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FOR ANIMAL RESOURCES

Animal Health Strategy for Africa



Healthy Animals for Enhanced Livelihoods, Safe Trade, Public and Environmental Health

ANIMAL HEALTH STRATEGY FOR AFRICA (AHSA) 2019 - 2035

*A framework for delivering a sustainable animal health system that
meets global standards*

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Foreword

Africa's animal resources, comprising livestock, aquatic animals and wildlife, play a crucial role in food and nutritional security, livelihoods, tourism, national economies and provision of environmental services. However, the potential of the animal resources sector has not been realised given the status of animal health and welfare in the continent. Animal diseases are key determinants of animal health and welfare and are prevalent in Africa. The animal disease burden in Africa is responsible for annual losses of over US\$4 billion in Sub-Saharan Africa alone, equivalent to 25% of the total value of livestock production in the continent. Moreover, Africa's animal production systems are characterized by close contact between humans, domestic animals and wildlife, factors that are associated with increasing incidence of emerging and re-emerging diseases, many of which are zoonotic. Zoonotic diseases, as evidenced by the 2013-2016 Ebola epidemic in Western Africa, can have widespread ramifications with long-term devastating impacts on the economies of countries and the continent.

Africa's animal health service delivery systems are generally weak, and the majority of the African veterinary services assessed based on global standards for the performance of veterinary services have medium to low capacity in the critical competences.

The Animal Health Strategy for Africa (2019-2035) provides a framework for delivering a sustainable animal health system in Africa that meets World Organisation for Animal Health (OIE) and other relevant global standards. It provides a common vision and goals for the African continent for the improvement of animal health delivery systems. It is aligned to global, continental and regional frameworks including the Agenda 2063, Sustainable Development Goals (SDGs), Malabo/ Comprehensive African Agricultural Development Program (CAADP), Global Action Plan on Antimicrobial Resistance and the Livestock Development Strategy (LiDeSA). It is a call for African Union institutions, Regional Economic Communities (RECs) Member States and partners to adopt an integrated and holistic approach for the improvement of animal health systems in Africa, given the impact of animal diseases on the competitiveness of animal resources value chains, the increasing risk of emerging and re-emerging zoonotic diseases, climate change, inadequate environmental management and civil strife and conflict.

In addressing itself to the challenges and opportunities, the implementation of this strategy will lead to improved capacity to anticipate and mitigate the negative impacts of animal diseases, zoonosis, climate change, and disasters, with the ultimate goal of improving animal and public health, food safety, food and nutrition security, animal-dependent livelihoods, protection of the environment and sustainable economic growth.

To achieve this the strategy focuses on the following objectives

- Strengthen animal health policy and institutional frameworks;
- Reduce disease risks and impacts on animals, humans and environment;
- Strengthen animal health interventions to address current and emerging issues of public health concern at the human-animal-environment interfaces
- Improve capacities, access to inputs, markets and trade in animal resources
- Strengthen science, innovation, research and knowledge management;
- Enhance partnerships, investment and resourcing of the animal health sector.

The strategy builds on gains made by past and ongoing interventions to address animal health challenges in Africa and incorporates the lessons learned and best practices; as well, it identifies several success factors necessary for the achievement of the objectives. Given the diversity of interventions required for effective, efficient and sustainable animal health delivery systems, stakeholder engagement, partnerships and multisector planning and implementation will be pursued with vigor for the realization of the objectives of the strategy. Member States will take a leading role in resource mobilization and implementation and will adapt their interventions accordingly based on their specific peculiarities and the accompanying 5 year implementation plan (2020-2024) of AHSA.

I therefore call upon Member States and Partners to pursue the shared vision and goals of the strategy for sustainable animal health delivery systems in Africa

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List of Acronyms

Africa CDC	Africa Center for Disease Control and Prevention
AHSA	Animal Health Strategy for Africa
AMA	African Medical Agency
AMR	Antimicrobial drug Resistance
AMU	Antimicrobial drug Use
ARIS	Animal Resources Information System
AU-IBAR	African Union - Interafrican Bureau for Animal Resources
AU- PANVAC	African Union - Pan African Veterinary Vaccine Center
AU- PATTEC	African Union - Pan African Tsetse and Trypanosomiasis Eradication Campaign
AWSA	Animal Welfare Strategy for Africa
CAADP	Comprehensive African Agricultural Development Programme
CAC	Codex Alimentarius Commission
CBPP	Contagious Bovine Pleuropneumonia
FAO	Food and Agriculture Organization of the United Nations
GDP	Gross Domestic Product
IHR	International Health Regulations
LiDeSA	Livestock Development for Strategy for Africa
MSs	Member States of the African Union
NTDs	Neglected Tropical Diseases
OIE	World Organization for Animal Health (Organization Internationale des Epizooties)
PFRS	Policy Framework and Reform Strategy for Fisheries and Aquaculture
PPCPs	Public Private Community Partnerships
PVS	Performance Veterinary Services of the OIE
RECs	Regional Economic Communities recognized by the African Union
SDG	Sustainable development goals of the United Nations
SPS	Sanitary and Phytosanitary Sanitary measures
STISA	Science Technology and Innovation for Africa
TADs	Transboundary Animal Diseases
VLSP	Veterinary Legislation Support Programme
WHO	World Health Organization

Glossary

- **Apiculture** Bee keeping
- **Aquaculture** Fish farming
- **ARIS** An online resource developed by AU-IBAR to enable RECs and MSs to collect, analyze and collate animal resources data in a timely manner.
- **Bioinformatics** Term used to denote several disciplines in biological sciences that utilize computer programming to analyze, plan and undertake experiments particularly in the field of genomics.
- **Biostatistician** Application of statistics to various aspects of biology. Designing and analysis of biological experiments and studies.
- **Codex** Individually recognized standards, codes of practice, guidelines and
- **Alimentarius** other recommendations relating to foods, food production and food security.
- **Comparativeability** of an individual or group to carry out a particular activity advantage (production of goods and services) more efficiently than another activity.
- **Complementarity** Where 2 or more different things improve or emphasize principle each other's qualities.
- **Data Analyst** A person involved in the analysis, inspection, transformation and modelling of data.
- **Economist** Study of production, distribution and consumption of goods and services.
- **Human-Livestock-Wildlife Interface** Areas where humans, their livestock and wildlife interact.
- **One health tripartite** A collaborative effort between WHO, FAO and OIE to promote cross- sectional collaboration to address risks from zoonosis and other public health threats existing and emerging at the human - animal ecosystems interface and provide guidance on how to reduce these risks.

Protected areas:-

- **Sanitary and Phytosanitary Sanitary** Measures are meant to protect humans, animals and plants from diseases, pests or contaminants.

Smart partnerships:-

- **Subsidiarity principle** a principle of a social and political issues should be dealt with at the most lowest /most immediate level.

- **Vaccinology** vaccine development studies
- **Vermiculture** Worm farming; particularly earthworms
- **Zero by 30** A strategic plan to end human deaths from dog mediated deaths by 2030.
- **Zoonotic Disease** Diseases transferrable between animals and humans

Chapter I: Background and Context

I. Introduction

In 2013, the African Union Heads of State and Government launched the African Union Agenda 2063¹ as the strategic framework for the socio-economic transformation of the continent over a period of 50 years. The AU Agenda 2063 builds on, and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development that include: the Comprehensive Africa Agriculture Development Programme (CAADP), Regional and National Plans and Programmes. In 2015, the AU Heads of State and Government adopted the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods (Assembly/AU/Decl.1 (XXIII)). Both the AU Agenda 2063 and the Malabo Declaration recognize the pivotal role of the agricultural sector in the transformation of African economies.

Africa's animal resources, comprising livestock, aquatic animals and wildlife, contribute significantly to Africa's societal needs and welfare through agriculture, food and non-food products, including tourism, and other environmental services. Other animal industry resources such as, aquaculture, apiculture, vermiculture and other non-conventional micro-livestock farming like rabbits are under exploited. The diseases and husbandry issues arising from these relatively new production systems need to be addressed. On average, livestock alone contributes 35% of the national agricultural GDP².

In view of the above, any efforts to reduce food insecurity, malnutrition and poverty must also focus on the animal resource sector. The status of animal health and welfare are among the major challenges affecting the productivity, growth and sustainability of the sector. For instance, the majority of the 117 OIE listed diseases, infections and infestations in force in 2018, are endemic in Africa³. In addition, there is a high prevalence of OIE non-listed diseases⁴ that impact negatively on the productivity and welfare of animals, their resilience to climate change as well as pose public health impacts to the human population on the continent. In economic terms, animal diseases have major impacts through direct

¹https://au.int/Agenda2063/popular_version

² FAO(2002). Cattle and small ruminant production systems in Sub-Saharan Africa, Systemic review

³ http://www.oie.int/wahis_2/public/wahid.php/Countryinformation/Animalsituation

⁴ <http://www.au-ibar.org/pan-african-animal-resources-yearbook>

loss of animals, high cost of treatment, lowered productivity, market disruptions etc. According to the 2016 FAO Report on economic analysis of animal diseases, Contagious Bovine Pleuropneumonia (CBPP) alone causes over USD 2 billion losses to African farmers annually⁵. Zoonotic diseases, as evidenced by the 2013-2016 Ebola epidemic in Western Africa, can have widespread ramifications with long-term devastating impacts on the economies of countries and the continent (Reference). Implementation of effective strategies for the prevention, control and eradication of animal diseases is necessary to avoid such losses. Therefore, the effective and efficient delivery of animal health services is central to the required improvements in animal health, animal production and productivity, safety of foods of animal origin, public health and a healthy environment.

This Animal Health Strategy for Africa (AHSA) aims to address the challenges that impact negatively on animal health service delivery in the African continent. The AHSA is aligned to the Livestock Development Strategy for Africa (LiDeSA)⁶ and further provides more focused strategic interventions and approaches to address bee and aquatic health in a holistic manner in the context of the One Health (OH) approach. It also aims to harmonize delivery of animal health services in the continent with relevant global, continental and regional strategies and frameworks and therefore serves as an overarching strategy to enhance efficiency and effectiveness of animal health interventions in the continent.

This AHSA further aims to address the challenges on delivery of animal health service in a harmonized way within the context of the One-Health approach which is a collaborative, multi- sectoral, and trans- disciplinary approach, for working locally, nationally, regionally, and globally, to achieve optimal health and well-being of all animals, people, plants and their shared environment, recognizing their inextricable interconnections. The One-Health approach, within the unique needs of the African continent, additionally includes endemic neglected diseases and strengthening of intersectoral linkages along the public-animal- environment health interfaces.

Therefore, AHSA is expected to contribute to achieving the aspirations of the African Union Agenda 2063 and the Malabo declaration on accelerated agriculture growth and transformation for shared prosperity and improved livelihoods (Assembly/AU/decl. I (XXIII)), the Africa Continental Free Trade Area, and the

⁵ FAO Animal Production and Health Guidelines 18: Economic Analysis of Animal Diseases

⁶ <http://www.au-ibar.org/component/jdownloads/viewdownload/77-sd/2832-sd-20161020-lidesa-principal-document-en>

Feed Africa Strategy. In addition, AHSA will contribute to the objectives of the Livestock Development Strategy for Africa (LiDeSA), Animal Welfare Strategy for Africa (AWSA), the Policy Framework and Reform Strategy for Fisheries and Aquaculture (PFRS), African Strategy on Combating Illegal Exploitation on Wild Flora and Fauna, and the Policy Framework for Pastoralism in Africa among others.

The implementation of AHSA will lead to improved capacity to anticipate and mitigate the negative impacts of animal diseases, zoonosis, climate change, and disasters for healthy and productive animal populations. It will also lead to improved engagement of all value chain actors taking into account gender inclusivity and youths in animal resource development for enhanced economic development and social welfare.

2. *Context and Rationale for the Animal Health Strategy for Africa*

Africa's animal health service delivery systems are generally weak, and the majority of the African veterinary services assessed have medium to low capacity in the critical competences⁷. This results in massive losses in animal production, inability to meet set market standards for animals and animal products, and a high burden of health risks associated with the interactions between humans, animals and the environment. This is a consequence of insufficient resourcing of animal health delivery systems, poor advocacy, weak veterinary governance, inadequate cross-border coordination and collaboration among key stakeholders.

Animal health and welfare are among the major challenges affecting the productivity, growth and sustainability of the animal resource sector. Several factors impact on animal health and welfare status; these include:

- High disease burden
- Veterinary governance
- Institutional and human resource capacities
- Inputs, markets and trade
- Research, technology and knowledge management
- Investment and partnerships
- Emerging issues of public health concern at the animal-human-environment interfaces

⁷ <http://www.au-ibar.org/component/jdownloads/viewdownload/53-progress-reports/1172-20130508-evt-20130418-19-abidjan-progress-report-ircm-en>

Poor animal health remains a major obstacle to the competitiveness of animal resource value chains especially considering the risks of transmitting Transboundary Animal Diseases (TADs) and zoonotic diseases. The animal disease burden in Africa is responsible for annual losses of over US\$4 billion in Sub-Saharan Africa alone, equivalent to 25% of the total value of livestock production in the continent (AU- IBAR, 2010). In addition, the continental animal herds/flocks are at great risk of emerging and re-emerging zoonotic diseases that have devastating public health, environment and socio-economic impacts.

Africa's rapidly growing human population has resulted in increased demand for food and access to natural resources that has led to increased human-domestic animal-wildlife interactions. Moreover, the high rate of urbanization in Africa is resulting in changes in food preferences, cross-cultural food habits and dysfunctional waste disposal systems with impact on public and animal health. This has been exacerbated by climate change, inadequate environmental management and civil strife and conflict. The uncontrolled movement of animals across the wildlife-livestock interface contributes to the occurrence of TADs e.g. foot-and-mouth disease with consequent negative impacts on markets, food security, incomes, and livelihoods. Reducing the incidence of these diseases and their associated risks is therefore among the key priorities to be addressed.

Africa's animal production systems are characterized by close contact between humans, domestic animals and wildlife. Taking into consideration the unique nature of animal production systems in Africa, there is need for a One-Health approach that takes into account the different production systems, human-animal-environment interactions, and consumption patterns, this strategy will give special emphasis to multi-sectoral approaches, capacities and the control of all epidemic and endemic zoonotic diseases of public health significance.

The diversity within Africa's animal resources sector and the wide array of institutions, stakeholders, and markets creates challenges and opportunities for the governance of the sector which impact animal health service delivery. In addition, there are varying capacities and governance structures and different policy, legal and regulatory environments in member states to address some of these challenges. However, the application of evidence-based knowledge to ameliorate them has not been adequately harnessed and utilized. Similarly the enormous potential of the private sector, women and youth in animal resources development as well as smart partnerships for addressing complex challenges is

not fully harnessed.

This strategy takes cognizance of these issues and proposes appropriate interventions to mitigate their impacts on animal health. The African Union Commission institutions AU-IBAR, Africa CDC, PATTEC, and PANVAC has coordination, quality control of vaccines for use in the continent. The strategy further recognizes that some positive impacts have been achieved from past and ongoing interventions to address animal health challenges in Africa through various animal health agendas, commitments, frameworks, tools and guidelines. Lessons and best practices of these interventions have been taken into account in the development of this strategy. In particular, the success of AU-IBAR in coordinating the eradication of rinderpest and preventing the occurrence of the pandemic highly pathogenic avian influenza in Africa, the establishment of AU-PANVAC and its role in the quality assurance of veterinary vaccines Africa and laboratory capacity enhancement, the coordination by AU-PATTEC for the eradication of tsetse and trypanosomiasis, are key considerations. In January 2017, the African Union Heads of States and Governments established the Africa Centers for Disease Control and prevention (Africa-CDC) to strengthen Africa's public health institution capacities, capabilities, and partnerships to detect and respond quickly and effectively to disease threats and outbreaks based on science, policy and data-driven interventions and programmes. The strategic alliance between these AU institutions will mainstream and consolidate the One-Health approach in Africa including strengthening coordination with African Medicine Agency (AMA) I. Partnership will be streamlined and strengthened with other AU organs and institutions, the FAO, OIE, WHO and others for interventions at the continental level and with other relevant partners at the regional and national levels.

Chapter 2 The Strategy

1. Vision, Mission, Goal and Strategic Approach

1.1 Vision, Mission and Goal

The vision, goal and mission resonate with issues of transformation, competitiveness and sustainability of the animal resource sector and its contribution to economic development.

Vision: Healthy and productive animal populations that enhance the economic development and social welfare of Africa.

Mission: To deliver an innovative, harmonized and sustainable Animal Health System for Africa that meets global standards.

Goal: To contribute to improved animal and public health, food safety, food and nutrition security, improved livelihoods, protection of the environment and sustainable economic growth.

1.2 Strategic Approach

The strategic approach will encompass the following:

- Aligning with global, continental and regional frameworks including:- The AU Agenda 2063, Sustainable Development Goals (SDGs), Comprehensive African Agricultural Development Programme (CAADP) Results Framework, Feed Africa Strategy, Global Action Plan on Antimicrobial Resistance (AMR), International Health Regulations (IHR) and World Organization for Animal Health (OIE), Codex Alimentarius commission (CAC) Standards, LiDeSA, the Animal Welfare Strategy for Africa (AWSA), AU Science Technology and Innovation Strategy for Africa (STISA), Policy Framework and Reform Strategy for Fisheries and Aquaculture (PFRS), functionality of the Africa Centers for Disease Control and Prevention (Africa CDC), African strategy on combating illegal exploiting of wild flora and fauna, Sendai framework for disaster risk reduction, One Health tripartite “Zero-by-30” and the global strategic plan to end human deaths from Dog mediated Rabies by 2030.⁸

⁸ African Medicine Agency (AMA) is designed to promote the adoption and harmonization of medical products, regulatory policies and standards, and scientific guidelines and coordinate existing regulatory harmonization efforts in the Regional Economic Communities and Regional Health Organizations. It will further provide regulatory guidance, scientific opinion and common framework for regulatory actions on medical products as well as priority and emerging issues and pandemics.

- Advocating for significant public and private sector investments and stakeholder's participation
- Enabling policy, legislative, regulatory and institutional environment for private sector investment and public-private partnership;
- Promoting inter-sectoral and multidisciplinary approaches such as One-Health Approach in order to address the interconnectedness of human, animal and ecosystem health;
- Promoting the development and application of technologies that leverage on science and innovation for improvement of animal health systems;
- Enhancing capacities for information and knowledge management to support evidence-based planning and practices;
- Promoting innovative market orientation within the context of a safe environment for animal and human health;
- Promoting risk based interventions based on inclusive prioritization and stakeholder engagements
- Expanding the participation of other actors in animal health services delivery in the context of One Health across the value chains.

1.3 Guiding Principles

- Principles of subsidiarity, solidarity and complementarity based on mandate and comparative advantage;
- Transparency and mutual accountability for results, actions and information sharing;
- Partnerships, coordination and collaboration at national, regional, continental and international levels with regional, sub-regional and cross-border cooperation to reinforce timely information sharing and coordinated interventions.
- Respect for biodiversity, in line with international and global agreements
- Professionalization of animal health care at all levels;
- Continental ownership and leadership, with AU institutions coordinating and ensuring that all interventions by partners are in line with relevant continental guidelines.
- Dynamic and adaptive in responses to emerging issues.

2. Strategic Objectives and Key Strategies

The aim of this strategy is to provide a framework for managing the challenges related to animal health in Africa. These challenges are addressed through the following strategic objectives (SO)

- SO 1: Strengthen animal health policy and institutional frameworks;
- SO 2: Reduce disease risks and impacts on animals, humans and environment;
- SO 3: Strengthen animal health interventions to address current and emerging issues of public health concern at the human-animal-environment interfaces
- SO 4: Improve capacities, access to inputs, markets and trade in animal resources
- SO 5: Strengthen science, innovation, research and knowledge management;
- SO 6: Enhance partnerships, investment and resourcing of the animal health sector.

Strategic Objective 1: Strengthen animal health policy and institutional frameworks

Trends in the animal resource sector have led to a situation whereby the current animal health policies and strategies do not sufficiently address emerging issues in the sector. The existing policies in several member states have consequently become obsolete in relation to the emerging needs of member states. There are also disparities in policies between member states reflecting incoherence in the formulation and implementation of policies, strategies and frameworks to guide the envisaged transformation in member states and Regional Economic Communities (RECs).

This strategic objective aims to strengthen animal health policy and institutional frameworks in order to create an enabling environment for delivering a sustainable animal health system that meets global standards.

2.1 Strategies

2.1.1 *Enhance the capacity for animal health policy formulation and implementation at national and regional levels*

This strategy will aim to achieve the following:

- i. Build capacity for the formulation and implementation of standardized and institutionalized continental frameworks to guide the harmonization of regional and national animal health policies including monitoring and evaluation;
- ii. Strengthen functional inter-sectoral and inclusive linkages for the formulation

- and implementation of animal health policies among member states and RECs;
- iii. Promote evidence-based advocacy and lobbying targeting the public, decision makers and other stakeholders in the animal resource sector.

2.1.2 Support the review and strengthening of animal health legal frameworks including emerging animal health issues (laws, regulations, procedures, customs and norms)

This strategy will aim to achieve the following:

- i. Align animal health laws with national and regional policies for ease of implementation;
- ii. Improve veterinary legislation based on OIE standards and guided by the OIE-Performance of Veterinary Services (PVS) evaluation and Veterinary Legislation Support Programme (VLSP);

2.1.3 Support the development and strengthening of institutional structures for animal health.

This strategy aims to support the development of frameworks for streamlining of mandates and functional relationships between the animal health and related institutions.

Strategic Objective 2: Reduce disease risks and impacts on animals

In many African countries, animal diseases have considerable impacts on animal production, public health, environment, marketing and trade thereby adversely affecting livelihoods, and the contribution of animal resources to economic development. Mitigating measures to address the challenges caused by these diseases are often inadequate. Transboundary aquatic animal, bee and wildlife diseases are also of particular concern because of the inadequate capacity for their management. Compounding this situation are inadequacies in early warning systems and preparedness as well as risks attributable to climate change and disasters. The ability to detect and assess disease risks and their impacts on animal resources, public welfare, and the environment is critical for the development of evidence-based control and mitigation measures.

2.2 Strategies

2.2.1 Enhance capacity to manage animal diseases

This strategy aims to achieve the following:

- i. Improve biosecurity and adoption of best practices for animal resource management, utilization and welfare under different production systems;
- ii. Improve capacity and systems for animal disease risk analysis;

- iii. Improve disease surveillance and early detection, animal identification and traceability systems;
- iv. Improve capacity of all relevant stakeholders to respond to animal health challenges including support to primary animal health care at community level;
- v. Promote the establishment of early warning, emergency response mechanisms and disaster fund for animal resources at national, regional and continental levels;
- vi. Support the adoption of the OIE recommendations for education of veterinarians and veterinary paraprofessionals to achieve a standardized minimum level of competence for animal health service delivery;
- vii. Promote the establishment and implementation of mutual recognition agreements for animal health professionals;
- viii. Strengthen national and regional animal health infrastructure and human resource capacities with particular attention to aquatic animals, bees, wildlife and emerging production systems;
- ix. Strengthen and support private sector participation and investment in animal health service delivery.

2.2.2 Develop and implement initiatives for risk reduction, progressive control, and eradication of animal diseases

This strategy aims to achieve the following:

- i. Map and prioritize animal diseases across the continent;
- ii. Support the development/implementation of programs and strategies for the prevention, control and eradication of priority animal diseases;
- iii. Promote smart partnerships in disease management including community engagement;
- iv. Promote cross border and regional cooperation and collaboration for Transboundary Animal Disease (TADs) management
- v. Support coordination and implementation of the post rinderpest eradication action plan.

2.2.3 Develop and implement initiatives that mitigate human drivers of animal diseases and the impact of environmental and climate changes on animal health and welfare

This strategy aims to achieve the following:

- i. Improve capacity for prevention and disaster risk management at the human-animal-environment interface in line with rural development and biodiversity conservation objectives;
- ii. Build capacity for effective contribution to initiatives on sustainable

- environmental management, the integrity of protected areas in as far as animal health and welfare are concerned;
- iii. Support measures to reduce the spread of disease along the human-livestock-wildlife interface;
 - iv. Promote development and implementation of climate change mitigation and adaptation measures that enhance animal health in collaboration with relevant existing national, regional, continental and international initiatives;
 - v. Promote the use of indigenous knowledge to enhance animal health and welfare and ecosystems management;
 - vi. Support and promote initiatives that address animal health issues in situations of conflicts driven by resource competition, migration, cross-border and transhumance movements and civil unrest that impact the animal resource sector.

Strategic Objective 3: Strengthen animal health interventions to address current, emerging and re-emerging issues of public health concern

The global appreciation of the role of animal health in human wellbeing and public health are increasingly contributing to the growing calls for animal, human and environmental health disciplines and sectors to work collaboratively through the One-Health approach to address health challenges at the animal-human-environment interfaces more effectively. Hence the need for animal and human health practitioners as well as environmentalists/ ecologists to work under the “One Health” approach in order to prevent and control zoonotic diseases, emerging and re-emerging infectious diseases, other shared health conditions like antimicrobial resistance (AMR) and antimicrobial use (AMU), food safety and environmental hygiene. The strategic interventions will be aligned to the global One Health frameworks jointly developed by OIE/FAO/WHO.

2.3 Strategies

2.3.1 Promote the One-Health Approach

This strategy aims to achieve the following:

- i. Support advocacy and awareness creation among stakeholders and policy makers and the general public on the One-Health approach in order to promote risk management actions;
- ii. Promote the establishment, strengthening and institutionalisation of the One Health Approach to foster sustainable collaboration and coordination at all levels;

- iii. Promote joint research initiatives on disease dynamics at the animal-human-environment interface;
- iv. Promote the integration, periodic review and strengthening of One-Health modules into the curriculum of Veterinary Education Establishments and continuous professional development programmes

2.3.2 Support the development, domestication and implementation of continental, regional and national initiatives on antimicrobial use (AMU) and antimicrobial resistance (AMR) in line with global frameworks This strategy aims to strengthen human and institutional capacities for preventing, managing and mitigating the occurrence, effects and impacts of AMR.

2.3.3 Enhance capacities and initiatives to prevent, detect and control zoonoses, emerging and re-emerging diseases

This strategy will aim to achieve the following:

- i. Support capacity development for mapping, identification and prioritization of zoonoses including neglected tropical diseases (NTDs), emerging and , re-emerging epidemic disease threats;
- ii. Support the development and implementation of programs and strategies for the progressive control and eradication of zoonotic diseases in line with global, continental, regional and local priorities;
- iii. Support and strengthen technical capacities and institutional structures for diagnoses, surveillance, prevention, control and treatment of zoonoses, emerging and re-emerging diseases.

2.3.4 Strengthen safety control systems for animal feeds and foods of animal origin

This strategy aims to achieve the following:

- i. Support the establishment/strengthening and streamlining of governance structures on food safety issues;
- ii. Support the strengthening of capacities of food control agencies for improved enforcement at national and regional levels;
- iii. Support capacity building of animal resource value chain actors to implement food and feed safety standards;
- iv. Support advocacy, awareness creation, information sharing and networking on food and feed safety issues.

2.3.5 Support enhancement and enforcement of environmental hygiene standards for animal industry operations

This strategy will aim to achieve the following:

- i. Promote the participatory development and/or strengthening the implementation of policies, legal and regulatory frameworks for effective environmental management in animal resource value chains;
- ii. Promote adoption of guidelines for the design, management and operations of animal resource production, marketing, processing and transportation infrastructure and equipment to manage the release of waste into the environment;
- iii. Promote initiatives for the environmentally friendly treatment and utilization of animal wastes;
- iv. Support awareness creation, advocacy and stakeholder engagement for proper environmental management at all levels of animal value chains.

Strategic Objective 4: Improve access to inputs, markets and trade in animal resources

Apart from diseases, production and productivity of animal resources in Africa are constrained by inadequate access to inputs such as forage, feed, drugs, vaccines, technology, extension and advisory

services. Others include the inadequate access to market information and challenges in the market dynamics. African Union member states also face challenges of accessing regional and international markets due partly to their inability to meet market requirements, poor infrastructure and low competitiveness of animal commodities from Africa compared to those from other regions of the world. Enhancing the competitiveness of animal commodities through research and technology uptake into value chains has the potential to make animal commodities more responsive to both intra-regional and international trade.

2.4 Strategies

2.4.1 Improve access to quality inputs and services along the value chains

This strategy aims to achieve the following:

- i. Support establishment/strengthening of quality assurance schemes for specific products;
- ii. Develop, harmonize and strengthen regulations for manufacturing, marketing authorization, utilization and disposal of veterinary drugs, equipment, biological products (including vaccines) and animal genetic resources;

- iii. Support harmonization and strengthen animal feed, feed additives and feed ingredient regulations and standards;
- iv. Promote involvement of veterinary professionals in the regulation of veterinary medicines, equipment, vaccines and biological products;
- v. Strengthen the capacity of vaccine producers and vaccine Banks.

2.4.2 Improve trade and marketing of animals and animal products

This strategy will aim to achieve the following:

- i. Promote domestication and implementation of animal health and food safety standards at the national level and harmonization of export and import policies/legislation at the regional level;
- ii. Enhance human and infrastructural capacities along animal resource value chains to improve the safety and quality of animal commodities;
- iii. Support commodity-based trade through relevant stakeholder engagement and capacity building and establishment of institutional mechanisms for its facilitation;
- iv. Improve and/or establish animal resources marketing information/Intelligence systems for market accessibility, stock availability and price sharing purposes.

2.4.3 Improve harmonization and linkages amongst Sanitary and Phytosanitary (SPS) authorities and other stakeholders

This strategy will aim to achieve the following:

- i. Improve the quality of multi-stakeholder participation in standard setting processes and trade negotiations at national, regional, continental and international levels;
- ii. Strengthen and harmonize animal and animal products inspectorate services, movement controls, identification and traceability systems;
- iii. Support formation and operationalization of self-regulation platforms for SPS compliance.

Strategic Objective 5: Strengthen Science, Innovation, Research and Knowledge Management

In an ever-changing environment, the use of research, science and new knowledge to innovate for the maintenance of good animal health and increased productivity for animals and animal products cannot be over-emphasized. The existing production patterns will not cope with the projected protein requirements of the population and there will be need for new innovative means of production to cater for the increase in demand and attain self-sufficiency. Science, innovation, research

and knowledge will therefore, have to grow concurrently with the population and animal health demands in a sustainable manner. Unfortunately investing in research and innovation in Africa is not often considered a priority because the economic return is not immediately apparent.

To address the above-mentioned challenges, the terrestrial and aquatic animal health and production research agenda on the continent needs to be home-grown and tailored to meet the animal health requirements and the food and nutritional needs of the population. This should be done within the context of the Science Technology and Innovation Strategy for Africa – 2024 (STISA – 2024) with a specific focus on animal resources.

The research agenda should be set based on the needs and priorities of the continent through adopting a rigorous approval process of research proposals. The research programs should enable generation of evidence and the development of new tools to support effective prevention and control of animal diseases as well as improve livestock trade, food safety and animal welfare. Furthermore, adoption, dissemination and uptake of research products should be facilitated by establishing appropriate information exchange platforms, feedback mechanism as well as an extension system for upscaling research findings.

In order to stimulate industry driven research programs, incentives need to be provided through protection and enforcement of Intellectual Property (IP) rights.

2.5 Strategies

2.5.1 Develop appropriate information systems to facilitate knowledge sharing and evidence-based decision making

This strategy aims to achieve the following:

- i. Strengthen capacity for data collection, collation, analysis, interpretation, communication and dissemination to guide decision making;
- ii. Promote the recruitment, training and deployment of relevant personnel in areas where the sector has skill deficits e.g. biostatistician, epidemiologists, bioinformatics, data analyst, economists;
- iii. Develop inclusive animal health research mechanisms, linkages and knowledge sharing platforms and networks including twinning programmes;
- iv. Promote technology uptake along value chains for enhanced competitiveness.

2.5.2 Improve capacities and the linkages between research and end users

This strategy will aim to achieve the following:

- i. Strengthen national animal research systems along the research-extension continuum;
- ii. Support the development of a mechanism for prioritizing research interventions to increase responsiveness to local needs and promote a home driven research agenda.

2.5.3 Develop models to attract private sector investments in animal health research and innovation

This strategy will aim to achieve the following:

- i. Promote mechanisms for joint identification of research priorities with private sectors and other animal health actors for implementing market-oriented research that attract private sector (including small and medium scale private sector actors) investment;
- ii. Promote and/or enhance intellectual property rights for research outcomes and patenting of products including those from indigenous knowledges.

2.5.4 Improve awareness, advocacy and communication along the animal health value chain

This strategy will aim to create mechanisms for communication reach to include the general public in order to build support and promote behavior change;

2.5.5 Promote human resource development and sustainability in animal health, science and research This strategy will aim to identify and promote mechanisms for attracting and retaining suitable human resources in animal health, veterinary medicine and allied sciences and research including development of mechanisms and outreach programs to increase the proportion of youths who take up science as a career.

Strategic Objective 6: Enhance partnerships, coordination, investment and resourcing of the animal health sector

There is a multiplicity of actors in the animal health sector in Africa. However, the different actors tend to operate in isolation in the different animal production value chains. There is therefore a need to develop and promote effective multi-sectoral and multi-stakeholder partnerships to support animal health service delivery systems. Programmes and projects in animal health within the continent should also be coordinated and harmonized for value addition and proper resource allocation to priority areas while ensuring operational efficiencies.

Major challenges in the animal health sector are experienced in the areas of resource allocation and inadequate communication, coordination, harmonization, collaboration and public-private partnerships among actors resulting in many gaps and duplication of activities with the consequences of low impact of interventions and wastage of resources. Other challenges include inadequate enabling policy and legislative frameworks and guidelines to facilitate public-private partnerships and investments in the animal health sector.

The poor funding of Animal Health programmes in many African countries over the decades has led to serious deficits in infrastructural, personnel, technical and financial capabilities as well as the erosion of the performance of veterinary services. This has hampered innovations and improvements for the effective health care for animals and their contribution to food security, food safety and public health security. Building sustainable 21st century animal health systems within the context of the One-Health approach requires adequate investments and resourcing by both Governments and other animal health value chain actors including the private sector.

This animal health strategy aims to strengthen stakeholder mobilization, engagement and partnerships that foster effective collaboration between stakeholders to enhance animal health and productivity; ensure the ownership of responsibilities and the joint monitoring and evaluation of interventions that are aligned with national, regional and continental priorities. The strategy will foster partnerships built on trust, coordinated efforts, and effective communication in order to improve investments and resource mobilization in the animal health sector guided by the One Health approach. The strategy will serve as a guide for the creation of enabling environments for improved investments to address national priorities by the public and private sectors and through public-private sector partnerships. Awareness creation and evidence-based advocacy among the animal health stakeholders will be carried out to stimulate the necessary actions to achieve these.

2.6 Strategies

2.6.1 *Support smart partnerships, coordination and collaborative formulation and implementation of frameworks for the delivery of animal health programs*

This strategy will aim to achieve the following:

- i. Support institutionalization and harmonized implementation of priority regional and continental animal health strategies and agreements at national level;

- ii. Promote and support smart partnerships including public private community partnerships (PPCPs), networks and platforms to advocate animal health issues at continental, regional and national levels;

Develop and promote the adoption and implementation of policy guidelines and action plans for multi-sectoral partnerships and stakeholders' engagement in animal health.

2.6.2 Identify investment and funding priorities and mobilize resources for implementation

This Strategy aims to achieve the following:

- i. Support generation and dissemination of requisite relevant information to demonstrate the contribution of animal health to socio- economic development, public health, ecosystem health, food and nutrition security and livelihoods as an advocacy tool to stimulate increased resource allocation and investments in animal health at national, regional and continental levels;
- ii. Develop resource mobilization strategies to broaden and enhance funding for animal health priorities;
- iii. Promote institutionalization of public private partnerships to improve animal health service delivery and investment at continental, regional and national levels.

Chapter 3: Coordination, Implementation, Monitoring and Evaluation

This section details the guiding principles; the Implementation, Monitoring and Evaluation framework; the Theory of Change and Results Chain; key actors involved in the strategy implementation, Monitoring and Evaluation and their responsibilities; and, critical success factors to effective implementation of AHSA 2019 - 2035. The objective of this section is to ensure that the Animal Health Strategy for Africa's vision, mission, goal, strategic objectives and their associated targets have been realized. This requires that there are in place effective implementation, monitoring and evaluation arrangements at the national, regional and continental levels. In addition, resources and respective capacities to support the implementation process need to be mobilized / developed at all the three levels.

It is worth noting that an Implementation Plan and Monitoring and Evaluation Framework will be developed in line with the Agenda 2063 Ten-Year Implementation Cycles; thus, the 2019 - 2023 implementation plan and M & E Framework for this strategy will be developed and implemented within the framework of Agenda 2063 First Ten-Year Implementation Plan 2014 - 2023. The next cycle of implementation will align with Agenda 2063 Second Ten-Year Implementation Plan 2024 - 2033, with two 5-year Mid-Term Plans 2024 - 2028 and 2029 - 2033. The remaining two years of this plan will be dedicated to addressing outstanding key issues, final evaluation and development of a successor strategy to deepen the realization of benefits.

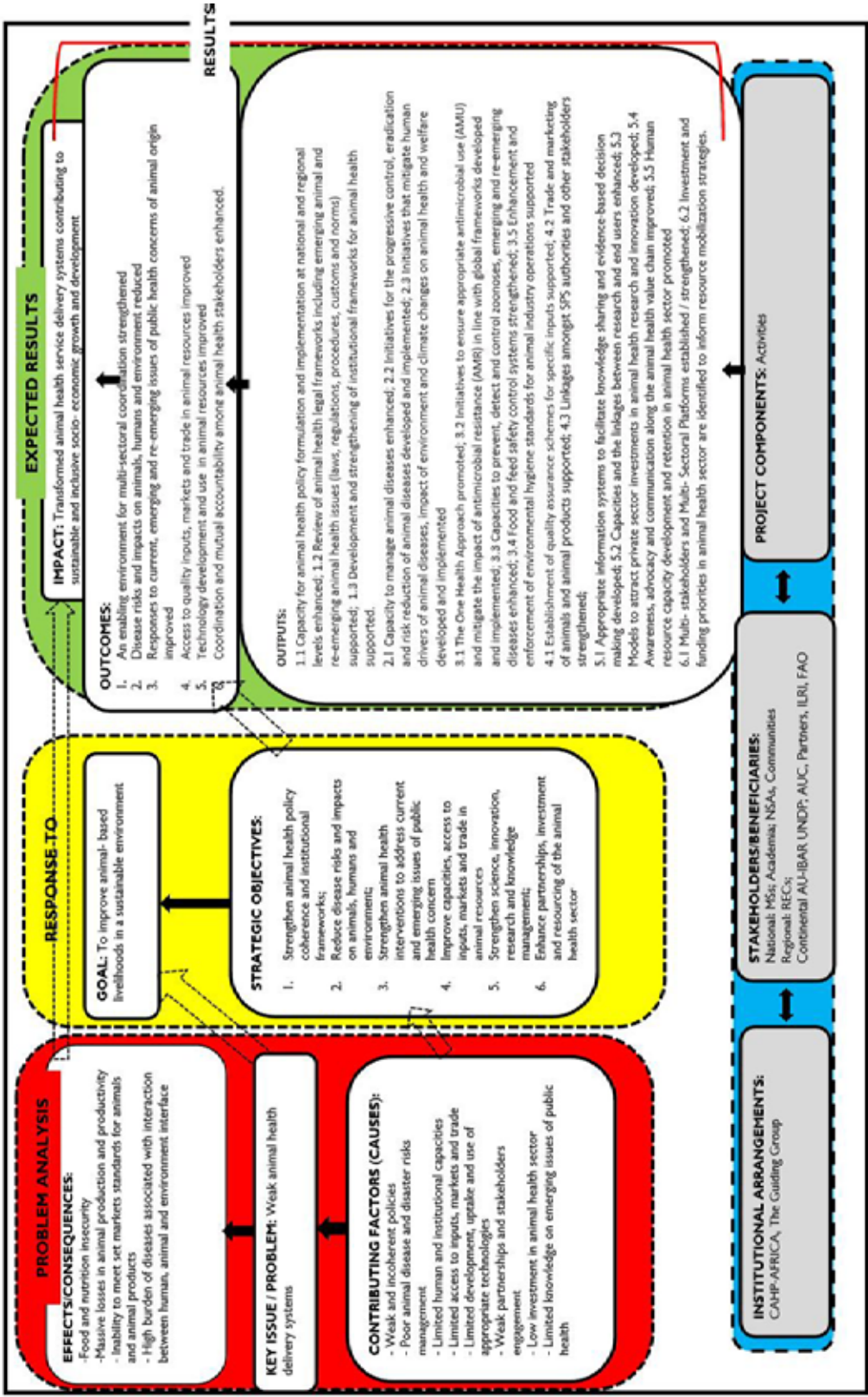
I. Guiding Principles

An Implementation, Monitoring & Evaluation Framework for AHSA 2019 - 2035 that provides an integrated set of principles, practices and standards will be guided by the following overarching principles:

- i. **Alignment with continental frameworks:** The Implementation, M&E Framework will be aligned with the LIDESA, PFRS, AWSA, STISA, CAADP, Malabo Declaration and Agenda 2063 results frameworks to minimize duplication and maximize synergy.
- ii. **RBM Approach:** The framework will primarily focus on the attainment of outcomes and impacts.

- iii. Inclusive planning:** A strong multi-sector planning approach will be central and integral to ensuring a sustainable transformed animal resources sector; hence diverse stakeholders will be engaged in the development and implementation of the M&E Framework.
- iv. RECs and MSs Primacy:** RECs and MSs will play a leading role in leading implementation of the strategy. The continental M&E framework will be cascaded down to RECs and MSs. It will be adapted suit their specific particularities.
- v. Participatory reporting:** Members state will collect data for own use and disseminate to regional and continental levels where they will be consolidated, analyzed and reports generated and disseminated to various stakeholders in accordance with the implementation architecture to be outlined in detailed implementation plans.

THEORY OF CHANGE – AHSA



2. The AHSA 2019 – 2035 Results Framework

Impact of a sustainable animal health system that meets global standards	Level 1: Contribution to improved animal and public health, food safety, food and nutrition security, improved livelihoods, protection of the environment and sustainable economic growth				
	1. Animal and Public Health	2. Food Safety	3. Food and Nutrition Security	4. Poverty alleviation and inclusive growth	5. Improved resilience
Towards an innovative, harmonized and sustainable Animal Health System for Africa	Level 2: Transforming Africa's Animal Health System				
	Outcome 1: Animal health policy, legal and institutional frameworks strengthened	Outcome 2: Disease risks and impacts on animals, humans and environment reduced	Outcome 3: Access to inputs, markets and trade in animal resources improved	Outcome 4: Science, Innovation, Research and Knowledge Management Strengthened	Outcome 5: Partnership, investment and resourcing of the animal health sector enhanced
Enhancing capacities to deliver results	Level 3: Strengthening Animal Health System capacities at continental, regional and national levels for enhanced delivery of results in Africa				
	Output 1.1 Capacity for animal health policy formulation and implementation at national and regional levels enhanced	Output 2.1 Capacity to manage animal diseases enhanced	Output 3.1 Access to quality inputs and services along the animal health value chains improved	Output 4.1 Appropriate information systems to facilitate knowledge sharing and evidence-based decision making developed	Output 5.1 Effective partnerships, coordination and the joint formulation of Animal Health programs supported

	<p>Output 1.2 Review and strengthening of animal health legal frameworks including emerging animal health issues (laws, regulations, procedures, customs and norms) supported</p> <p>Output 1.3 Development and strengthening of institutional structures for animal health supported</p>	<p>Output 2.2 Initiatives for the progressive control, eradication and risk reduction of animal diseases developed and implemented</p> <p>Output 2.3 Initiatives that mitigate human drivers of animal diseases and the impact of environmental and climate changes on animal health and welfare developed and implemented</p>	<p>Output 3.2 Support to trade and marketing of animals and animal products enhanced</p> <p>Output 3.3 Linkages amongst SPS authorities and other stakeholders harmonized and strengthened</p>	<p>Output 4.2 Capacities and the linkages between research and end users enhanced</p> <p>Output 4.3 Modules to attract private sector investments in animal health research and innovation developed</p> <p>Output 4.4 Human resource development and sustainability in animal health, science and research promoted</p> <p>Output 4.5 Awareness, advocacy and communication along the animal health value chain improved</p>	<p>Output 5.2 Development of multi-sectoral approaches, collaborative frameworks and action plans for stakeholder engagement supported</p> <p>Output 5.3 investing and funding priorities and mobilize resources for implementation identified</p> <p>Output 6.4 Food safety control systems for animal-source foods strengthened</p> <p>Output 6.5 Enhancement of environmental hygiene standards for animal industry operations supported</p>	<p>Output 6.2 Initiatives to ensure appropriate antimicrobial use (AMU) and mitigate the impact of antimicrobial resistance (AMR) in line with global frameworks developed, domesticated and adopted</p> <p>Output 6.3 Capacities and initiatives to prevent, detect and control zoonoses, emerging and re-emerging diseases enhanced</p>
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3. Objectives of the AHSA Coordination, Implementation, Monitoring and Evaluation

The Implementation and Monitoring and Evaluation Framework (M&E) will function as an apex level information system which will draw from the continental bodies, RECs, MSs and other partners to deliver useful information for its users. It will be used for strengthening program planning and improving effectiveness of the actions and interventions implemented and will provide critical information and evidence regarding the performance of the strategic options implemented. The objectives of the AHSA M&E Framework are:

3.1 Accountability and transparency: Tracking progress on implementation and making key stakeholders aware of the progress.

3.1.1 Accountability and Transparency Mechanism

By committing to the implementation of the Animal Health Strategy for Africa, the actors in the animal resources sector are in essence committing to two key obligations to ensure the successful implementation of the strategy: ownership of responsibilities and the obligation to implement, monitor and report progress towards achieving those responsibilities. This will mean having the obligation to report on decisions and/or actions taken in line with the established indicators and agreed targets for sound animal resources sector management practice and performance. Results Based Management (RBM) and decision making will be employed to ensure a clear and logical basis for allocating resources to expected results and their eventual attainment. Reporting on these aspect will encompass tracking progress towards the realization of expected outputs, outcomes and impacts together with relevant analysis and explanations. The mechanisms will provide three categories of accountability for which stakeholders will be required to report on:

- i. **Performance accountability:*** This refers to demonstrating and accounting for performance in terms of agreed upon performance targets relating to scope, quality and delivery schedule. The focus will be on service delivery, outputs, outcomes and impacts through feedback and learning.
- ii. **Political accountability:*** This will focus on institutions, procedures and mechanisms that will ensure that RECs and Member States deliver on promises meant for the realization of this strategy, fulfils public trust, represents stakeholder's interests and responds to stakeholder needs and concerns. A

central concern will be equity in remedying the animal resources performance failures through appropriate and acceptable policy, regulation and resource allocation.

iii. Financial accountability: Essentially financing is an enabler to realization of intended results. Financial accountability concerns tracking and reporting on allocations, disbursement and utilization of financial resources. This will be achieved by using budgeting, accounting and auditing tools. Another aspect of financial accountability will be to provide assurances that resources and authority is exercised according to appropriate and legal procedures, professional standards and social values.

3.2 *Performance measurement and feedback*

This involves using M&E results as feedback for adaptive management aimed at improved efficiency and effectiveness. Performance measurement framework will provide a consistent approach for systematically collecting, analyzing, utilizing and reporting on the performance of the AHSA. It is designed to be a tool for measuring and reporting the level of achievements of results. The performance measurement framework will be a living document that will be updated as necessary and will adhere to the following measurement principles:

- i. It should be simple and cost effective
- ii. Performance indicators selected should at the minimum meet the smart criteria (simple, valid, reliable, affordable and relevant)
- iii. It should facilitate learning and action for effective strategy implementation

3.3 *Knowledge Management*

Knowledge management involves learning and experience sharing for improved decision making. For effective knowledge management, good data management systems at continental, regional and national levels will be essential. Mechanisms and data management systems to collect, organize and transform data into usable formats will be developed for AHSA. Furthermore; Information and Communication Technology (ICT) such as the Animal Resources Information System (ARIS) will be used to improve the quality, efficiency and effectiveness of M&E data collection, processing, storage, retrieval and dissemination.

3.4 *Implementation, M & E Framework for AHSA*

Within the principle of solidarity and complementarity, the national, regional and continental layers involved in the design, implementation, monitoring and evaluation of AHSA 2019 – 2035 will collaborate as follows:

- i. National Level:** This level is the main source issues and ideas for AHSA 2019 - 2035, and will be responsible mobilizing resources to support its implementation, monitoring and evaluation of processes and outcomes of the implementation.
- ii. Regional Level:** It is the entry point for AHSA 2019 – 2035 regional programmes, perspectives and initiatives. It coordinates regional resource mobilization for implementation and the integration of monitoring and evaluation of Member States.
- iii. Continental Level:** It provides the broad policy guidelines on the implementation, monitoring and evaluation the AHSA 2019 - 2035 and is responsible for its broad design/ revision of framework and the Mid-Term plan frameworks that follow. It facilitates resource mobilization from a continental perspective, and also facilitates the integration of regional monitoring and evaluation reports into a continental report. It coordinates the relationship/ cooperation and close collaboration with partners and oversee the execution of continental programmes and projects.

4. Key Actors/Respective Responsibilities for an Effective AHSA Monitoring and Evaluation System

A continental Animal Resources M&E Technical Working Group will be established from representatives of the key actors involved in the implementation of the AHSA at Continental, RECs and MSs Level. Supported by M&E focal points at RECs and MSs Level, the continental M&E working group will develop an M&E Framework for the Continental Strategy and support its roll out and implementation. Essentially, RECs and MSs M&E teams will be expected to align their respective M&E Frameworks to the continental framework. Table I shows the key actors and their respective responsibilities in the AHSA M&E System.

Table 1: Key actors and their respective responsibilities in the AHSA M&E System.

Level	Key Actors	Responsibilities
Continental	<ul style="list-style-type: none"> • AUC (AU-IBAR, AU-PANVAC, AU-PATTEC, DREA, SPPMERM, DTI, DSO, HRST, AU-IAPSC); NPCA; Africa CDC • Continental M&E Technical Working Group made up of focal points from key actors • Partners (Including OIE, FAO, WHO, ILRI, PAFO etc) • CAHP- Africa; Guiding Group • Non-state actors (professional bodies, youth and women networks – AWAFA) 	<ul style="list-style-type: none"> • Coordinate the design and overall management of the M&E system • Collate, process data and generate continental reports. • Implementation, monitoring and evaluation quality control
Regional	<ul style="list-style-type: none"> • RECs; • Regional Animal Networks • M&E Focal Points • Partners 	<ul style="list-style-type: none"> • Coordinate the design and overall management of the M&E system at regional level • Provide capacity support for quality data collection • Collate, process data and generate regional reports.
National	<ul style="list-style-type: none"> • Government Ministries and Departments responsible for Animal Resources • M&E Focal Points • Partners 	<ul style="list-style-type: none"> • Coordinate the design and overall management of the M&E system at national level • Provide capacity support for participatory collection of quality data. • Collate, process data and generate national reports.

5. Critical Success Factors

- i. **Stakeholder Ownership:** Effective implementation of this Strategy hinges on participation of all key stakeholders in its design, development, implementation and monitoring, evaluation and reporting. At development stage of AHSA, key stakeholders in the animal health sector at Continental, Regional, and National levels participated, and it is expected that this stakeholder participation and ownership will be sustained throughout strategy implementation, monitoring, evaluation and reporting.
- ii. **Effective Political Leadership and Commitment:** Effective political leadership will be a critical factor that contributes towards macroeconomic stability, building investor confidence and attracting foreign and local investments during implementation of the strategy.

- iii. Positioning AHSA to Pivot AH initiatives on the Continent:** The AHSA is geared towards delivering an innovative, harmonized and sustainable Animal Health System for Africa. It should therefore be centrally situated to drive AH initiatives at continental, regional and Member States levels.
- iv. Existence of vibrant public and private sectors:** It is expected that policy development, implementation, monitoring and evaluation and reporting will be coordinated by the public sector which will also provide a conducive operating environment. The private sector is expected to play a key in the actual implementation of AHSA. There is therefore need to enhance state institutional and human capacities, as well as building a vibrant private sector that will mobilize and apply resources for implementation of the strategy.
- v. Establishing an effective institutional framework that links the Implementation, Monitoring and Evaluation and Reporting value chain across the Continental, Regional and Member States levels:** While ultimate implementation of AHSA will take place at country level, coordination of planning, monitoring and evaluation, and reporting at continental, regional and country level is crucial for successful implementation of the Strategy. To this end, Planning, M & E and Reporting cycles need to be synchronized; as well, M & E frameworks with clear measurable targets put in place across the levels.
- vi. Livestock, human, wildlife and environment interaction:** zoonotic diseases are a big concern in delivery of animal health services. This is further compounded by the negative effects of livestock, human and wildlife populations on the environment. Therefore attention will be paid to the livestock, human, wildlife and environment interaction during the implementation strategy.
- vii. Gender Mainstreaming during implementation:** Women are known to play key roles as keepers, processors and marketers of animals and animal products and suffer the adverse effects of animal diseases. Therefore successful implementation of this strategy will depend on gender mainstreaming.

6. AHSA Results Measurement Framework

Results Chain	Core Indicators			Data Source	Assumptions
	Description	Baseline	Target		
Impact: Transformed animal health service delivery systems contributing to sustainable and inclusive socio- economic growth and development	1- Animal resource production growth rate 2- % change of livestock production loss 3- % reduction in animal-based products import (volume) 4- Number of MS meeting Performance of Veterinary Services (PVS) level 3 or above-				
OUTCOMES					
Outcome 1: An enabling environment for multisectoral coordination strengthened	5- # of MS having domesticated continental animal resource related strategies 6- # of MS having functional multisectoral animal resource policy hubs				
Outcome 2: Disease risks and impacts on animals, humans and environment reduced	7- % change in the incidence of priority diseases (OIE list) 8- % change in losses* associated with animal diseases				
Outcome 3: Responses* to current, emerging and re-emerging issues of public health concerns of animal origin improved	9- # of MS having national emergency management plans for major animal diseases of public health importance (AMR, etc...) 10- % of the public satisfied with the response provided to the emergency of animal origin 11- % disease emergency responses having met the requirements of national joint-contingency plan				

Results Chain	Core Indicators			Data Source	Assumptions
	Description	Baseline	Target		
Outcome 4: Access to quality inputs, markets and trade in animal resources improved	12- % change in intra Africa animal resource-based trade (disaggregated by value and volume) 13- # of MSs having functional mechanisms for quality assurance for animal resources inputs				
Outcome 5: Technology development and use in animal resource value-chain increased	14- Growth rate in the number of patents in animal technologies and innovations 15- Technology adoption rate				
Outcome 6: Coordination and mutual accountability among animal health stakeholders enhanced	16- Total volume of joint-investment in animal health sector (to be disaggregated by state and non-state actors)				
OUTCOMES					
Output 1.1: Capacity for animal health policy formulation and implementation at national and regional levels enhanced	17- # of VEEs that integrate policy planning (PICA*) in their curriculum				
Output 1.2: Review of animal health legal frameworks including emerging animal health issues (laws, regulations, procedures, customs and norms) supported	18- # of MS that update animal health laws in line with international standards -				

Results Chain	Core Indicators			Data Source	Assumptions
	Description	Baseline	Target		
Output 1.3: Development and strengthening of institutional framework for animal health supported	19- # of MSs supported in developing and strengthening of institutional frameworks for animal health				
Output 2.1: Capacity to manage animal diseases enhanced	20- # of people trained in day 1 competencies 21- #VEEs with harmonized curricula that include the 4 emerging issues (AMR, Disaster management, One Health and emerging and re-emerging diseases) 22- # of MSs with functional VSBs				
Output 2.2: Initiatives for the progressive control, eradication and risk reduction of animal diseases developed and implemented	23- # of MS with strategies for the prevention and control of priority diseases implemented at continental, regional and national levels (disaggregated by new and existing)				
Output 2.3: Initiatives that mitigate human drivers of animal diseases and impacts of environment and climate change on animal health and welfare developed and implemented	24- # of MSs with animal emergency disaster management plans (AEMDP) 25- # of MSs applying relevant continental guidelines on sustainable ecosystem management 26- # of MSs supported to implement the reviewed AU-IBAR livestock climate change adaptation and mitigation strategy				

Results Chain	Core Indicators			Data Source	Assumptions
	Description	Baseline	Target		
Output 3.1: The One Health Approach promoted	<p>27- # of MSs with One Health Policies (within existing policies and legislations, laws, regulations or stand alone, strategies, SOPs, guidelines)</p> <p>28- # of MSs with institutionalized functional one health platforms (disaggregated by new and existing)</p>				
Output 3.2: Initiatives to ensure appropriate antimicrobial use (AMU) and mitigate the impact of antimicrobial resistance (AMR) in line with global frameworks implemented	29- # of MSs that have domesticated global AMR/ AMU action plans and strategies				
Output 3.3: Capacities to prevent, detect and control zoonoses, emerging and re-emerging diseases enhanced	30- # of MSs and RECs with integrated surveillance systems and functional diagnostic laboratories for priority zoonoses, emerging and re-emerging diseases				
Output 3.4: Food and feed safety control systems strengthened	<p>31- # of MSs complying with Codex Alimentarius standards on animal source foods</p> <p>32- # of MSs complying with OIE standards on feeds</p>				
Output 3.5: Enhancement of environmental hygiene standards for animal industry operations supported	33-# of MSs with coherent policies and regulations on environmental management in animal resources value chains				

Results Chain	Core Indicators			Data Source	Assumptions
	Description	Baseline	Target		
Output 4.1: Establishment of quality assurance schemes for specific inputs supported	34- # of MSs with quality assurance schemes for animal resource inputs and services (disaggregated by country and type of scheme)				
Output 4.2: Trade and marketing of animals and animal products supported	35- # MSs with functional market information platforms 36- # of MSs that have harmonized policies, regulations and standards for trade in animals and animal products				
Output 4.3: Linkages amongst SPS authorities and other stakeholders strengthened	37- # of functional multi stakeholder SPS platforms involved in standards setting processes and trade negotiation (disaggregated by national, regional, continental and international levels)				
Output 5.1: Appropriate information systems to facilitate knowledge sharing and evidence-based decision making developed	38- # of MSs that developed information systems to support decision making				
Output 5.2: linkages between research and end users enhanced	39- # of MS with functional exchange networks for researchers and end-users 40- # of research studies on animal health conducted (disaggregated by source)				
Output 5.3: Models to attract private sector investments in animal health research and innovation developed	41- # of models developed for private sector investment in animal health research and innovation				

Results Chain	Core Indicators			Data Source	Assumptions
	Description	Baseline	Target		
Output 5.4: Awareness, advocacy and communication along the animal health value chain improved	42- # of awareness strategies and guidelines for animal health issues developed and disseminated				
Output 5.5: Human resource capacity development and retention in animal health sector promoted	43- # of graduates in animal health related fields 44- Ratio of animal health practitioners to total animal population (disaggregated by MS and cadres)				
Output 6.1: Multi-stakeholders and multisectoral platforms established/ strengthened	45- # of MSs with functional multi-stakeholders and multisectoral platforms				
Output 6.2: Investment and funding priorities in animal health sector are identified to inform resource mobilization strategies	46- Volume of investment in animal health sector (disaggregated by source)				

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
Strategic Objective 1: Strengthen animal health policy and institutional frameworks								
4.1.1 Enhance the capacity for animal health policy formulation and implementation at national and regional levels								
i. Build capacity for the formulation and implementation of standardized and institutionalized continental frameworks to guide the harmonization of regional and national animal health policies including monitoring and evaluation	Harminised regional and national policy frameworks aligned to AHSA Continental Framework	AHSA Launched and Disseminated	10%MS Align the National Action Plans to AHSA	All RECs have animal health policies aligned to AHSA	40%MS Align the Natiotional Action Plans to AHSA	50%MS Align the Natiotional Action Plans to AHSA	AU-IBAR	PANVAC,PATTEC,A-CDC,RECS,FAO,OIE,WHO,MS, NPCA, UNEP
		Implementation of AHSA First Five Year Implementation Plan commenced		AHSA First Five Year Implementation Plan Reviewed		AHSA Second Five Year Implementation Plan Developed		
ii. Strengthen functional inter-sectoral and inclusive linkages for the formulation and implementation of animal health policies among member states and RECs	PICA rolled out					20% of VEEs have interegrated the Policy training in their curriculum		
	National and regional policy hubs and sections responsible for policy strengthened		50% of Regional Livestock Policy hubs (RLPHs) are functional		100% Regional Livestock Policy hubs (RLPHs) are functional	100% of National Livestock Policy hubs (NLPHs) are functional	AU-IBAR	RECs, Policy Hubs, FAO, OIE,WHO,

Strategic Objectives / Strategies	Milestones					Responsibility Centres	Collaborators
	Deliverable Area	2020	2021	2022	2023		
iii. Promote evidence-based advocacy and lobbying targeting the public, decision makers and other stakeholders in the animal resource sector	Increased resources allocated for implementation of strategies aligned to AHSA in MS and RECs	Evidence for increased resource allocation to animal health sector generated and disseminated	Lobbying and advocacy campaigns undertaken	10% of MS have increased resource allocation to animal health initiatives	50% of MS have increased resource allocation to animal health initiatives	AUC, RECs, Champion MS	MSs, OIE, FAO, Non- State Actors
4.1.2 Support the review and strengthening of animal health legal frameworks including emerging animal health issues (laws, regulations, procedures, customs and norms)							
i. Align animal health laws with national and regional policies for ease of implementation.	Updated Animal health laws aligned to national and regional laws and policies based on the Vet legislation recommendations	All livestock Policy Hubs Strengthened to align the existing, updated or developed animal health laws with national policies for ease of implementation		Lobbying and advocacy campaigns undertaken	10% MSs Updated Animal health laws aligned to national and regional laws and policies	30% MSs Updated Animal health laws aligned to national and regional laws and policies	MSs RECs, Policy Hubs, FAO, OIE, AU-IBAR, NSAs, PAP

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
ii. Improve veterinary legislation based on OIE standards and guided by the OIE-Performance of Veterinary Services (PVS) evaluation and Veterinary Legislation Support Programme (VLSP)	MSS comply to international standards and obligations on veterinary legislation	MSS attain at least level 3 on OIE-PVS Competencies Tool		10% MSS attain at least level 3 on OIE-PVS Competencies Tool		20% MSS attain at least level 3 on OIE-PVS Competencies Tool	MSS	RECs,OIE,AU-IBAR, FAO, NSAs.
4.1.3 Support the development and strengthening of institutional structures for animal health.								
i. Development of frameworks to for the streamlining of mandates and functional relationships between the animal health and related institutions	Clear mandates and working relationships among animal health players	All MS sensitized on the need for collective action among animal health stakeholders	Animal health networks established and operationalised in all MS	30% MS Develop National Animal Health Strategies and action plans clarifying relationship among key players		100% MS Develop National Animal Health Strategies and action plans clarifying relationship among key players	MSS	FAO, RECs, NSAs,AU-IBAR, OIE

Strategic Objectives / Strategies	Deliverable Area	Milestones				Responsibility Centres	Collaborators
		2020	2021	2022	2023		
Strategic Objective 2: Reduce disease risks and impacts on animals							
4.2.1 Enhance capacity to manage animal diseases							
i. Improve biosecurity and adoption of best practices for animal resource management, utilization and welfare under different production systems	Best practices for animal resource management, utilization and welfare documented, disseminated and implemented	Regional biosecurity plans and manuals produced/ adopted based on value chains for dissemination	National biosecurity plans and manuals produced/ adopted based on value chains for dissemination	Harmonized best practices and regulations for animal resource management, utilization and welfare at national and regional level implemented	MSs	RECs, AU-IBAR, FAO, OIE,	
ii. Improve capacity and systems for animal disease risk analysis	Animal disease risk analysis manuals/ guidelines, trained human resources and improved risk analysis infrastructure and equipment	Manuals and contingency plans reviewed and adopted/ adapted at all levels	Requisite capacities for risk analysis (trained personnel and infrastructures) improved all levels	Functional disease risk analysis system in all MSs and RECs	MSs	RECs, AU-IBAR, FAO, OIE,	

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
iii. Improve disease surveillance and early detection, animal identification and traceability systems	Country evaluations, risk based surveillance system, real time web based reporting systems in place/ improved	Country surveillance systems, Livestock Identification and Traceability Systems (LITS), evaluation undertaken		National surveillance strategies and LITS developed / updated, validated and disseminated		Improved surveillance and LITs systems in place in all MSs	MSs	RECs, AU-IBAR, FAO, OIE,
iv. Improve capacity of all relevant stakeholders to respond to primary animal health care challenges at community level	Appropriate Awareness materials, basic training and community level available for improved capacity of relevant stakeholders to respond to primary animal health care challenges at community level	Guidelines and appropriate Awareness/ are developed, validated and disseminated		Best practices documented and training modules and materials developed, validated and disseminated		Capacities of all relevant stakeholders to respond to primary animal health care challenges at community level improved	MSs	RECs, AU-IBAR, FAO, OIE,

Strategic Objectives / Strategies	Deliverable Area	Milestones				Responsibility Centres	Collaborators
		2020	2021	2022	2023		
v. Promote the establishment of early warning, emergency response mechanisms and disaster fund for animal resources at national, regional and continental levels	Emergency preparedness and response plans for animal diseases developed and operationalised at all levels and the emergency fund established at continental level	Emergency preparedness and response framework guidelines adapted	Training and simulation exercises at regional and national levels	Regional response teams and mechanisms established		Disaster fund established at continental level	AU-IBAR, RECs, MS, NSAs, PARTNERS,
vi. Support the adoption of the OIE recommendations for education of veterinarians and veterinary paraprofessionals to achieve a standardized minimum level of competence for animal health service delivery	Harmonised veterinary education curricula by VEEs and day 1 competences by VSBs for veterinarians and paraveterinary professionals	Establishment and operationalisation of associations of VEEs and VSBs	Framework for veterinary education curriculum harmonisation developed, validated and disseminated.			25% Veterinary Education Establishments adapt the harmonised curriculum	AU-IBAR, OIE, FAO,

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
vii. Promote the establishment and implementation of mutual recognition agreements for animal health professionals	AfCFTA aligned mutual recognition agreement for free movement of animal health professionals developed and adopted for implementation	VSBs sensitised on the need for developing a AfCFTA aligned continental Mutual Recognition Agreement (MRA), to support animal health professional movement across the continent	Framework for quality assurance for VEEs developed, validated and disseminated			Draft AfCFTA aligned mutual recognition agreement for free movement of animal health professionals developed and disseminated	AU-IBAR	MSS, RECs, VSBs, FAO, OIE, DTI, DPA

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
viii. Strengthen national and regional animal health infrastructure and human resource capacities with particular attention to aquatic animals, bees, wildlife and emerging production systems;	Improved animal health infrastructure and human resource capacity for aquatic animals, bees, wildlife and emerging production systems	Assessment of the state of human resource and infrastructure capacities for aquatic animals, bees, wildlife and emerging production systems;	Framework and action plan for building capacity and integrating aquatic animals, bees, wildlife and emerging production systems into the mainstream animal health service delivery system developed and disseminated			25% of MS implementing the action plan for integrating aquatic animals, bees, wildlife and emerging production systems;	OIE, FAO, RECs, MSs, NSAs	
ix. Strengthen and support private sector participation and investment in animal health service delivery.	Create a conducive environment that fosters fair play for private sector participation and investment in the animal health sector in MSs	Document and disseminate best practices on public private sector partnerships in animal health service delivery	Institutional, technical and economic analysis of animal health value chains, and best practices documented			Framework and guidelines for private sector participation and investment in animal health service delivery developed and disseminated	OIE, FAO, RECs, MSs, NSAs	

Strategic Objectives / Strategies	Deliverable Area	Milestones				Responsibility Centres	Collaborators
		2020	2021	2022	2023		
4.2.2 Develop and implement initiatives for risk reduction, progressive control, and eradication of animal diseases							
i. Map and prioritize animal diseases across the continent	Continental priority disease risk maps	Identify and share appropriate disease prioritization tools	Compile and update existing priority disease risk maps using common tools across MSs	Compendium of TADs and Zoonoses updated			
ii. Support the development/ implementation of programmes and strategies for the prevention, control and eradication of priority animal diseases	Strategies and programmes for the control and eradication of animal priority diseases developed and adopted	Inventory of existing strategies, interventions and programmes for the prevention, control and eradication of priority animal diseases undertaken		Existing strategies, interventions and programmes for the prevention, control and eradication of priority animal diseases across MSs compiled and updated	At least 2 new continental/ regional strategies for 2 diseases developed and adopted by MSs	AU-IBAR/ RECs	MSs, FAO, OIE, NSAs
	PPR Strategy implemented by African MS		All MS have a PPR Strategy	25% of MSs implementing PPR strategy	50% of MSs implementing the PPR Strategy	AU-IBAR/ RECs	MSs, FAO, OIE, NSAs

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
iii. Promote smart partnerships in disease management including community engagement	A Framework and guidelines for smart partnerships and stakeholder collaboration	Stock taking and documentation of smart partnerships in animal health undertaken	A continental framework and guidelines for smart partnerships in animal health developed, validated and disseminated			50% RECs adopt smart partnership framework and guidelines	AU-IBAR/ RECs	MSS, FAO, OIE, NSAs
						20% MSS adopt smart partnership framework and guidelines		
iv. Promote cross border and regional cooperation and collaboration for Transboundary Animal Disease (TADs) management	SOPs and MoUs at regional level , regional networks , regional animal health centres	Existing MOUs reviewed, gaps and best practices for TADs documented	Regional networks and animal health centres for all animals (terrestrial, aquatic and bees) strengthened in all five regions of Africa	Regional standard methods and procedures and disease control strategies developed/ reviewed and disseminated		Regional centres of excellence for TADs established in all five regions	RECs	AU-IBAR, MSS, FAO, OIE, NSAs

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
v. Support coordination and implementation of the post rinderpest eradication action plan	Post rinderpest eradication action plan for Africa aligned to the Global Rinderpest Action Plan (GRAP)	Post rinderpest eradication strategy revised and a contingency plan for Africa aligned to the global rinderpest action plan (GRAP) finalised	Awareness and advocacy for implementation of the action plan carried out				AU-IBAR	OIE, FAO, RECs MSs
		Template for revision of national rinderpest contingency plans to align with GRAP developed and disseminated	All MS revise contingency plans based on the continental template			Simulation of the contingency plans at national regional and continental level		

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
4.2.3 Develop and implement initiatives that mitigate human drivers of animal diseases and the impact of environmental and climate changes on animal health and welfare								
i. Improve capacity for prevention and disaster risk management at the human-animal-environment interface in line with rural development and biodiversity conservation objectives	Animal disaster management plans		Multistakeholder coordination mechanisms/committees formed at various levels	A continental framework and guidelines for animal disaster management developed		25% of MSs have developed/reviewed the animal disaster management plans	AUC/AU-IBAR	MSs, NSAs, WAP, FAO, Africa- CDC, RECs, Academia, PERIPERI, DIRAJ
ii. Build capacity for effective contribution to initiatives on sustainable environmental management and the integrity of protected areas in as far as animal health and welfare are concerned	Framework and guidelines for the Management of animal health and welfare in protected areas and associated environments developed and implemented	Key stakeholders involved in management of animal health, welfare and conservation in protected areas, identified	Experiences and best practices on management of animal health, welfare and conservation in protected areas documented	A continental framework and guidelines on sustainable environment management and integrity of protected ecosystems developed, validated and disseminated		25% MSs implementing the continental framework and guidelines on sustainable environment management and integrity of protected and associated ecosystems	AUC/AU-IBAR	MSs, NSAs, UNEP, IUCN, AWF, WCS, FAO, AHEAD, RECs, GPSG

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
iii. Support measures to reduce the spread of disease along the human-livestock-wildlife interface	Framework and guidelines for the Management of animal health, welfare and ecosystem at the human-livestock-wildlife interface developed and disseminated		Key stakeholders, interfaces and drivers of disease along the human-livestock-wildlife interface identified and characterised	Experiences and best practices on disease along the human-livestock-wildlife interface documented			FAO	AU-IBAR, RECs, MSs
iv. Promote development and implementation of climate change mitigation and adaptation measures that enhance animal health in collaboration with relevant existing national, regional, continental and international initiatives	AU-IBAR Livestock climate change and mitigation strategy reviewed and adapted		Existing livestock climate change and adaptation strategy reviewed and updated to include all animals and other emerging issues and disseminated for MSs adoption				AUC/AU-IBAR	MSs, NSAs, WAP, FAO, Africa- CDC, RECs, Academia, PERIPERI, DIRAJ, UNEP, USAID
						30% MSs supported to domesticate and implement climate smart animal resource management		

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
v. Promote the use of indigenous knowledge to enhance animal health and welfare and ecosystems management	Indigenous knowledge intergrated into animal health and welfare and ecosystem management	Indigenous knowledge assets and best practices mapped, valued and documented	Lobbying and advocacy campaigns undertaken			20% MSs adopt indigenous knowledge best practices in animal health and welfare and ecosystems management	MSs,AU-IBAR, ILRI, FAO,Academia , NSAs, Communities	
vi. Support and promote initiatives that address animal health issues in situations of conflicts driven by resource competition, migration, cross border and transhumance movements and civil unrest that impact the animal resource sector.	Negative impacts of conflicts on animal health and welfare reduced	Mapping of drivers and conflict hotspots and transhumance movements	Agreements/ protocols and guidelines to mitigate animal health impacts driven by conflicts and transhumance developed	Pilot initiatives around conflict mitigation supported	Conflict sensitive strategies included in Animal Disaster Plans	MS and RECs have initiatives and agreements/ protocols to reduce conflicts and facilitate cross border human migration	MSs,AU-IBAR, UNDR, AUC, Donors, ILRI, FAO,Academia , NSAs, Communities	

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
Strategic Objective 3: Strengthen animal health interventions to address current, emerging and re-emerging issues of public health concern								
4.3.1 Promote the One-Health Approach								
i. Support advocacy and awareness creation among stakeholders and policy makers and the general public on the One-Health approach in order to promote risk management actions	Favourable public and political support main-streaming of one health approach	The state of play and best practices on One Health on the continent published and disseminated	"One health advocacy, awareness and communication plan in place "			All MSs buy in and are supportive of the one health approach	Africa-CDC	AU-IBAR, AUC, RECs, MSS
ii. Promote the establishment, strengthening and institutionalisation of the One Health Approach to foster sustainable collaboration and coordination at all levels	Functional one health mechanisms institutionalised or strengthened		Guidelines for main-streaming One Health approach in relevant sectoral policies and action plans			One health platforms established / strengthened and operationalised	Africa-CDC	AU-IBAR, NSAs, MSs, RECs, Partners

Strategic Objectives / Strategies	Deliverable Area	Milestones				Responsibility Centres	Collaborators
		2020	2021	2022	2023		
iii. Promote joint research initiatives on disease dynamics at the animal-human-environment interface	Collaborative One Health research initiatives and grants established	"Multisectoral One health research networks established/ and strengthened"	Priority research areas identified and supported		One health research grant mechanism in place	Africa-CDC/ AU-IBAR	NSAs, MSs, RECs, Partners, AFENET, ILRI, US-CDC, Academia and research institutions, OHCEA, FARA
iv. Promote the integration, periodic review and strengthening of One-Health modules into the curriculum of Veterinary Education Establishments and continuous professional development programmes	One health training modules integrated in the veterinary education curricular of VEEs and CPD programmes	Existing initiatives on One Health curriculum development mapped and engaged			Existing One Health curriculum development initiatives harmonised and upscaled	Africa-CDC/ AU-IBAR	Africa-CDC, AU-IBAR, NSAs, MSs, RECs, Partners, AFENET, ILRI, US-CDC, Academia and research institutions, OHCEA, FARA

Strategic Objectives / Strategies	Deliverable Area	Milestones				Responsibility Centres	Collaborators
		2020	2021	2022	2023		
4.3.2 Support the development, domestication and implementation of continental, regional and national initiatives on antimicrobial use (AMU) and antimicrobial resistance (AMR) in line with global frameworks							
i. Strengthen human and institutional capacities for preventing, managing and mitigating the occurrence, effects and impacts of AMR	Continental AMR Framework developed and implemented	Continental AMR situation analysis carried out	AMR knowledge management and communication strategy developed and implemented			AMR activities implemented with participation of all stakeholders	AU-IBAR, FAO, OIE, WHO, UN and ILO, Academia, Non State Actors
		AMR Framework and Action plans developed and implemented at all levels	Institutional and technical capacities for effective management of AMR/AMU strengthened			All MSs develop and implement national AMR action plans	AU-IBAR, FAO, OIE, WHO, OIE, Academia, UN and ILO, Non State Actors

Strategic Objectives / Strategies	Deliverable Area	Milestones				Responsibility Centres	Collaborators	
		2020	2021	2022	2023			2024
4.3.3 Enhance capacities and initiatives to prevent, detect and control zoonoses, emerging and re-emerging diseases								
i. Support capacity development for mapping, identification and prioritization of zoonoses including neglected tropical diseases (NTDs), emerging and re-emerging epidemic disease threats	Priority zoonoses and NTDs identified at all levels	Multisectoral team of experts established/strengthened within the context of existing OH platforms	Issues and interventions for mapping, identification and prioritization of zoonoses including neglected tropical diseases (NTDs), emerging and re-emerging epidemic disease threats are identified	Training models and other relevant capacity building tools for mapping, identification and prioritization of zoonoses including neglected tropical diseases (NTDs), emerging and re-emerging epidemic disease threats are available		Priority zoonoses and NTDs identified and prioritized at all levels	Africa-CDC & AU-IBAR	MSS, RECs, FAO, OIE, WHO, OIE/Academia, UN and ILO, Non State Actors

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
ii. Support the development and implementation of programs and strategies for the progressive control and eradication of zoonotic diseases in line with global, continental, regional and local priorities	Strategies and programs for the control and eradication of zoonotic, emerging and re-emerging epidemic diseases developed and implemented	Inventry of existing strategies, interventions and programmes for the prevention, control and eradication of zoonotic, emerging and re-emerging epidemic diseases undertaken		Existing strategies, interventions and programmes for the prevention, control and eradication of zoonotic, emerging and re-emerging epidemic diseases across MSs compiled and updated		At least 2 new continental/ regional strategies for zoonotic, emerging and re-emerging epidemic diseases; developed and adopted by MSs;	MSs, RECs, FAO, OIE, WHO, Africa-CDC, NSAs, UN and los	
	Rabies Strategy implemented by African MS	Status of implementation of the global rabies elimination strategy established	Capacities to support to enhance the implementation of the rabies elimination strategy in place			All MS have a Rabies Strategy	MSs, FAO, OIE, NSAs, RIWA, PARACON, GARC, NRM Research Institutes	

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
iii. Support and strengthen technical capacities and institutional structures for diagnoses, surveillance, prevention, control and treatment of zoonoses, emerging and re-emerging diseases	Training programs, SOPs, guidelines, multi-sectoral platforms on zoonoses, emerging and re-emerging diseases developed and operationalized	Situation analysis of existing capacities and systems for the integrated management of zoonoses, emerging and re-emerging diseases in line with the OH approach, conducted	Programs and action plans to address gaps in the management of zoonoses, emerging and re-emerging diseases developed and implemented			Technical and institutional capacities for prevention, control and treatment of priority zoonoses, emerging and re-emerging diseases strengthened	MSs, RECs, FAO, OIE, WHO, UN and Ios, NSAs, Academia, private sector players (medical suppliers, manufactures etc)	
	Specific integrated surveillance systems and diagnostic laboratories for priority zoonoses, emerging and re-emerging disease established and operational at different levels (referrals, service, national)	Situation analysis of existing surveillance and laboratory capacities for zoonoses, emerging and re-emerging diseases conducted	Programs and action plans to address gaps in surveillance and diagnoses of zoonoses, emerging and re-emerging diseases developed and implemented					

Strategic Objectives / Strategies	Deliverable Area	Milestones				Responsibility Centres	Collaborators
		2020	2021	2022	2023		
4.3.4 Strengthen safety control systems for animal feeds and foods of animal origin							
i. Support the establishment/strengthening and streamlining of governance structures and capacities on food safety issues	Implementation and compliance with animal feed and food safety standards	Situational analysis of the animal safety in animal feeds and foods value chains benchmarked to Global, Regional and National standards	Action plan for addressing identified gaps and sharing of best practices developed and disseminated			40% of MS have improved mechanisms to support compliance with the Codex Alimentarius and OIE standards on animal feeds and food.	AU institutions, RECs, MSs, OIE, WHO, FAO, UN and International Organizations, NGOs, NSA, private sector actors
ii. Support the strengthening of capacities of food control agencies for improved enforcement at national and regional levels	Effective enforcement of food and feed safety standards at national and regional levels	Situation analysis and action planning on food and feed safety control enforcement capacities	Food and feed safety control performance monitoring and evaluation framework developed	Peer learning mechanisms developed/operationalized/strengthened for competent authorities	Capacity building of food and feed safety enforcement personnel on risk-based inspections	10% MSs show positive progress among competent authorities in food/feed safety enforcement for Animal Source Foods	AU institutions, RECs, MSs, OIE, WHO, FAO, UN and International Organizations, NGOs, NSA, private sector actors

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
iii. Support capacity building of animal resource value chain actors to implement food and feed safety standards	Increased compliance by Animal Resources industry actors with food and feed safety standards	Situation analysis, and action planning on capacities improvement of food and feed value chain (VC) actors	Capacity building and sensitization of industry players on feed and food safety standards and processes		Food safety management systems implemented across the animal resources value chains	Increased industry compliance with food and feed safety standards/Good Agric practices etc	FAO	AU institutions, RECs, MSs, OIE, WHO, UN and International Organizations, NGOs, NSA, private sector actors, CAC
vi. Support advocacy, awareness creation, information sharing and networking on food and feed safety issues	Behaviour change and participation of stakeholders in food/feed safety standards	Knowledge Attitude and Practice survey, on issues around food and feed safety	Advocacy and communication materials on food and feed safety developed and disseminated to stakeholders			Knowledge of policy makers, parliamentarians and other stakeholders improved on their respective roles on food and feed safety	AU-IBAR	AU institutions, RECs, MSs, OIE, WHO, UN and International Organizations, NGOs, NSA, private sector actors

Strategic Objectives / Strategies	Deliverable Area	Milestones				Responsibility Centres	Collaborators
		2020	2021	2022	2023		
4.3.5 Support enhancement and enforcement of environmental hygiene standards for animal industry operations							
i. Promote the participatory development and/or strengthening of policies, legal and regulatory frameworks for effective environmental management in animal resource value chains	Coherent regulatory frameworks for environmental management in animal resource value chains	Policy situation analysis for environmental management in animal resource value chains conducted	Best practices documented and policy guidelines developed			20% MSs have developed/strengthened coherent policies and best practices	RECs, AUC institutions, FAO, OIE, WHO, UN and ILO, NSAs, etc
ii. Promote adoption of guidelines for the design, management and operations of animal resource production, marketing, processing and transportation infrastructure and equipment to manage the waste into the environment	Best practices and guidelines available	Situation analysis of the waste management systems for animal resource infrastructure	Guidelines for the design, management and operations of environmentally friendly animal resource facilities developed and adopted			Guidelines and best practices available	RECs, AUC institutions, FAO, OIE, WHO, UN and ILO, NSAs, etc

Strategic Objectives / Strategies	Deliverable Area	Milestones				Responsibility Centres	Collaborators
		2020	2021	2022	2023		
iii. Promote initiatives for the environmentally friendly treatment and utilization of animal wastes;	Best practices in environmental management of animal wastes documented and scaled up	Situation analysis of the waste management systems for animal resource infrastructure	Pilot initiatives for environmental management applying best practices supported			Pilot initiatives for environmental management reviewed and evaluated	RECs, AUC institutions, FAO, OIE, WHO, UN and Ios, NSAs, etc
iv. Support awareness creation, advocacy and stakeholder engagement for proper environmental management at all levels of animal value chains	Stakeholder involvement enhanced and public hygiene awareness and behaviour change	KAP survey towards waste management in animal resource based industries	Advocacy campaign and action plan for behaviour change developed and implemented			Improved water, sanitation hygiene awareness and behaviour change	AU institutions, FAO, WHO, OIE, UNICEF, UN and Ios,
Strategic Objective 4: Improve access to inputs, markets and trade in animal resources							
4.4.1 Improve access to quality inputs and services along the value chains							
i. Support establishment/strengthening of quality assurance schemes for specific products	Strong quality control systems/scheme for animal health inputs and services	Quality control systems/schemes in animal health inputs and services audited		Continental Framework/ Guidelines for quality control and assurance schemes developed and disseminated		Human and institutional capacities for quality control and assurance enhanced at national level .	Relevant line ministries, RECs, AU-IBAR, OIE, FAO, NSAs, Africa-CDC, PANVAC, PATTEC,

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
ii. Develop, harmonize and strengthen regulations for manufacturing, marketing authorization, utilisation and disposal of veterinary drugs, equipment, biological products (including vaccines) and animal genetic resources	Harmonized guidelines and regulations for manufacturing, marketing, authorisation, utilisation and disposal of drugs, vaccines and animal genetic resources	Situational analysis of regulations and guidelines and implementation capacities related to manufacturing, marketing, authorisation, utilisation and disposal of drugs, vaccines and animal genetic resources		Continental framework/ guidelines to support MSs developed and disseminated	Regional framework/ guidelines to support MSs to review and align their regulations developed and disseminated	National capacities enhanced to implement Guidelines and regulations for manufacturing, marketing, authorisation, utilisation and disposal of drugs, vaccines and animal genetic resources	MSs	Relevant line ministries, RECs, AU-IBAR, OIE, FAO, NSAs, Africa-CDC, PANVAC, PATTEC,
iii. Support harmonization and strengthen animal feed, feed additives and feed ingredient regulations and standards	Harmonized guidelines, standards and regulations for manufacturing, marketing, authorisation, utilisation and disposal of animal feed, feed additives and feed ingredients	Situational analysis of regulations, standards and guidelines and implementation capacities related to manufacturing, marketing, authorisation, utilisation and disposal of animal feed, feed additives and feed ingredients		Continental framework/ guidelines developed and disseminated to support MSs review and align their regulations and standards	Regional framework/ guidelines developed and disseminated to support MSs review and align their regulations and standards	National capacities strengthened to implement guidelines, standards and regulations for manufacturing, marketing, authorisation, utilisation and disposal of animal feed, feed additives and feed ingredients	MSs	Relevant line ministries, RECs, AU-IBAR, OIE, FAO, NSAs, Africa-CDC,

Strategic Objectives / Strategies	Deliverable Area	Milestones				Responsibility Centres	Collaborators
		2020	2021	2022	2023		
iv. Promote involvement of veterinary professionals in the regulation of veterinary medicines, equipment, vaccines and biological products	Regulatory mechanisms/ authorities that ensures adequate involvement of veterinary professionals	Situational analysis of the regulatory mechanisms/ Authorities		Framework and guidelines for the involvement of veterinary professionals in regulatory mechanisms/ authorities developed and disseminated	MSs review/ update regulations in line with regional, continental and inter-national standards	veterinary professionals adequately represented in the regulatory mechanisms / Authorities in the regulation of veterinary medicines, equipment, vaccines and biological products.	Relevant line ministries, RECs, AU-IBAR, OIE, FAO, NSAs, Africa-CDC, PANVAC, PATTEC,
				MSs review regulatory mechanisms / authorities in line with frameworks / best practices			

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
v. Strengthen the capacity of vaccine producers and vaccine Banks	Capacity to produce and store adequate quantity and quality vaccines.	Capacities along the vaccine production and distribution value chain mapped		Develop and implement investment plans for improving the capacities of vaccine producers and distributors		strengthened capacity for increased and quality vaccine production, distribution, storage and delivery	MSs	Relevant line ministries, RECs, AU-IBAR, OIE, FAO, NSAs, Africa-CDC, PANVAC, PATTEC,
4.4.2 Improve trade and marketing of animals and animal products								
i. Promote domestication and implementation of animal health and food safety standards at the national level and harmonization of export and import policies/ legislation at the regional level	Animal health and food safety programmes implemented in line with international, regional and national standards	Situational analysis on the implementation capacities and compliance with animal health and food safety standards		Action plan to address the gaps identified developed and disseminated		Export and import legislation / policies at national and regional level harmonised	MSs	Relevant line ministries, RECs, AU-IBAR, OIE, FAO, NSAs, Africa-CDC,

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
ii. Enhance human and infrastructural capacities along animal resource value chains to improve the safety and quality of animal commodities	Adequate trained workforce and infrastructure in place for improved food safety and quality of animal commodities	Situation analysis of national and regional value chains to identify gaps and best practices		Technical operational guidelines and best practices for production, processing, marketing and handling facilities for all animal value chains developed and disseminated		MSs	Relevant line ministries, RECs, AU-IBAR, OIE, FAO, NSAs, Africa-CDC,	
"iii. Support commodity-based trade through relevant stakeholder engagement and capacity building and establishment of institutional mechanisms for its facilitation"	Trust built for enhanced commodity-based trade for animal resources	Situational analysis to determine barriers, gaps and perceptions that impede commodity based trade		Guidelines and action plan to address the gaps identified developed and disseminated		MSs	Relevant line ministries, RECs, AU-IBAR, OIE, FAO, NSAs, Africa-CDC,	

Strategic Objectives / Strategies	Deliverable Area	Milestones				Responsibility Centres	Collaborators
		2020	2021	2022	2023		
iv. Improve and/or establish animal resources marketing information/Intelligence systems for market accessibility, stock availability and price sharing purposes	Market information platforms established / strengthened	Situational analysis of animal resources marketing information systems and identification of best practices		Framework and guidelines and best practices establish animal resources marketing information/Intelligence systems developed and implemented		Better access and improved quality of market information in 30% MSs	Relevant line ministries, REC's, AU-IBAR, OIE, FAO, NSAs, PANVAC, PATTEC
4.4.3 Improve harmonization and linkages amongst Sanitary and Phytosanitary Sanitary (SPS) authorities and other stakeholders							
i. Improve the quality of multi-stakeholder participation in standard setting processes and trade negotiations at national, regional, continental and international levels	Adequate contribution and participation of subject matter specialists in standard setting processes at national level	Assessment of the composition and structure of national SPS committees	regional and continental platforms strengthened for improved engagement of stakeholders and MSs in standard setting processes and trade negotiations	National multi-stakeholder SPS committees reinforced with the necessary expertise and supported ;		Effective and functional SPS platforms at national, regional and continental level	Relevant line ministries, REC's, AU-IBAR, OIE, FAO, NSAs, PANVAC, PATTEC, ARSO

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
ii. Strengthen and harmonize animal and animal products inspectorate services, movement controls, identification and traceability systems	MSS establish/strengthen systems for effective enforcement of movement controls and LITS	situation analysis on status of animal and animal products inspectorate services, movement controls, identification and traceability systems	Continental and regional guidelines developed /updated and disseminated	MSS develop/update / adopt guidelines	10% of Ms implement the guidelines	MSS	Relevant line ministries, RECs, AU-IBAR, OIE, FAO, NSAs, PANVAC, PATTEC, ARSO	
iii. Support formalization and operationalization of self-regulation platforms for SPS compliance	SPS SOPs and manuals on peer review forums across animal resources value chains	situation analysis on status SPS implementation by value chain actors		SOPs developed and adopted and disseminated to stakeholders across the value chains	30% of member states have private sector institutions implementing SOPs	MSS	Relevant line Ministries, RECs, AU-IBAR, OIE, FAO, NSAs, PANVAC, PATTEC,	
Strategic Objective 5: Strengthen Science, Innovation, Research and Knowledge Management								
4.5.1 Develop appropriate information systems to facilitate knowledge sharing and evidence-based decision making								
i. Strengthen capacity for data collection, collation, analysis, interpretation, communication and dissemination to guide decision making	Functional information system at all levels and units	Stocktaking of the status, identify the gaps and share best practices, situational analysis	Develop action plan and guidelines for comprehensive animal health information systems	Infrastructural and human capacity development	Complete rollout of the action plans by MSS	AU-IBAR	MSS, RECs, OIE, FAO, AU-PANVAC, AU-PATTEC, ILRI and others	

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
	Evidence based decision making					50% MSs use informatin system to support decision making	MSs	MSs,AU-IBAR, RECs, OIE, FAO,AU-PANVAC,AU-PATTEC, ILRI,Agro based industries and producers and others
ii. Promote the recruitment, training and deployment of relevant personnel in areas where the sector has skill deficits e.g. biostatistician, epidemiologists, bioinformaticists, data analyst, economists	Pool of relevant trained personnel and contractual recruitment mechanism developed and deployed		An easy accessible African database of existing experts developed updated and gaps identified	Mechanism for continuous update and communication of the database inplace	Programs and projects for capacity building in relevant skills	Multisectoral, interdisciplinary pool of experts in place	MSs,AU-IBAR	Universities, RECS, ILRI, FAO, OIE,
iii. Develop inclusive animal health research mechanisms, linkages and knowledge sharing platforms and networks including twinning programmes	Functional research network at all levels developed for improved synergy and knowledge transfer	Documentation of thematic research initiatives at all levels including globally, actors, and collaborations		Develop guidelines for collaborative research and share best practices	A platform for indigenous knowledge established/ developed	Mechanism for establishing research community of practice/ experts in place	AU-IBAR, Research institutions (NRIs),AU-PANVAC	ILRI, MSs, FAO, OIE, FARA, CIRAD, IFRI, ReSAKs,Agro based industries and producers

Strategic Objectives / Strategies	Deliverable Area	Milestones				Responsibility Centres	Collaborators
		2020	2021	2022	2023		
iv. Promote technology uptake along value chains for enhanced competitiveness.	Technology uptake along priority animal health value chains enhanced	Stocktaking and analysis of existing technologies along animal health value chains and sharing of best practices		Develop/ strengthen and operationalize advocacy and mechanisms for accessing and adopting/ adapting of technology		AU-IBAR, MSs	RECs, NRI, Universities, IFRI, CIRAD, ReSAKKS, FAO, OIE, Farmers Associations, Agro based industries and producers
4.5.2 Improve capacities and the linkages between research and end users							
i. Strengthen national animal research systems along the research-extension continuum	Effective national animal health research systems contributing to knowledge sharing along research extension continuum	Situational analysis and sharing of best practices	Mechanisms and/ or guidelines and practices for effective research extension system developed and disseminated	Mechanism for operationalizing guidelines for strengthening national animal health research systems developed and operationalized		NREI,	MSs, AU-IBAR, RECs, OIE, FAO, AU-PANVAC, AU-PATTEC, ILRI and Agro based industries, producers and markets
ii. Support the development of a mechanism for prioritizing research interventions to increase responsiveness to local needs and promote a home driven research agenda.	Demand driven research outputs	stocktaking of all existing animal research platforms/hubs to establish a gaps and best practices	An all inclusive animal health platform established and best practices shared, guidelines developed and disseminated	Platform/hub for animal health research operationalized		NREI,	MSs, AU-IBAR, RECs, OIE, FAO, AU-PANVAC, AU-PATTEC, ILRI, Africa CDC and Agro based industries, producers and markets

Strategic Objectives / Strategies	Deliverable Area	Milestones				Responsibility Centres	Collaborators
		2020	2021	2022	2023		
4.5.3 Develop models to attract private sector investments in animal health research and innovation							
i. Promote mechanisms for joint identification of research priorities with private sectors and other animal health actors for implementing market-oriented research that attract private sector (including small and medium scale private sector actors) investment	Collaborative initiatives and mechanisms for demand driven research initiatives established		Stocktaking of players and issues in the sectors producers of technology in animal health and users of technology in animal health sector	Establishing a system of engagement mechanism of to filter out a research issues that will interest the users		NRI,	MSs, AU-IBAR, RECs, OIE, FAO, AU-PANVAC, AU-PATTEC, ILRI, and others
ii. Promote and/or enhance intellectual property rights for research outcomes and patenting of products including those from indigeneous knowledges	Intellectual property rights protected	Create awareness among animal health networks, researchers and users on IP rights and patenting	Legal and regulatory review to ensure compliance;	Mechanism for enforcing intellectual property rights and patents, link with international jurisprudence		MSs (legal authorities)	AU-IBAR, RECs, OIE, FAO, AU-PANVAC, AU-PATTEC, ILRI, Universities, private sectors, indigeneous networks and others
					Number of market driven research initiatives enhanced		

Strategic Objectives / Strategies	Deliverable Area	Milestones				Responsibility Centres	Collaborators	
		2020	2021	2022	2023			2024
4.5.4 Improve awareness, advocacy and communication along the animal health value chain								
i. Create mechanisms for communication reach to include the general public in order to build support and promote behavior change	Players along animal health value chain are aware of technology development initiatives and adopt/adapt appropriate technologies and innovations.	Platforms for improved communication between research and relevant stakeholders established		Implementation mechanisms for sustainable communication, advocacy, information exchange and knowledge management on animal health among MSs, regional and other key stakeholders identified and disseminated		Communication protocols and tools for effective partnerships in animal health interventions developed.	MSs	AU-IBAR, RECs, NRI,OIE, FAO,AU-PANVAC,AU-PATTEC, ILRI, Universities and private sectors

Strategic Objectives / Strategies	Deliverable Area	Milestones				Responsibility Centres	Collaborators
		2020	2021	2022	2023		
4.5.5 Promote human resource development and sustainability in animal health, science and research							
i. Identify and promote mechanisms for attracting and retaining suitable human resource in animal health, veterinary medicine and allied sciences and research including development of mechanisms and outreach programs to increase the proportion of youths who take up science, technology, engineering and mathematics (STEM) as a career	Adequate mass of professionals and students are attracted, engaged and retained in animal health	Career prospects survey and forecasting in animal health industry	Initiatives to attract secondary school leavers in to science and research including outreach and vocational training programmes are developed and disseminated	Justification best practices developed and identified gaps shared to governments and other stakeholders to encourage them to provide animal health/science based scholarships as a means to attract more personnel to the profession	Industry-driven curriculum for all categories of animal health institutions developed including frame work for quality assurance and harmonization of curriculum	Centers of excellence to address specific needs and to provide specialized training applied to various categories of animal health workers created and operationalized	Training institutions at all levels, VEEs, VSBs, "MSs, NREI, AU-IBAR, RECs, OIE, FAO, AU-PANVAC, AU-PATTEC, ILRI, Global educational initiatives, Private sectors and others "
Strategic Objective 6: Enhance partnerships, coordination, investment and resourcing of the animal health sector							

Strategic Objectives / Strategies	Deliverable Area	Milestones				Responsibility Centres	Collaborators
		2020	2021	2022	2023		
4.6.1 Support smart partnerships for coordination, collaborative formulation and implementation of frameworks for the delivery of animal health programs							
i. Support institutionalization and harmonized implementation of priority regional and continental animal health strategies and agreements at national level	Animal health secretariats/centres and networks/platforms established/strengthened at continental and regional levels e.g. PPR global secretariat	Key stakeholders and priority AH programs mapped, including biodiversity, welfare and environment		Guidelines and action plans for enhanced resourcing and improved coordination of AH programs developed and operationalized		Enhanced coordination and participation in animal health programs	MSs, FAO, OIE, WHO, Africa CDC, development partners, private sector organizations, foundations, communities etc
ii. Promote and support smart partnerships including public private community partnerships (PPCPs), networks and platforms to advocate animal health issues at continental, regional and national levels	Increased investment and resourcing of animal health programs	Evidence research for advocacy and campaigning	Advocacy action plan developed and implemented			10% increase in investment/buy-in among multiple stakeholders and jurisdictions in animal health	MSs, FAO, EC, PPCP, OIE, UN and los

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
	Increased positive behaviour change (demand for better AH services along the VCs) of the public in support of animal health initiatives							
iii. Develop and promote the adoption and implementation of policy guidelines and action plans for multi-sectoral partnerships and stakeholders' engagement in animal health	Effective multi-sectoral partnerships and stakeholder engagements in AH	Situation analysis of the state of stakeholder engagement and partnerships in AH programs		Policy guidelines at continental & regional levels for multi-sectoral partnerships and stakeholders' engagement in animal health developed		30% MSs have action plans for multi-sectoral partnerships and stakeholders' engagement in animal health developed	AU-IBAR & RECs	MSs, FAO, OIE, Africa CDC, PANVAC, PATTEC, UN and los,
4.6.2 Identify investment and funding priorities and mobilize resources for implementation								

Strategic Objectives / Strategies	Deliverable Area	Milestones					Responsibility Centres	Collaborators
		2020	2021	2022	2023	2024		
i. Support generation and dissemination of requisite relevant information of data to demonstrate the contribution of animal health to socio- economic development, public health, ecosystem health, food and nutrition security and livelihoods as an advocacy tool to stimulate increased resource allocation and investments in animal health at national, regional and continental levels	Evidence of the contribution of AH to national GDP, PH, EH, food and nutritional security documented as an advocacy tool	Guidelines and methodology for harmonised data generation developed		Piloting of the methodology in two RECs		Roll-out the methodology to all RECs	AU-IBAR	MSS, RECs, FAO, OIE, WHO, Afr CDC, ILRI, IFPRI, UN, Ios, etc

Strategic Objectives / Strategies	Deliverable Area	Milestones				Responsibility Centres	Collaborators
		2020	2021	2022	2023		
ii. Develop resource mobilization strategies to broaden and enhance funding for animal health priorities	Enhanced and diversified funding for animal health priorities	Resource mobilization strategy developed and operationalized at different levels	Resource mobilization mechanisms such as PPCP including Corporate social responsibility commitments (CSR), Build Operate Transfer (BOT), foundations, Outsourcing etc promoted			AU-IBAR	MSs, RECs, FAO, OIE, WHO, Afr CDC, ILRI, IFPRI, UN, Ios, etc
iii. Promote institutionalization of public private partnerships to improve animal health service delivery and investment at continental, regional and national levels	Increased participation and contribution of PPCP in animal health resourcing and service delivery	Policies, regulations and guidelines for institutionalization of PPCP developed at continental, regional and national levels	Continental guidelines for institutionalization of PPCP developed			AU-IBAR	MSs, RECs, FAO, OIE, WHO, Afr CDC, ILRI, IFPRI, UN, Ios, etc
					Private sources provide 15% of the AH strategy implementation budget		
					30% of member states have domesticated the guidelines for institutionalization of PPCP		

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