonly assessed using a cost/benefit analysis.
- h) The EA function should also confirm that Industry personnel, both in the Livestock liaison and Specialist Advice function (where relevant) are being invited to contribute and are contributing to the effectiveness and efficiency of the response.
 - i) The EA function should also examine the efficiency of the processes described in the EADRP and the systems and processes used by the Lead Agency and make recommendations for improvement at the next review.
 - j) The EA function should work with the lead agency (s) to progress improvements that have been identified.
 - k) The EA function works closely with lead agency(s) response staff in control centres as well as lead agency(s) governance and leadership staff and in doing so the EA needs to remain aware of the potential for conflict of interest and to address such, if it should become necessary.
 - l) The EA should be mindful that they are appointed and report to the NMG.
 - m) Inputs into the EA report from the lead agency(s) and CCEAD as shown in Appendix B are accepted on the basis of courtesy.
 - i. Any additions/deletions or modifications at the request of the lead agency(s) or CCEAD are considered entirely at the discretion of the EA and only included if the EA considers them to be both valid and add value to the report.
 - ii. If the EA determines not to include comments or recommendations from lead agency(s) or CCEAD then such comment or recommendations can be included as a separate report from the lead agency(s) and/or CCEAD that can be sent to NMG in parallel with the EAD report, as shown in Appendix B.
 - n) There is a real danger that the **function of an EA could be over scoped** and an unrealistic expectation about the depth and breadth of what they must assess and deliver could result.
 - o) There is no expectation that an EA will conduct an in-depth assessment of all the processes and procedures in an EADRP, only sufficient to allow the EA to form a value judgement of the effectiveness and efficiency of the implementation of the EADRP and to allow the EA to provide assurances to Affected Parties that a Cost Shared response is being conducted in an effective and efficient manner.
 - p) The Efficiency Advocate should not duplicate what the monitoring and evaluation or other review process of the Lead Agency but should utilise the existing data if possible.
 - q) A well planned and robust monitoring and evaluation process can provide data and information to inform the Efficiency Advocate to make a value judgement on efficiency.

- r) A set of evaluation questions could be developed which, if answered, could provide all the information required for an Efficiency Advocate to form an opinion on effectiveness and efficiency of a response to an EAD.
- s) These evaluation questions should inform the monitoring process so that the required data is collected automatically.
- t) The Efficiency Advocate should confirm as early as possible that the monitoring process is gathering the data required to make an evaluation and allow a value judgement to be made on effectiveness and efficiency.
- u) The role of an Efficiency Advocate is different to that of a Forensic Accountant even though there is some overlap. A comparison of the skills and abilities of the Efficiency Advocate and a Forensic Accountant can be found at [Appendix D](#).
- v) The Efficiency Advocate does not conduct an audit. It is intended to be helpful and to improve the manner in which a response is implemented. For a comparison of the role of the Efficiency Advocate and auditor see [Appendix E](#).
- w) The Efficiency Advocate should gather sufficient financial and economic data to allow a value judgment to be made on efficiency and should not duplicate the financial investigation and financial analysis that is the proper function of a financial analyst or an accountant, when they carry out a financial audit.
- x) A generic terms of reference for an Efficiency Advocate can be found at [Appendix F](#)
- y) An example of a generic schedule to a contract for an Efficiency Advocate can be found in [Appendix G](#)
- z) The National Biosecurity Committee (NBC) has agreed that the Department of Agriculture, Water and the Environment⁶ will be responsible for setting up a national panel or register of potential candidates to perform the function of an Efficiency Advocate.
 - i. The panel /register will most likely be populated through a tender process.
 - ii. Tender documents will need to be very specific about what is required to perform the function of an Efficiency Advocate.
 - iii. An alternative may be to contract the sourcing and appointing of an Efficiency Advocate to an Auditing Company, provided that the correct skillset is available and the differences between an EA and an Audit are well understood.

⁶ Previously the Department of Agriculture and Water Resources
EADRA GD Sourcing and Appointing an Efficiency Advocate

4. APPENDICES

<i>Appendix A:</i>	<i>Relevant excerpts from the EADRA</i>
<i>Appendix B:</i>	<i>Process for Appointing and Managing an Efficiency Advocate</i>
<i>Appendix C:</i>	<i>Requirements of the EADRA and the skillset required of an Efficiency Advocate</i>
<i>Appendix D:</i>	<i>Comparison of skills and abilities of the Efficiency Advocate and a Forensic Accountant</i>
<i>Appendix E:</i>	<i>Comparison of the Role of Auditor and Efficiency Advocate</i>
<i>Appendix F:</i>	<i>Generic terms of reference for an Efficiency Advocate</i>
<i>Appendix G:</i>	<i>Generic example of a contract Schedule for an Efficiency Advocate</i>

EADRA Clause 2.1

2.1 Definitions

.....

“**Efficiency Advocate**” is a person appointed to assist with the implementation of an EADRP in accordance with the requirements of the EADRA and the agreed EADRP. The intent is to provide assurance to the Parties that a Cost Shared response is being conducted as described in an effective and efficient manner....”

EADRA Clause 13.3

13.3 Efficiency and effectiveness of an EADRP

- a) In pursuing their role during an EADRP, the NMG must consider obtaining from independent sources of their choosing advice about the efficiency of the EADRP to assist their deliberations in accordance with **Part 1 of Schedule 11**.

EADRA Schedule 11 Part 1

(Clause 13)

1. EFFICIENCY ASSESSMENT

The efficiency assessment should form a systematic and independent examination to determine whether eradication/containment activities and any related activities comply with the approved EADRP, and whether the EADRP is implemented effectively and is suitable to achieve objectives.

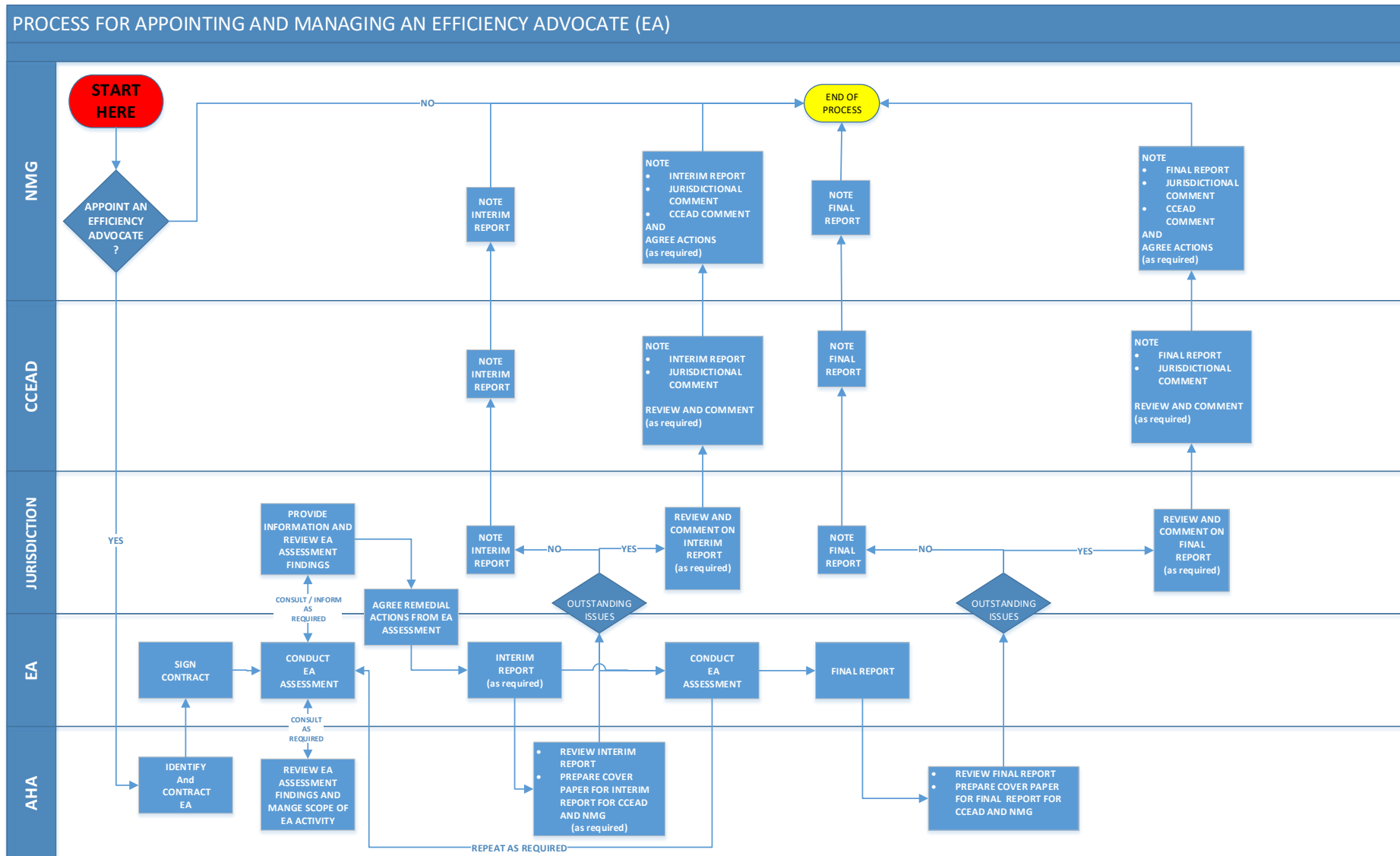
The Efficiency Advocate shall have regard to the following matters:

- whether the response activities detailed in the EADRP are being implemented as described;
- whether the response activities of the Lead Agency(s) are conducted in an effective and efficient manner;
- whether the expenditures made by the Lead Agency(s) or other Affected Party(s) under the EADRP and for which the Lead Agency(s) or other Affected Party(s) seek to be subject to Cost Sharing, are valid, accurate and in accordance with **Part 3 of Schedule 6**, and **clause 10.8** of the Deed; and
- to recommend on corrective action to modify the EADRP where necessary.

Progressive assessment reports will be required during the course of the implementation of the EADRP as required by the Affected Parties, and in particular at the end of each quarter (or other agreed period) referred to in **Schedule 7**.

A final assessment report will be provided to NMG within 60 days of completion of the Proof of Freedom Phase.

Appendix B: Process for Appointing and Managing an Efficiency Advocate



Appendix C: Requirements of the EADRA and the skillset required of an Efficiency Advocate

EADRA REQUIREMENTS	SKILLSET REQUIRED
<p>Definitions</p> <p>“...“Efficiency Advocate” is a person appointed to assist with the implementation of an EADRP in accordance with the requirements of the EADRA and the agreed EADRP. The intent is to provide assurance to the Parties that a Cost Shared response is being conducted as described in an effective and efficient manner...” (clause 2.1)</p>	<ul style="list-style-type: none"> • Ability to act independently and to apply wholistic thinking to examination of the conduct of a response • For very complex responses the appointing a team instead of one EA may be required
NMG must consider obtaining from independent sources of their choosing advice about the efficiency of the EADRP (clause 13.3)	
Have specific regard to the requirements of Part 1 of Schedule 11 , Efficiency Assessment (clause 13.3)	
Form a systematic and independent examination to determine whether eradication/containment activities and any related activities comply with the approved EADRP (Part 1 of Schedule 11)	<ul style="list-style-type: none"> • Routine auditing and managerial skills
Whether the EADRP is implemented effectively and is suitable to achieve objectives.	<ul style="list-style-type: none"> • General management skills • Knowledge and experience of emergency and crisis management processes and systems • Knowledge and experience in disease responses
Have regard to the following matters:	
whether the response activities detailed in the EADRP are being implemented as described;	<ul style="list-style-type: none"> • Routine auditing and managerial skills
whether the response activities of the Lead Agency(s) are conducted in an effective ⁷ and efficient ⁸ manner;	<ul style="list-style-type: none"> • Knowledge and experience of emergency and crisis management • Knowledge and experience in disease responses and disease control principles

⁷ Effectiveness is about doing the right task, completing activities, achieving goals, and producing the intended or expected result.

⁸ Efficiency is about doing things in an optimal way, for example doing it the fastest or in the least expensive way or performing or functioning in the best possible manner with the least waste of time, effort and resources.

<p>whether the expenditures made by the Lead Agency(s) or other Affected Party(s) under the EADRP and for which the Lead Agency(s) or other Affected Party(s) seek to be subject to Cost Sharing, are valid, accurate and in accordance with Part 3 of Schedule 6, and clause 10.8 of the Deed; and</p>	<ul style="list-style-type: none"> • Financial management knowledge & experience. • Knowledge of the EADRA and EPPRD
<p>to recommend on corrective action to modify the EADRP where necessary.</p>	<ul style="list-style-type: none"> • Knowledge and experience of biosecurity and emergency management • Knowledge and experience in disease responses and animal disease control principles • Financial management knowledge and experience • General business management skills
<p>Progressive assessment reports will be required during the course of the implementation of the EADRP as required by the Affected Parties, and in particular at the end of each quarter (or other agreed period) referred to in Schedule 7</p>	<ul style="list-style-type: none"> • Report writing skills
<p>A final assessment report will be provided to NMG within 60 days of completion of the Proof of Freedom Phase.</p>	<ul style="list-style-type: none"> • Report writing skills • Ability to work to a deadline

Appendix D: Comparison of skills and abilities of the Efficiency Advocate and a Forensic Accountant

Efficiency Advocate	Forensic Accountant
Requires a mix of skills	Interpersonal communication
Technical knowledge of biosecurity and animal disease responses	Verbal communication
Organisational skills	Written communication
Emergency management skills	Attention to detail
A team approach may be required	Analytical
Organisational skills	Integrity
A lot depends on what is required <ul style="list-style-type: none"> • If the focus is purely on efficiency then select someone with more management, particularly emergency management, experience • If you want to be sure that the overall approach is most appropriate, select someone with broad biosecurity management & disease control skills • If you really want the finances to be the focus consider providing the lead person a finance off-sider. 	Objectivity
• Good interpersonal skills and empathy	Independence
• Good understanding of the Biosecurity Incident Management structure	Credibility
• Experience in emergency management so they understand the conflict that often arises between efficiency and expedience	Good report writing skills
• Good analytical skills	Testifying as expert witness
• Ability to sift information for facts	Professional level of financial management and consulting skills
• Impartial and unbiased	Professional level of investigative and intelligence gathering skills
• Financial acumen	
• An understanding of how government systems work	
• Good writing skills	
• An ability to meet deadlines	

Appendix E: Comparison of the Role of Efficiency Advocate and Auditor

EFFICIENCY ADVOCATE	AUDITOR
Well defined scope with a focus on effectiveness ⁹ and efficiency ¹⁰	Usually wide scope of investigation and can drill down into specific areas when non-compliance is identified
Confirms compliance with EADRA, AUSVETPLAN, EADRP and efficiency of operational, administrative and financial processes and procedures during the event and is started as early as possible in the event	Confirms that processes, procedures and financial transactions conform to approved plans, procedures and business standards
	Compares the continuity of the documentation of historical process to processes currently underway and the documentation produced as a result of current processes
Focused on identifying and recommending ways of improving the processes and procedures and their cost effectiveness so the efficiency of a response or programme is enhanced	Focuses on identifying non-compliance and corrective action
Identifies current issues for immediate improvement as well as in the future	Identifies discrepancies in documentation and process
Provides assurance to the Parties that a Cost Shared response is being conducted as described in the EADRP and in an effective and efficient manner and provides evidence that their money is being spent wisely and providing value for money.	
Efficiency Advocate activity is conducted periodically throughout a response	Identifies historical issues for improvement in the future
Reports to NMG through AHA and informs Relevant jurisdiction	From an EADRA perspective the audit role is a financial audit (clause 13.4 and Schedule 11, Part 2)

⁹ Effectiveness is about doing the right task, completing activities, achieving goals, and producing the intended or expected result.

¹⁰ Efficiency is about doing things in an optimal way, for example doing it the fastest or in the least expensive way or performing or functioning in the best possible manner with the least waste of time, effort and resources.

Generic Terms of Reference for the Efficiency Advocate for the response to [xxx] in [xxxx][Name], [State/Territory]

Background

Clause 13.3 of the *Government and Livestock Industry Cost Sharing Deed in respect of emergency animal disease (EAD) responses* (the EADRA), advises the National Management Group (NMG) to obtain advice on the efficiency of an EAD Response Plan (EADRP).

This requirement is not compulsory, i.e. the EADRA states that "... The NMG must consider obtaining from independent sources of their choosing advice about the efficiency of the EADRP ...".

The EADRA envisages this advice to be provided through an efficiency assessment conducted by an Efficiency Advocate. The purpose of the Efficiency Advocate is to provide progressive feedback to the NMG, that the agreed EADRP is being implemented in accordance with the provisions of the EADRA and to provide evidence and assurance to the Parties to the EADRA that a Cost Shared¹¹ response is being conducted in an effective¹² and efficient¹³ manner and delivering value for money to the Parties contributing to the Cost Sharing.

At a teleconference on [Day Date], NMG noted that the Consultative Committee on Emergency Animal Disease (CCEAD) met on [Date] by teleconference to consider a report from [State/Territory] of the [describe the type of premises infected and the disease].

Amongst other things, NMG noted that an EADRP prepared by [State/Territory] had been endorsed by CCEAD, subject to further refinement of eradication costs, and that CCEAD considers that a promptly executed emergency response as specified by the agreed EADRP provides a high likelihood of eradication of this disease from [species] at this property. [Included in the EADRP is reference to the appointment of an EA...]

NMG also noted that preliminary costings of the EADRP provided by [State/Territory] approximated \$XX million, and agreed to Cost Share the EADRP to an initial budget of \$XX million to allow eradication to commence, noting that further advice will be provided once the costs have been refined and may be increased by the NMG upon further updates.

Importantly, NMG agreed that an appropriately qualified expert be appointed to fulfil the function of an Efficiency Advocate under EADRA (financed through Cost Sharing). The intent is to provide assurance to the Parties that a Cost Shared response is being conducted as described and in an effective and efficient manner.

¹¹ Capitalised, because used as defined in the EADRA

¹² Effectiveness is about doing the right task, completing activities, achieving goals, and producing the intended or expected result.

¹³ Efficiency is about doing things in an optimal way, for example doing it the fastest or in the least expensive way or performing or functioning in the best possible manner with the least waste of time and effort.

Terms of reference – nominated services

In accordance with the requirement of the EADRA, undertake the function of an Efficiency Advocate for the [Name of response] outbreak in [Species] in [Place], [State/Territory].

The purpose of an Efficiency Advocate is to conduct an examination [not an audit] of relevant aspects of the response operations of the Lead Agency and to assist the implementation of an agreed EADRP in accordance with the requirements of the EADRA. The intent is to provide-assurance to the Parties to the EADRA that a Cost Shared response is being conducted as described and in an effective and efficient manner. An Efficiency Advocate will:

- be independent of all Affected Parties;
- need to declare any conflict of interest as soon as they become aware of it;
- Have specific regard to the requirements of **Part 1 of Schedule 11**, Efficiency Assessment, of the EADRA;
- assess whether the agreed EADRP, prepared by the Lead Agency, will substantially achieve the requirements of the Parties by:
 - becoming familiar with its direction and content;
 - comparing actual with proposed activities; and
 - assessing the processes used for arriving at expenditures proposed for cost sharing.
- where appropriate, suggest alternative action to modify the implementation of the EADRP or associated expenditure;
- if and when appropriate, suggest to the Lead Agency changes to the EADRP to ensure efficiency is maximised;
- if and when appropriate, suggest to the Lead Agency changes to its emergency management systems and processes to ensure efficiency and/or effectiveness is maximised;
- document suggested alternative action and the responses of the Lead Agency;
- ensure Liaison and/or Specialist Personnel are adequately utilised;
- Provide progressive and timely feedback to the NMG or Relevant Parties and Affected industries on the evaluation of all aspects of the implementation of the EADRP;
- Assist the Lead Agency to determine cost effective resource deployment options;
- Provide advice to the Lead Agency on the cost sharing implications of resource deployment options;
- Provide an assessment to funding Parties on the progress and efficiency of the response;

- Participate in teleconferences with Animal Health Australia to ensure consistency of approach, report formatting and any other relevant issues;
- Prepare and present progressive reports to the NMG, and CCEAD and Relevant Parties as required, at least quarterly or other agreed period, that present a balanced perspective and place primary emphasis on matters for attention;
- Within 60 days of completion of the Proof of Freedom Phase, prepare and present a final report summarising all issues reported to NMG during the conduct of the EAD Response.

[Date]

Animal Health Australia

Appendix G: Generic example of a contract Schedule for an Efficiency Advocate

SCHEDULE

1. Nominated Services (clause Error! Reference source not found.)

Background

Clause 13.3 of the *Government and Livestock Industry Cost Sharing Deed in respect of emergency animal disease (EAD) responses* (the EADRA), requires the National Management Group (NMG) to obtain advice on the efficiency of an EAD Response Plan (EADRP).

The EADRA envisages this advice to be provided through an efficiency assessment conducted by an Efficiency Advocate. The purpose of the Efficiency Advocate is to provide progressive feedback to the NMG, that the agreed EADRP is being implemented in accordance with the provisions of the EADRA and to provide evidence and assurance to the Parties to the EADRA that a Cost Shared¹⁴ response is being conducted in an effective¹⁵ and efficient¹⁶ manner and delivering value for money to the Parties contributing to the Cost Sharing.

At a teleconference on [Day Date], NMG noted that the Consultative Committee on Emergency Animal Disease (CCEAD) met on [Date] by teleconference to consider a report from [State/Territory] of the [describe the type of premises infected and the disease].

Amongst other things, NMG noted that an EADRP prepared by [State/Territory] had been endorsed by CCEAD, subject to further refinement of eradication costs, and that CCEAD considers that a promptly executed emergency response as specified by the agreed EADRP provides a high likelihood of eradication of this disease from [species] at this property.

NMG also noted that preliminary costings of the EADRP provided by [State/Territory] approximated \$XX million, and agreed to Cost Share the EADRP to an initial budget of \$XX million to allow eradication to commence, noting that further advice will be provided once the costs have been refined and may be increased by the NMG upon further updates.

Importantly, NMG agreed that an appropriately qualified expert be appointed in the role of Efficiency Advocate under EADRA (financed through Cost Sharing). The intent is to provide assurance to the Parties that a Cost Shared response is being conducted as described and in an effective and efficient manner.

Terms of reference – nominated services

In accordance with the requirement of the EADRA, undertake the role of an Efficiency Advocate for the [Name of response] outbreak in [Species] in [Place], [State/Territory].

The purpose of an Efficiency Advocate is to conduct an examination [not an audit] of relevant aspects of the response operations of the Lead Agency and to assist the implementation of an agreed EADRP in accordance with the requirements of the EADRA. The intent is to provide assurance to the Parties to the EADRA that a Cost Shared response is being conducted as described and in an effective and efficient manner. An Efficiency Advocate will:

- be independent of all Affected Parties;

¹⁴ Capitalised, because used as defined in the EADRA

¹⁵ Effectiveness is about doing the right task, completing activities, achieving goals, and producing the intended or expected result.

¹⁶ Efficiency is about doing things in an optimal way, for example doing it the fastest or in the least expensive way or performing or functioning in the best possible manner with the least waste of time and effort.

- need to declare any conflict of interest as soon as they become aware of it;
- Have specific regard to the requirements of **Part 1 of Schedule 11**, Efficiency Assessment, of the EADRA;
- assess whether the agreed EADRP, prepared by the Lead Agency, will substantially achieve the requirements of the Parties by:
 - becoming familiar with its direction and content;
 - comparing actual with proposed activities; and
 - assessing the processes used for arriving at expenditures proposed for cost sharing.
- where appropriate, suggest alternative action to modify the implementation of the EADRP or associated expenditure;
- if and when appropriate, suggest to the Lead Agency changes to the EADRP to ensure efficiency is maximised;
- if and when appropriate, suggest to the Lead Agency changes to its emergency management systems and processes to ensure efficiency and/or effectiveness is maximised;
- document suggested alternative action and the responses of the Lead Agency;
- ensure Liaison and/or Specialist Personnel are adequately utilised;
- Provide progressive and timely feedback to the NMG or Relevant Parties and Affected industries on the evaluation of all aspects of the implementation of the EADRP;
- Assist the Lead Agency to determine cost effective resource deployment options;
- Provide advice to the Lead Agency on the cost sharing implications of resource deployment options;
- Provide an assessment to funding Parties on the progress and efficiency of the response;
- Participate in teleconferences with Animal Health Australia to ensure consistency of approach, report formatting and any other relevant issues;
- Prepare and present progressive reports to the NMG, and CCEAD and Relevant Parties as required, at least quarterly or other agreed period, that present a balanced perspective and place primary emphasis on matters for attention;
- Within 60 days of completion of the Proof of Freedom Phase, prepare and present a final report summarising all issues reported to NMG during the conduct of the EAD Response.

2. Period of Agreement

Commencement Date: [INSERT]

Completion Date: 3 months after completion of the Proof of freedom Phase of the EAD Response

3. Deliverables

Task Description	Task Completion Date
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Liaise with the Lead Agency and with Animal Health Australia by phone, email and face to face as required	On-going
Approval of Efficiency Advocate Action Plan	Within 5 days of appointment
Provide written feedback to the Lead Agency and Animal Health Australia on the evaluation of all aspects of the implementation of the EADRP (as appropriate at the time)	At least 24 hours before a scheduled CCEAD meeting
Prepare and present progressive reports that present a balanced perspective and place primary emphasis on matters for attention	At least 24 hours before a schedule NMG meeting
Prepare and present a final report summarising all issues reported to either the Lead Agency or NMG during the conduct of the EAD Response	Within 60 days of the completion of the Proof of Freedom Phase of the EAD Response

4. Fees (clause Error! Reference source not found.)

[Subject to this agreement, the rate of Fees payable for the Nominated Services will be \$....00 per hour/day [GST exclusive]].

[The total Fees payable under this agreement will not exceed \$....00 [GST exclusive] (maximum fee)].

Payment Schedule: [to be inserted showing timing of payment, milestones etc.]

#	Milestone	Date	Payment
	Exchange of contract	[Date]	\$....00
	Approval of Efficiency Advocate Action Plan	[Date]	
	Delivery of interim reports(s) at least 24 hours prior to NMG meetings	Various	
	Final report summarising all issues reported to either the Lead Agency or NMG during the conduct of the EAD Response	Within 60 days of the completion of the Proof of Freedom Phase of the EAD Response	Balance

5. Animal Health Australia Contact Person (clause Error! Reference source not found.)

[insert details, including name, position, address, fax and telephone number]

6. Specified Personnel

[insert details, or write 'not applicable']

[Name]

[Address]

[Tel]

[E-mail]

[Please ensure all guidance notes have been deleted before finalising the letter and sending it to the consultant. The consultant must be provided with one original of the letter, signed by AHA and a copy of the signed letter.]