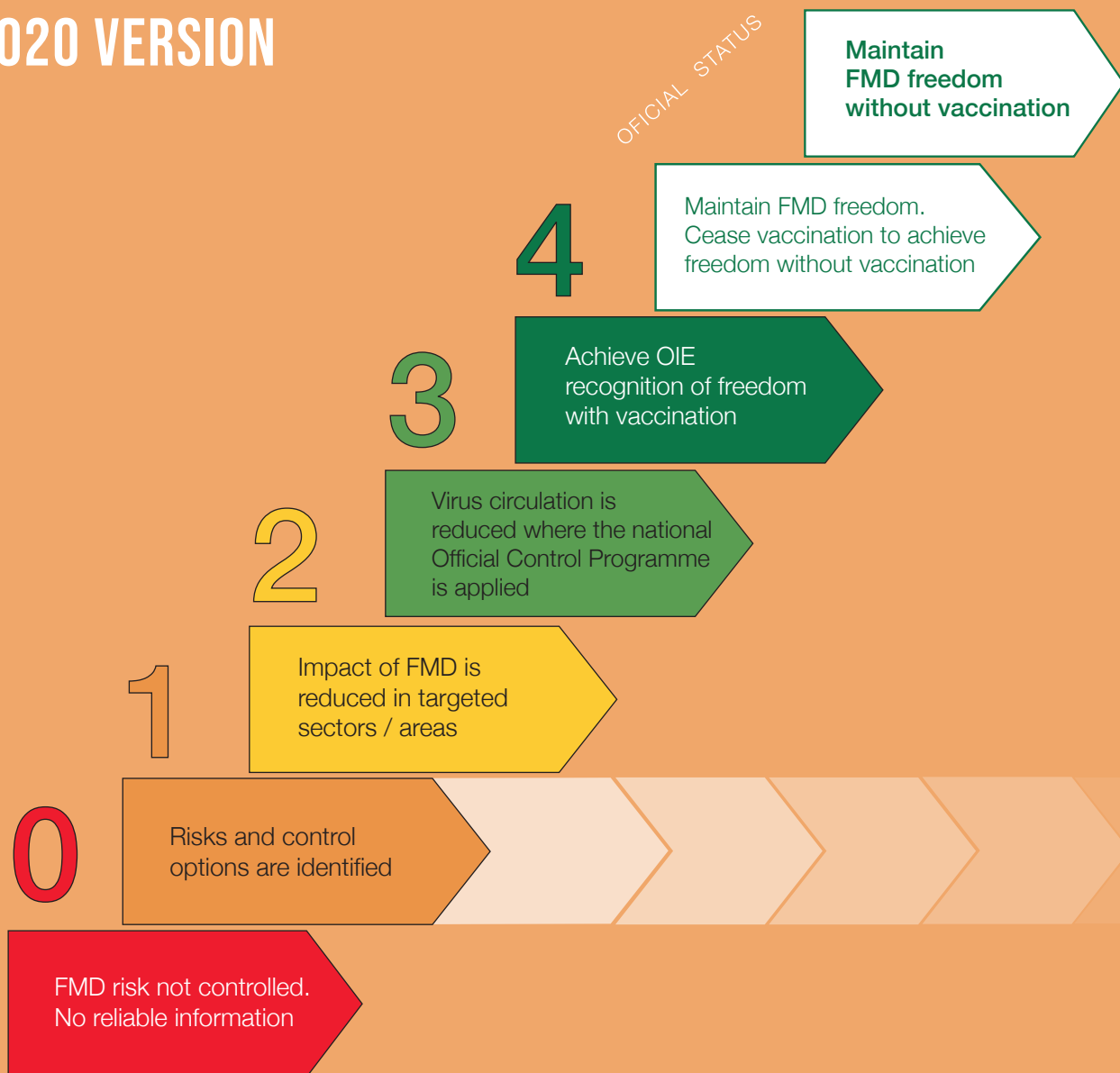




RISK ASSESSMENT PLAN FOR CONTROL OF FOOT-AND-MOUTH DISEASE

RAP - FMD

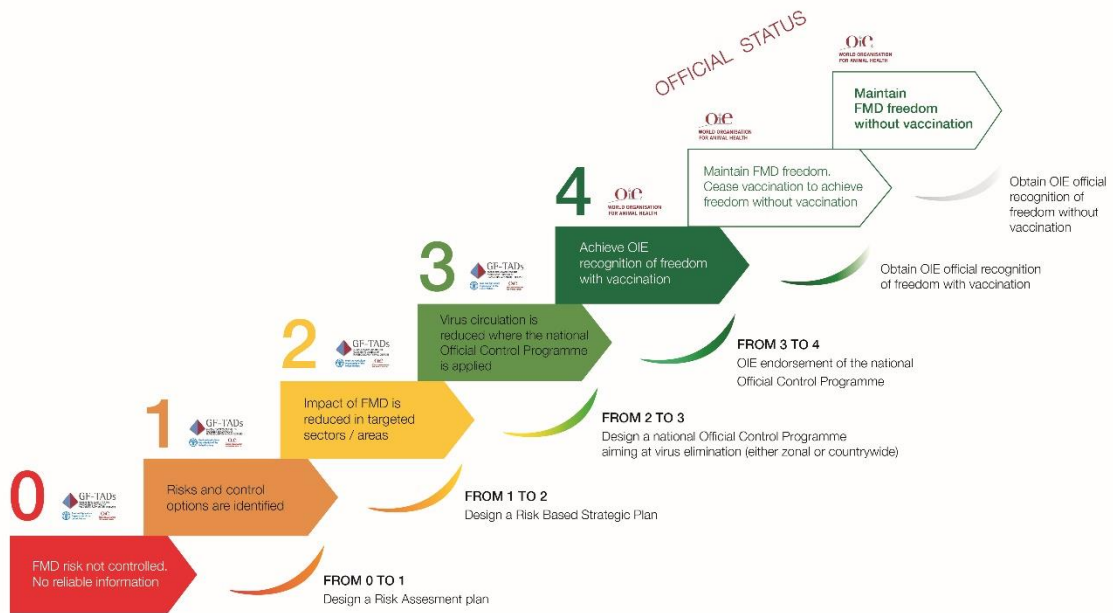
2020 VERSION



This document
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European Union



Country name

RISK ASSESSMENT PLAN (RAP)

FOR CONTROL OF FOOT-AND-MOUTH DISEASE

Version <1.0>

<mm/dd/yyyy>

Please complete the following statements, and indicate yes or no:

[Insert country name] agrees to share this plan with the Regional Advisory Group of [insert name of region]:

Yes No

Please indicate if the plan been endorsed by the Veterinary Authorities:

Yes No

Name and title of the official who approved the plan: _____

The plan must be no longer than 15 pages (not including Annexes), single spaced using Calibri font 11 pt or Arial 10 pt.

Submit the programme to the GF-TADs FMD Working Group:

FAO-FMD@fao.org and OIE-FMD@oie.int

Checklist

Please ensure that your Risk Assessment Plan includes:

Executive Summary (2 pages maximum)	<input type="checkbox"/>
Summary of the current FMD situation (4 pages maximum)	<input type="checkbox"/>
Summary of the Quality of the Veterinary Services (PVS) (2 pages maximum)	<input type="checkbox"/>
Description of Outputs and Activities planned to achieve PCP-FMD Stage 1 Key Outcomes	<input type="checkbox"/>
Financial considerations: estimate of itemized budget for the RAP implementation, and indication of available funds	<input type="checkbox"/>

ABOUT THIS TEMPLATE

The [Progressive Control Pathway for Foot-and-Mouth Disease \(PCP-FMD\)](#) has been developed to assist and facilitate foot-and-mouth disease (FMD) endemic countries to progressively reduce the impact of the disease and extent of FMD virus circulation. The PCP-FMD approach has been adopted as a key tool supporting the implementation of the [FAO-OIE Global FMD Control Strategy](#).

This document is a template for a Risk Assessment Plan (RAP) for the control of FMD.

The RAP describes how the country intends to gain an understanding of the epidemiology of FMD in the country, and will use that understanding to develop a plan to reduce the impact of FMD (Risk-based Strategic Plan, RBSP).

Completion of the RAP is the indicator outcome for entry into PCP-FMD Stage 1. Countries that wish to be considered for acceptance into PCP-FMD Stage 1 should forward their RAP to the GF-TADs FMD Working Group (FAO-FMD@fao.org and OIE-FMD@oie.int).

Completed plans will be assessed by the GF-TADs FMD Working Group according to the following criteria:

- ✓ the RAP document is clear, consistent and concise,
- ✓ the planned activities are SMART*, and all the Key outcomes of PCP-FMD Stage 1 are addressed,
- ✓ resources are available to initiate identified priority activities and there is a feasible plan to seek further resources if needed.

* Specific, Measurable, Achievable, Relevant and Time-bound

For further information or to request technical support, please contact the GF-TADs FMD Working Group (FAO-FMD@fao.org and OIE-FMD@oie.int).

Information Boxes

These text boxes have been included to help you to complete the RAP template. **Please delete them before finalising your Risk Assessment Plan.**


Executive Summary

Maximum 2 pages

[Summarize the key points from each chapter including:

- ✓ *situation analysis: importance of FMD in the country, circulating serotypes/strains, approach to FMD control to date, how this plan relates to any other strategies,*
- ✓ *quality of Veterinary Services: history of PVS evaluation(s) and summary on key issues that will be addressed in the Strategy,*
- ✓ *Risk Assessment Plan: mention key outputs that will result from the implementation of the plan and achieve the outcomes of PCP-FMD Stage 1,*
- ✓ *financial considerations: provide estimated total cost of implementation of the plan, and indicate to what extent funds are available (from the national budget and/or donors) and, if needed, the amount to be requested from donors.]*

Plan to progress to PCP-FMD Stage 2?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
If yes, please indicate expected year of progression	Year:	

 *Prepare the Executive Summary last, after the rest of the plan has been completed. It serves as an overview of the entire full-length plan and should cover the most important material.*

Version History

[Use the table below to provide the version number, the author writing the version, the date of the version, the name of the person approving the version, the date that particular version was approved, and a comment, such as a brief description of the reason for creating the revised version.]

Version #	Author	Revision date	Approved by	Approval Date	Comment
1.0	<Author name>	<mm/dd/yy>	<name>	<mm/dd/yy>	<text>

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CHAPTER 1 SITUATION ANALYSIS

Maximum 4 pages

1.1. Introduction and Context

[Provide relevant background information including:

- *human and livestock populations and map with administrative divisions,*
- *importance of livestock (e.g. contribution of livestock sector to Gross Domestic Product),*
- *other livestock or animal health strategies that are relevant to FMD control (name, date),*
- *priority livestock diseases and the importance of FMD in relation to other animal diseases in the country (if this has been defined).]*

1.2. FMD Situation and Approach to FMD Control to Date

[Summarize the FMD control strategies and measures that are currently implemented. Be sure to include available information on:

- *FMD in the country (reported outbreaks, circulating serotypes, strains etc.),*
- *existing or historical FMD control plans (if any),*
- *current approaches to FMD surveillance (virological, serological, clinical),*
- *current FMD prevention and response measures (i.e. border controls, vaccination, biosecurity, awareness campaigns, movement restrictions, outbreak investigation etc.).]*

CHAPTER 2 QUALITY OF THE VETERINARY SERVICES

Maximum 2 pages

2.1 Analysis of the PVS results

[Complete the table below (Table 1) to summarise your country's involvement in the OIE Performance of Veterinary Services (PVS) Pathway and inform about the further development of an enabling environment for control activities (one of the Key outcomes of the PCP-FMD Stages 1, 2 and 3).]

Table 1: Summary of the country's involvement in the OIE PVS Pathway.

	Date when conducted	Comment (if any)
OIE PVS initial evaluation		
OIE PVS follow up evaluation		
PVS gap analysis		
Other OIE capacity building activities (PVS legislation mission; laboratory mission; twinning programmes)		

[The RAP should include outputs and activities to strengthen Critical Competences (CC) that are below the level expected for PCP-FMD Stage 1.

Use your last OIE PVS report to determine the CC level, and input this into Table 2A or 2B, depending on the year of the most recent PVS evaluation (before or after 2019). Where the critical competency is lower than recommended for the PCP-FMD Stage 1, identify relevant outputs of the RAP that will improve the CC level.

In case an OIE PVS evaluation has not been done, or if the Veterinary Services have changed significantly and the outcomes of the last OIE PVS evaluation does not reflect the current situation (generally if PVS mission older than 5 years), use a PVS self-evaluation. This self-evaluation can be specific to the CCs relevant for FMD control. However, be aware that a PVS self-evaluation is weaker than an independent OIE PVS evaluation.

- In the columns 'Country's CC level', please indicate the level achieved according to the most recent PVS mission and/or self-evaluation.
- In the column "Output(s) relevant to improve the CC", for critical competencies with a level lower than the level expected for PCP-FMD stage 1, identify, in the RAP, the outputs that will strengthen this competence at the expected CC level. List these outputs in the column, with the reference output number(s) from chapter 3.
- Only keep the relevant table (either Table 2A or 2B) and delete the other one.]

Table 2A: for OIE PVS missions conducted prior to 2019 ([6th Edition](#) of the PVS tool). (/) : Critical Competencie that will be critical at later PCP-FMD Stages.

OIE PVS Critical Competencies Relevant to FMD Control <small>As per the OIE PVS tool for the Evaluation of Performance Veterinary Services (OIE PVS Tool) Sixth edition (2013)</small>	Expected CC level			Country's CC level		Output(s) relevant to improve the CC (use number(s) from chapter 3, e.g. 1.1; 1.2 etc.)
	PCP-FMD Stage 1	PCP-FMD Stage 2	PCP-FMD Stage 3	PVS mission	Self-evaluation	
I.1.A. Staffing of veterinary and other professionals (university qualification)	2	3	3			
I.1.B. Staffing of veterinary para-professionals and other technical personnel	2	3	3			
I.2.A. Professional competencies of veterinairians including the OIE Day 1 competencies	3	3	3			
I.2.B. Competencies of veterinary para-professionals	/	3	3			
I.3. Continuing education	3	3	3			
1.4. Technical independence	/	/	3			
I.5. Stability of structures and sustainabilities of policies	/	/	3			
1.6.A. Internal coordination (chain of command)	/	3	3			
I.7. Physical resources	2	2	3			
I.8. Operational funding	/	3	4			
I.9. Emergency funding	/	/	3			
I.11. Management of resources and operations	/	3	3			
II.1.A. Access to veterinary laboratory diagnosis	2	2	2			
II.1.B. Suitability of national laboratory infrastructures	/	2	3			
II.2. Laboratory quality assurance	/	/	2			
II.3. Risk analysis	/	/	3			
II.4. Quarantine and border security	/	/	3			
II.5.A. Passive epidemiological surveillance	/	2	3			
II.5.B. Active epidemiological surveillance	/	2	3			
II.6. Emergency response	/	/	3			
II.7. Disease prevention, control and eradication	/	3	3			
II.8.B. <i>Ante-</i> and <i>post mortem</i> inspection at	/	/	3			

OIE PVS Critical Competencies Relevant to FMD Control <small>As per the OIE PVS tool for the Evaluation of Performance Veterinary Services (OIE PVS Tool) Sixth edition (2013)</small>	Expected CC level			Country's CC level		Output(s) relevant to improve the CC (use number(s) from chapter 3, e.g. 1.1; 1.2 etc.)
	PCP-FMD Stage 1	PCP-FMD Stage 2	PCP-FMD Stage 3	PVS mission	Self-evaluation	
abattoirs and associated premises (e.g. meat boning/cutting establishments and rendering plants)						
II.9. Veterinary medicines and biologicals	/	3	3			
II.11. Animal feed safety	/	2	3			
II.12.A. Animal Identification and movement control	/	/	3			
II.12.B. Identification and traceability of products of animal origin	/	/	2			
III.1. Communication	2	3	4			
III.2. Consultation with interested parties	3	3	3			
III.3. Official representation	2	3	3			
III.5.A. Veterinary Statutory Body authority	/	2	3			
III.5.B. Veterinary Statutory Body capacity	/	2	3			
III.6 Participation of producers and other interested parties in joint programmes	2	3	3			
IV.1. Preparation of legislation and regulations	2	2	3			
IV.2. Implementation of legislation and regulations and compliance thereof	/	2	3			
IV.6 Transparency	2	3	3			
IV.7. Zoning	/	2	3			

Table 2B: for OIE PVS missions conducted after 2019 (7th Edition of the PVS tool). (/) : Critical Competencie that will be critical at later PCP-FMD Stages.

OIE PVS Critical Competencies Relevant to FMD Control <small>As per the OIE Tool for the Evaluation of Performance Veterinary Services (OIE PVS Tool) Seventh edition (2019)</small>	Expected CC level			Country's CC level		Output(s) relevant to improve the CC (use number(s) from chapter 3, e.g. 1.1; 1.2 etc.)
	PCP-FMD Stage 1	PCP-FMD Stage 2	PCP-FMD Stage 3	PVS mission	Self-evaluation	
I.1.A. Professional and technical staffing of veterinarians and other professionals (university qualified)	2	3	3			
I.1.B. Professional and technical staffing of veterinary para-professionals	2	3	3			
I.2.A. Competencies and education of veterinarians	2	3	4			
I.2.B. Competencies and education of veterinary para-professionals	/	3	3			
I.3. Continuing education	2	3	3			
1.4. Technical Independence	/	/	3			
I.5. Planning, sustainability and management of policies and programmes	/	2	3			
1.6.A. Internal coordination (chain of Command) of the Veterinary Services	/	3	3			
I.7. Physical resources and capital investment	2	2	3			
I.8. Operational funding	/	3	4			
I.9. Emergency funding	/	/	3			
II.1.A. Access to veterinary laboratory diagnosis	2	2	2			
II.1.B. Suitability of national laboratory system	/	2	3			
II.1.C. Laboratory quality management system (QMS)	/	/	2			
II.2. Risk analysis and epidemiology	2	3	3			
II.3. Quarantine and border security	/	/	3			
II.4.A. Passive surveillance, early detection and epidemiological outbreak investigation	2	2	3			

OIE PVS Critical Competencies Relevant to FMD Control <small>As per the OIE Tool for the Evaluation of Performance Veterinary Services (OIE PVS Tool) Seventh edition (2019)</small>	Expected CC level			Country's CC level		Output(s) relevant to improve the CC (use number(s) from chapter 3, e.g. 1.1; 1.2 etc.)
	PCP-FMD Stage 1	PCP-FMD Stage 2	PCP-FMD Stage 3	PVS mission	Self-evaluation	
II.4.B. Active surveillance and monitoring	/	2	3 * ¹			
II.5. Emergency preparedness and response	/	/	3			
II.6. Disease prevention, control and eradication	/	3	3			
II.7.B. Ante- and post-mortem inspection at slaughter facilities and associated premises	/	/	3			
II.8. Veterinary medicines and biologicals	/	3	3			
II.11. Animal feed safety	/	2	3			
II.12.A. Premises, herd, batch and animal identification, tracing and movement control	/	2	3			
II.12.B. Identification, traceability and control of products of animal origin	/	/	2			
III.1. Communication	2	3	4			
III.2. Consultation with stakeholders	3	3	3			
III.3. Official representation and international collaboration	2	3	3			
III.5. Regulation of the profession by the Veterinary Statutory Body (VSB)	/	2	3			
III.6 Participation of producers and other stakeholders in joint programs	/	2	3			
IV.1.A. Legal quality and coverage of veterinary legislation	2	2	3			
IV.1.B. Implementation and compliance of veterinary legislation	/	2	3			
IV.5. Transparency	2	3	3			
IV.6. Zoning	/	2	3			

¹ For the acceptance of the Official Control Programme, these CC will need to be improved over the level required for PCP-FMD Stage 3.

CHAPTER 3 RISK-ASSESSMENT PLAN FOR FMD

Maximum 3-4 pages

3.1 Focus of PCP-FMD Stage 1

To gain an understanding of the epidemiology of FMD in the country and develop a risk-based approach to reduce the impact of FMD.

3.2 Strategic Framework: Expected outcomes and outputs

[In this section, describe how the country plans to achieve the Key outcomes of PCP-FMD Stage 1 (Table 3). Please refer to the [PCP-FMD Guidelines](#) for a complete description of the Key outcomes.

- *In the first and second columns, list and briefly describe the outputs that are associated with each expected outcome. Outputs are further explained in a textbox on the following page. Each expected outcome may have one or more outputs.*
- *In the third and fourth columns, identify objectively verifiable indicators (how you will measure the results achieved) as well as the target (the expected value of the indicator to be achieved, and/or the timeframe for completion).*
- *In the last column (Risk/Assumption), list external conditions (i.e. not in control of the Veterinary Services) and factors that could hinder implementation of the plan, or conditions that must be in place to achieve the objectives.]*

i The Strategic Framework provided in the table below (Table 3) is common to the RAP, the Risk-Based Strategic Plan (RBSP) to enter PCP-FMD Stage 2 and the Official Control Programme (OCP) to enter PCP-FMD Stage 3.

For countries that are seeking to enter PCP-FMD Stage 1, it is recommended that the **Key Outcomes** of PCP-FMD Stage 1 are the same as the **Expected Outcomes** in the RAP.

In PCP-FMD Stages 2 and higher, each country should identify its own Expected outcomes.

i Results from activities carried out to complete the first 8 Key outcomes contribute to the achievement of the focus of PCP-FMD stage 1, i.e. to gain an understanding of the epidemiology of FMD in the country and develop a risk-based approach to reduce the impact of FMD.

i As mentioned in the key outcome 7 of PCP-FMD stage 1, **risk hotspots** are specific point(s) in the production system or marketing network (or more in general along the value chains) with a high risk of FMD entry and/or spread (i.e. that have a high probability of FMD infection, or where the consequences of FMD infection would be great). Risk hotspots may be:

- a geographical place or area,
- a typical behaviour or husbandry practice.

Risk hotspots may also be specific times of the year when the risk is elevated (“hot-time”). **Risk hotspots** are usually identified through risk assessment activities, with consideration to the entire value chain. Commonly

identified risk hotspots include livestock markets and related places and activities, common grazing and post of entry.

Table 3: Strategic Framework.

Key outcomes	Description	Indicator	Target	Risk/ Assumption
Outcome 1	All husbandry systems, the livestock-marketing network, key stakeholders and associated socio-economic drivers are well described and understood for FMD susceptible species (value-chain analysis)			
Output 1.1				
Activity 1.1.1				
Activity 1.1.2				
...				
Output 1.2				
Activity 1.2.1				
Activity 1.2.2				
...				
Outcome 2	The distribution of FMD in the country is well described and understood			
Output 2.1				
Activity 2.1.1				
...				
Outcome 3	Socio-economic impact of FMD on different stakeholders have been estimated			
Output 3.1				
Activity 3.1.1				
...				
Outcome 4	The most common circulating strains of FMDV have been identified			
Output 4.1				
Activity 4.1.1				
...				
Outcome 5	The enabling environment for control activities is developed (OIE-PVS key critical competencies)			
Output 5.1				

Key outcomes	Description	Indicator	Target	Risk/ Assumption
Activity 5.1.1				
...				
Outcome 6	The country demonstrates transparency and commitment to participating in regional FMD control initiatives			
Output 6.1				
Activity 6.1.1				
...				
Outcome 7	Important risk hotspots for FMD transmission and impact are identified and a 'working hypothesis' of how FMD virus circulates in the country has been developed			
Output 7.1				
Activity 7.1.1				
...				
Outcome 8	Potential synergies with other TAD control initiatives are identified			
Output 8.1				
Activity 8.1.1				
...				
Outcome 9	A written Risk-Based Strategic Plan (RBSP) that has the aim of reducing the impact of FMD in at least one zone or husbandry sector is developed			
Output 9.1				
Activity 9.1.1				
...				

i **Outputs** are the specific results of activities that will be accomplished through the implementation of the Strategy. The outcomes, and ultimately the completion of PCP-FMD stage 1, will be achieved through the outputs. These may also be thought of as the tactics, or approaches, used to achieve the Expected outcomes. Note that each expected outcome may have one or more outputs.

Activities are the tasks that need to be done to achieve the output. The [PCP-FMD Guidelines](#) provide examples of typical activities for each PCP-FMD Stage and outcome.

i **Indicators** are measures used to assess progress, or lack of progress, towards implementing activities and achieving objectives. An **indicator** should provide, where possible, a clearly defined unit of measurement. A good **indicator** includes a target in relation to a baseline. A **target** is the value, directly related to the indicator, that defines the level of the indicator that is expected to be achieved.

Indicators should be SMART:

Specific: Indicators need to be specific (include 'what', 'when', 'which', 'where').

Measurable: Quantifiable indicators are preferred because these are more objective and easier to track over time. However, qualitative indicators may be more appropriate for some objectives and outputs that are difficult to quantify.

Attainable: Information should be attainable at reasonable costs using feasible, appropriate collection methods.

Relevant: Indicators should meet the management and informational needs of all partners. Field staff may need information that is not relevant to senior managers and vice versa.

Timely: Information on an indicator needs to be collected and reported in time to influence management decisions.

For example, the **indicator** for vaccination may be the vaccination coverage of a specific subsector of livestock per vaccination campaign.

[Here is an example of a partially completed framework (please delete before submitting your RAP):]

Key outcomes	Description	Indicator	Target	Risk/ Assumption
Outcome 1	All husbandry systems, the livestock-marketing network, key stakeholders and associated socio-economic drivers are well described and understood for FMD susceptible species (value-chain analysis)			
Output 1.1	Key Stakeholders are identified	List of key stakeholders for all beef, dairy, swine, small ruminants, smallholders value chains is available	Lists available by January 2021	
Activity 1.1.1	<i>Consult within different departments of the Veterinary Services and Ministry of Agriculture</i>	<i>N/A</i>	<i>N/A</i>	<i>Colleagues are able to identify all key stakeholders</i>
Output 1.2	Value chains are mapped	Documented descriptions available for cattle (dairy and beef), small ruminants and swine value chains	Completed for all production sectors March 2022	
Activity 1.2.1	<i>Identify and review existing value chain studies</i>	<i>Copy of existing studies available in Veterinary Services</i>	<i>Copies available and review completed by June 2021</i>	<i>Assume that previous studies have been done and authors are willing to share results</i>
Activity 1.2.2	<i>Hold Stakeholder consultation workshops for 1) dairy producers; 2) beef producers and 3) smallholder production</i>	<i>Workshop is held</i>	<i>All 3 workshops held by December 2021</i>	<i>Assume that Stakeholders willing to participate and share information</i>
...				
Outcome 2	The distribution of FMD in the country is well described and understood			
Output 2.1	Distribution of FMD infection in last 18 months understood	Report available, including serology results stratified by sector and district	Report available by March 2022	

Key outcomes	Description	Indicator	Target	Risk/ Assumption
Activity 2.1.1	<i>Perform an NSP serosurvey, representative of the different husbandry sectors and geographical areas</i>	<i>5,000 samples including cattle, small ruminants and pigs <18 months age collected and analysed</i>	<i>December 2021</i>	<i>Assume NSP kits available for procurement</i>
Output 2.2	Current information about FMD outbreaks is available in a report updated monthly	Monthly report is available	One per month, starting January 2021	
Activity 2.2.1	<i>Outbreak epidemiology investigation form is updated and sent to all the districts, with instructions to use</i>	<i>All districts confirm receipt of form</i>	<i>All districts receive by November 2020</i>	
Activity 2.2.2	<i>Reports of outbreaks from all districts are centrally collated</i>	<i># reports received each month/# districts</i>	<i>- 80% of districts in January 2021 - 100% of districts by March 2021</i>	<i>Districts have staff available to complete form</i>

CHAPTER 4: BUDGET

[Please provide an overview of the financial requirements to implement the plan, including the total cost of carrying out the activities and funds available (Table 4). In the case that sufficient funds are not available, please be sure to indicate which activities will be prioritized for implementation (Table 5).]

Table 4: Budget and funds available to implement the RAP.

Item	Estimated Cost	Funds available
Key outcome 1	Year 1 : Year 2 : ...	
Key outcome 2	Year 1 : Year 2 : ...	
Key outcome 3	Year 1 : Year 2 : ...	
Key outcome 4	Year 1 : Year 2 : ...	
Key outcome 5	Year 1 : Year 2 : ...	
Key outcome 6	Year 1 : Year 2 : ...	
Key outcome 7	Year 1 : Year 2 : ...	
Key outcome 8	Year 1 : Year 2 : ...	
Key outcome 9	Year 1 : Year 2 : ...	
TOTAL	Year 1 : Year 2 : ...	

[Please complete the table below (Table 5) to indicate which activities will be implemented each year, in the event that sufficient funds are not available for full implementation immediately.]

Table 5: Priority activities to be implemented each year.

Item	Priority activities	Comments
Key outcome 1	Year 1 : Year 2 : ...	
Key outcome 2	Year 1 : Year 2 : ...	
Key outcome 3	Year 1 : Year 2 : ...	
Key outcome 4	Year 1 : Year 2 : ...	
Key outcome 5	Year 1 : Year 2 : ...	
Key outcome 6	Year 1 : Year 2 : ...	
Key outcome 7	Year 1 : Year 2 : ...	
Key outcome 8	Year 1 : Year 2 : ...	
Key outcome 9	Year 1 : Year 2 : ...	

ANNEX A: References

[Insert the name, version number, description, and physical location of any documents referenced in this document. Add rows to the table as necessary.]


The following table summarizes the documents referenced in this document.

Document Name and Version	Description	Location
<i><Document Name and Version Number></i>	<i>[Provide description of the document]</i>	<i><URL or Network path where document is located></i>

ANNEX B: Operational Plan

B.1 Organisation of FMD control

[Describe the roles and responsibilities of the different stakeholders (organisations, units, task forces, position holders etc.) involved in the development and implementation of the RAP. Private stakeholders may be included if appropriate. Organizational chart(s) may be used here]

 This section differs from section 1.2 'FMD Situation and Approach to FMD Control to Date' because here it looks ahead to the future, whereas 1.2 describes the situation in the past.

B.2 Implementation Table and Budget

[Describe the activities that will take place over the next 12-24 months. Use the table below as a guide, but feel free to revise to include any pertinent information. A Gantt chart may also be attached to facilitate planning]

Key outcome 1. All husbandry systems, the livestock-marketing network, key stakeholders and associated socio-economic drivers are well described and understood for FMD susceptible species (value-chain analysis)					
Time frame <i>[Start mm/yyyy – End mm/yyyy]</i>					
Output 1.1. <i>[Insert name of 1st output, as per Chapter 3]</i>					
Activity	Activity Description	Date (start/ finish)	Implementer	Cost	Source of funding
1.1.1					
1.1.2					
...					
Output 1.2. <i>[Insert name of 2nd output, as per Chapter 3]</i>					
1.2.1					
1.2.2					
...					

ANNEX C: Key terms

[Insert terms and definitions used in this document. Add rows to the table as necessary.]

Term	Definition
Activities	Activities are the actual actions taken and tasks implemented in order to achieve the outputs, through the strategies defined. They are part of the planned work of the strategies.
Expected outcomes	Expected outcomes are defined as specific achievements that will ultimately result in the realisation of the PCP-FMD Stage Focus and/or strategic objective. They should provide a logical link between the outputs and the Focus/strategic objective.
Goal	Goal refers to the broad, national objectives which FMD control is designed to contribute to, such as improving livelihoods. The Goal helps set the macro-level context within which FMD control fits and describes the long-term impact that the FMD control is expected to contribute towards (but not by itself achieve). The Goal should be defined in consultation with stakeholders and senior government officials. It should be coherent with any overarching national strategies on livestock or animal health. The RAP does not require that a Goal is defined.
Indicators	Indicators are measures used to assess progress, or lack of progress, towards implementing activities and achieving objectives. An indicator should provide, where possible, a clearly defined unit of measurement. A good indicator includes a target in relation to a baseline. A target is the value, directly related to the indicator that defines the level of the indicator that is expected to be achieved.
Means of verification	Means of verification are source of information that needs to be collected to qualify and/or quantify the defined indicators . It needs consideration how information will be collected, who will be responsible, and the frequency with which information should be provided.
Monitoring and Evaluation	Monitoring and Evaluation refer to two distinct processes. Monitoring involves ongoing, regular data collection that can be used to verify that activities are being implemented as planned, and to measure the results (impact) of the activities. Evaluation refers to a detailed assessment that takes place periodically, usually every 1-3 years. The evaluation assesses strategic issues such as the relevance, effectiveness, efficiency, impact, sustainability of the strategic plan.

Term	Definition
Outputs	<p>Outputs are the specific results of activities that will be accomplished through the implementation of the Strategy. The Expected outcomes, and ultimately the strategic objective, will be achieved through the outputs. These may also be thought of as the tactics, or approaches, used to achieve the Expected outcomes. Note that each expected outcome may have one or more outputs.</p>
Risk hotspots	<p>Risk hotspots are specific point(s) in the production system or marketing network (or more in general along the value chains) with a high risk of FMD entry and/or spread (i.e. that have a high probability of FMD infection, or where the consequences of FMD infection would be great). Risk hotspots may be:</p> <ul style="list-style-type: none"> • a geographical place or area, • a typical behaviour or husbandry practice. <p>Risk hotspots may also be specific times of the year when the risk is elevated (“hot-time”). Risk hotspots are usually identified through risk assessment activities, with consideration to the entire value chain. Commonly identified risk hotspots include livestock markets and related places and activities, common grazing and ports of entry.</p>
Strategy and Strategic objective	<p>A Strategy describes an approach that will be taken to achieve a Goal. Thus, the Strategic objective describes what is intended to be achieved through the implementation of the Strategy. The Strategic objective should be measurable.</p>
Target	<p>A target is the value, directly related to the indicator, that defines the level of the indicator that is expected to be achieved.</p> <p>For example, using the example under indicator, the target for vaccination coverage may be 90% of livestock per vaccination campaign.</p>