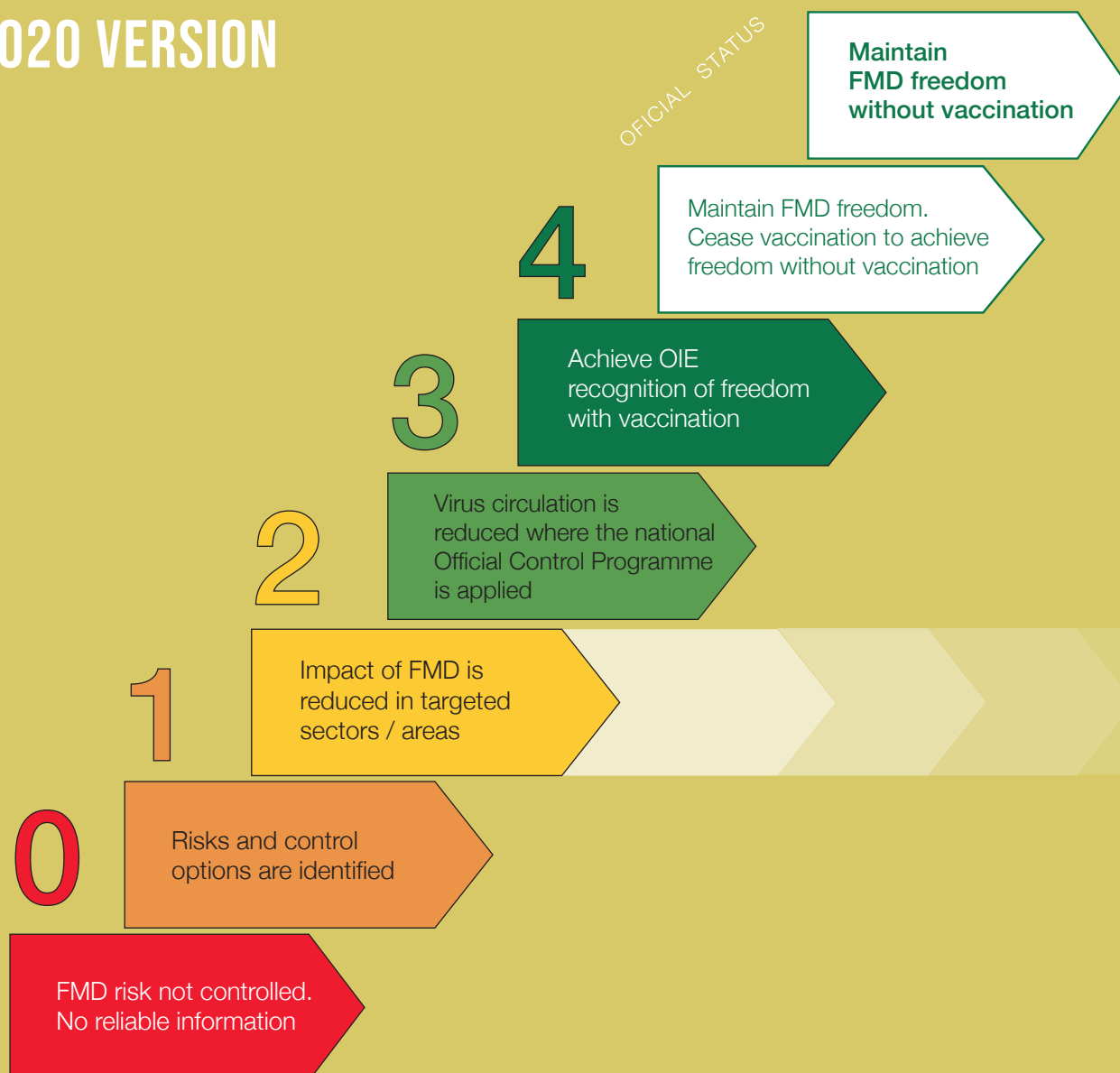


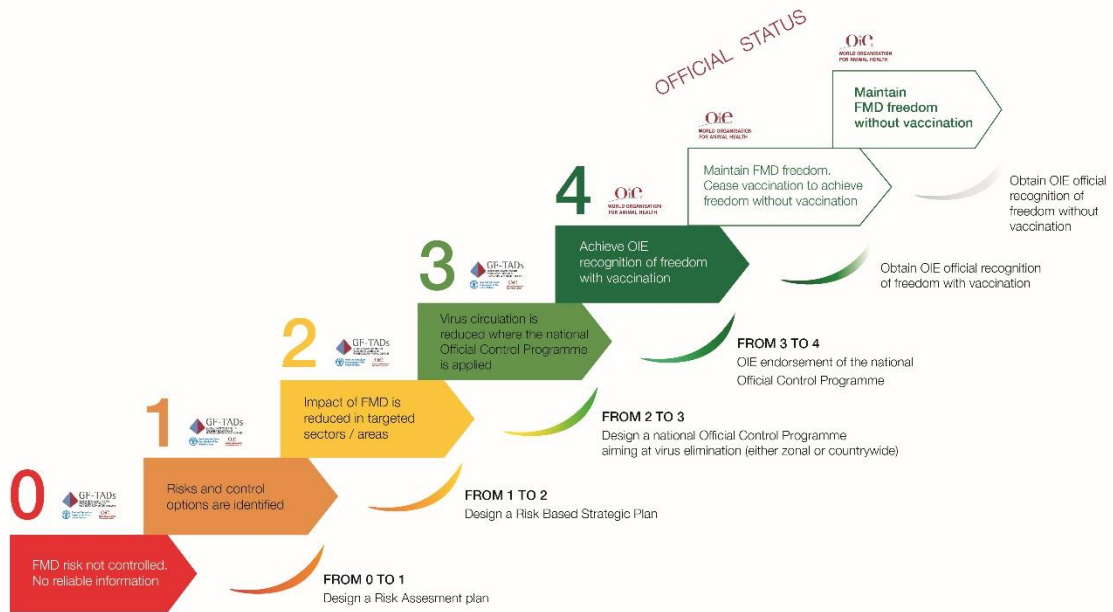


RISK-BASED STRATEGIC PLAN FOR CONTROL OF FOOT-AND-MOUTH DISEASE

RBSP - FMD

2020 VERSION





Country name

RISK-BASED STRATEGIC PLAN (RBSP) 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 30 pages (not including Annexes), single spaced using Calibri font 11 pt or Arial 10 pt.

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

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

Checklist

Please ensure that your Risk-Based Strategic Plan (RBSP) includes:

Executive Summary (2 pages maximum)	<input type="checkbox"/>
Summary of the current FMD situation (10 pages maximum)	<input type="checkbox"/>
Summary of the Quality of the Veterinary Services (PVS) (2 pages maximum)	<input type="checkbox"/>
Description of Outcomes, Outputs and Activities planned to achieve the Strategic objective	<input type="checkbox"/>
Description of how monitoring and evaluation will be conducted (2 pages maximum)	<input type="checkbox"/>
Financial considerations: estimate of itemized budget for the RBSP implementation, and indication of available funds	<input type="checkbox"/>
Table showing how the RBSP is aligned with the PCP-FMD Guidelines (Annex A)	<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-Based Strategic Plan (RBSP) for the control of FMD, which describes how the country intends to reduce the impact of FMD in at least one zone or husbandry sector. Completion of the RBSP is the indicator outcome for entry into PCP-FMD Stage 2. Countries that wish to be considered for acceptance into PCP-FMD Stage 2 should forward their RBSP 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 RBSP document is clear, consistent and concise,
- ✓ the Strategic objective is coherent with PCP-FMD Stage 2,
- ✓ the Situation Analysis clearly describes the results from implementation of the Risk Assessment Plan (RAP), and indicates how this is to be built upon in the RBSP,
- ✓ the planned activities are SMART* and likely to achieve the stated objective, and all the Key outcomes from PCP-FMD Stage 2 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 RBSP template. **Please delete them before finalising your Risk-Based Strategic Plan**

Executive Summary


Maximum 2 pages

[Summarize the key points from each chapter including:

- ✓ *Situation Analysis: importance of FMD in the country and how this plan relates to any other strategies, circulating serotypes/strains, approach to FMD control to date, most important risk hotspots and gaps,*
- ✓ *quality of Veterinary Services: history of PVS evaluation(s) and summary on how the RBSP will strengthen Critical Competencies,*
- ✓ *risk-based control Strategy: Strategic objective and mention on main elements of the plan to mitigate risk identified in PCP-FMD stage 1 (in the Risk Assessment Plan) and reduce FMD impact,*
- ✓ *monitoring and evaluation: short description of how the implementation and impact of the plan will be monitored and evaluated,*
- ✓ *financial considerations: provide the 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.]*

✓

Current PCP-FMD Stage:	_____
Date of acceptance into current PCP-FMD Stage:	_____
Plan to progress to PCP-FMD Stage 3?	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 include 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

Not to exceed 10 pages (further information should be provided in an Annex if necessary).

1.1. Introduction and Context

0.5 to 1 page

[Provide relevant background information including:

- *human population 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 (see Key outcome 8 of PCP-FMD Stage 1).]*

1.2. Overview of livestock health and production

1-2 pages

[Summarize the relevant results of value chain analyses of livestock production sectors; detailed description of value chains can be included in Annex E (as per Key outcome 1 of PCP-FMD Stage 1):

- *use a table to provide livestock figures in total, per production system and geographical distribution including density,*
- *identify and briefly describe the different production sectors for all FMD susceptible species,*
- *identify key stakeholders and describe their role in FMD epidemiology and control.]*

1.3. FMD situation in the country

1-2 pages, using tables, charts and maps when possible

[Summarize information about Key outcomes 2 and 4 of the PCP-FMD Stage 1. Most of the information should be included in tables and figures, brief text should be provided to summarize and interpret:

- *the occurrence of FMD by species, production sector, geographical area and season (focus on previous 5 years),*
- *identified serotypes, and most important strains,*
- *any NSP sero-survey(s) conducted in the last 5 years (date, main findings, interpretation) (more detailed reports may be included as an Annex),*
- *the main pathways by which FMD virus 1) enters and 2) spreads within the country.]*

1.4. Impact of FMD

0.5 to 1 page

[Summarize information about the impact of FMD (see Key outcomes 1 and 3 of PCP-FMD Stage 1):

- *the stakeholders most impacted by FMD (economically and/or livelihood, with references to studies conducted in the country),*
- *the estimated impact (i.e. direct cost) of FMD in the country.]*

1.5. Benefits of FMD control

0.5 to 1 page

[Describe the benefits expected to result from improved FMD control in the country. These may be related to: livelihoods and food security; improved financial conditions of private stakeholders; the public sector; trade opportunities; the regional and international communities; other benefits.]

1.6. Approach to FMD control to date

1-2 pages

[Summarize the FMD control strategies and measures implemented for the past 5 years and assess the effectiveness of the current control. Be sure to include information on:

- *the current roles and responsibilities with respect to FMD control, including private stakeholders (organizational chart),*
- *relevant disease control plans,*
- *the approach to FMD surveillance (virological, serological, clinical), role of active and passive surveillance,*
- *prevention measures (i.e. border controls, vaccination, biosecurity, awareness campaigns, etc.),*
- *outbreak response measures (i.e. outbreak investigation, movement restrictions, biosecurity measures, vaccination etc.),*
- *strengths and weaknesses of the implementation and effectiveness of measures taken.]*

1.7. Risk hotspots and gaps

Approximately 0.5-1 page, tabular format

[Summarize information about risk hotspots and important gaps (Key outcome 7 of the PCP-FMD Stage 1). List and prioritise in Table 1:

- the most important risk hotspots for FMD entry and/or spread. Include location, season, species and production system, as appropriate,
- Important gaps in information or knowledge.]

Table 1: Risk hotspots and gaps.

Risk Hotspot (RH) or Gap (G)	Priority <i>High, Medium or Low</i>	Important for FMD entry (E), spread (S) or both (E & S)	Description
RH1			
RH2			
RH...			
G1..etc.			

i **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.

When possible, the risk posed by the hotspots should be reduced or controlled by the activities described in the RBSP. However, for some risk hotspots, it might not be feasible to mitigate the risk.

CHAPTER 2 QUALITY OF THE VETERINARY SERVICES

Maximum 2 pages

2.1 Analysis of the PVS results

[Complete the table below (Table 2) 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 2: 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 RBSP should include outputs and activities to strengthen Critical Competencies (CCs) that are below the level expected for PCP-FMD Stage 2.

Use your last OIE PVS report to determine the CC level, and input this into Table 3A or 3B, 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 2, identify relevant outputs of the RBSP 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 2, identify, in the RBSP, 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 3A or 3B) and delete the other one.]

Table 3A: 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 fundin	/	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			

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	
II.8.B. <i>Ante- and post mortem</i> inspection at abattoirs and associated premises (e.g. meat boning/cutting establishments and rendering plants)	/	/	3			
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 3B: 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-BASED CONTROL STRATEGY FOR FMD

3.1 Goal of FMD control

One sentence

[Describe what the country intends to achieve by controlling FMD in the long-term (ie 5 years or more).]

i The **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.

Some **examples** are provided below:

- to realize livestock export opportunities and for our country to be regarded a trusted trading partner,
- to contribute to improved livelihoods and increased animal productivity through the control of FMD and other major livestock diseases that affect production.

3.2 Strategic objective

One or two sentences

[Describe the Strategic objective to be reached through implementation of this Strategy within the next 2-4 years.]

i 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. Examples might include increased animal health and production.

As per the focus of PCP-FMD Stage 2, this will usually be to reduce the impact of FMD in at least one sector.

Some **examples** are provided below:

- “The objective of this Strategy is to reduce the impact of FMD on the dairy sector and particularly on milk production by eliminating clinical disease in commercial dairy cattle, and decreasing clinical disease in fattening cattle and smallholder-owned cattle over 4 years”,
- “The objective of this Strategy is to reduce the impact of FMD on smallholders by decreasing clinical disease in smallholder-owned livestock over 3 years”.

3.3 Summary

Maximum 1 page

[Summarize the planned approach that will be used to reduce the impact of FMD, including how the key risks will be controlled and an estimated timeline for implementation. This is different to “1.6 Approach to FMD control to date” as this summary should describe approaches planned for the future.

Be sure to include synergies with other TAD control initiatives (Key outcome 6, PCP-FMD Stage 2).]

3.4 Strategic Framework: Expected outcomes and outputs

[Describe the Strategy that will be followed to achieve the Strategic objective by completing the table below (Table 4).

The expected outcomes and outputs may be classified into the four categories used in [the PCP-FMD Self-assessment tool](#): Livestock Sector and Stakeholders; Diagnostic and Surveillance; Veterinary services; and Prevention, Control and Evaluation.

- **In the first and second columns**, list the expected outcomes and the outputs and provide a brief description. A RBSP usually includes 3 to 8 expected outcomes.
- **In the third column**, use numbers from section 1.7 to indicate which risk(s) and/or gap(s) each output is addressing.
- **In the fourth and fifth 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).
- **In the last column**, 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.]



Expected outcomes to achieve PCP-FMD are defined as specific achievements that will ultimately result in the realisation of the Strategic objective. They should provide a logical link between the outputs and the Strategic objective in the plan. They should be achievable within 1 - 3 years.

Ideally, results from activities falling into the 6 first Key outcomes of PCP-FMD Stage 2 will contribute in the achievement of the focus of PCP-FMD stage 2 i.e. to implement risk-based control measures such that the impact of FMD is reduced in one or more livestock sectors.

In PCP-FMD Stages 2 and higher, each country should identify its own expected outcomes. **Example** of expected outcomes:

1. improved disease surveillance to 1) better understand FMD situation and 2) detect outbreaks to facilitate effective response,
2. improved prevention through proactive measures to reduce virus circulation and increase immunity,
3. improved outbreak response to minimize impact and prevent further spread from known foci,
4. the legislative framework and regulations are improved and enforced to fully support the implementation of field activities and control measures.

i **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**.

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. The [PCP-FMD Guidelines](#) provide examples of typical activities for each PCP-FMD Stage and Key outcome.

Some **examples** of outputs to achieve specific outcomes are provided below.

Expected outcome 1: Improved prevention through proactive measures to reduce virus circulation and increase immunity,

Output 1.1: the compulsory vaccination of 100% of young stock that will migrate, including booster dose,

Output 1.2: campaign to raise awareness of livestock owners with respect to how to prevent FMD.

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 and targets 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.

Table 4: Strategic Framework.

Expected outcomes and outputs	Description	Risk or gap mitigated (use number from section 1.7)	Indicator	Target	Risk/ Assumption
Livestock Sector and Stakeholders					
Outcome 1		--			
Output 1.1.					
<i>Activity 1.1.1</i>					
<i>Activity 1.1.2</i>					
...					
Output 1.2.					
<i>Activity 1.2.1</i>					
<i>Activity 1.2.2</i>					
...					
Outcome 2		--			
Output 2.1					
<i>Activity 2.1.1</i>					
...					
Diagnostic and surveillance					
Outcome 3		--			
Output 3.1					
<i>Activity 3.1.1</i>					
...					
Outcome 4		--			
Output 4.1					
<i>Activity 4.1.1</i>					

Expected outcomes and outputs	Description	Risk or gap mitigated (use number from section 1.7)	Indicator	Target	Risk/ Assumption
...					
Veterinary Services					
Outcome 5		--			
Output 5.1					
<i>Activity 5.1.1</i>					
...					
Prevention, Control and Evaluation					
Outcome 6		--			
Output 6.1					
<i>Activity 6.1.1</i>					
...					

3.5 Research and development

Maximum 1 page

[List subject areas where further research will be carried out to assist decision making, or to improve the implementation of the RBSP. These items should be prioritized, and the approach that will be taken to carry out the research briefly described. Reference may be made to any other documents with more detailed information.]

3.6 Expected challenges and how to mitigate them

0.5 - 1 page

[List issues that are foreseen to arise that could hinder the implementation or success of the RBSP, and briefly describe the measures that are being taken (or would be taken) to prevent them from hindering progress]

CHAPTER 4 MONITORING AND EVALUATION

Maximum 2 page

i **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 RBSP.

4.1 Monitoring

[Describe how the impact and implementation of the Strategy will be monitored. Use the table below (Table 4) as a guide, but feel free to revise to include any pertinent information.]

Table 5: Monitoring of the Strategy.

Who is responsible for monitoring (e.g. CVO, chair of FMD taskforce)	
Plan to review and update logistical framework (how often, by whom...)	
Other monitoring activities (e.g. monthly report summarizing FMD clinical outbreaks and laboratory results)	
How the monitoring results will be reported (format and frequency of reports) (e.g. monthly report will be produced)	
To whom the reports will be circulated	

4.2 Evaluation

[Describe the plan for evaluation of the Strategy. Use the table below (Table 6) as a guide, but feel free to revise to include any pertinent information.]

Table 6: Plan for evaluation of the Strategy.

<i>Who is responsible for evaluation</i>	
<i>Methods used for evaluation, and how often the evaluation will occur (i.e. internal or external evaluation; comprehensive review of monitoring results and stakeholder interviews)</i>	
<i>How the evaluation results will be reported (e.g. written report will be produced)</i>	
<i>To whom the evaluation results will be circulated</i>	

CHAPTER 5: 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. In the case that sufficient funds are not available, please be sure to indicate which activities will be prioritized for implementation (Table 7).]

Table 7: Budget and funds available to implement the RBSP.

Item	Estimated Cost	Funds available
Outcome 1	Year 1 : Year 2 : ...	
Outcome 2	Year 1 : Year 2 : ...	
Outcome 3	Year 1 : Year 2 : ...	
Outcome 4	Year 1 : Year 2 : ...	
Outcome 5	Year 1 : Year 2 : ...	
Outcome 6	Year 1 : Year 2 : ...	
TOTAL	Year 1 : Year 2 : ...	

[Please complete the table below (Table 8) to indicate which activities will be implemented each year, in the event that sufficient funds are not available for full implementation immediately.]

Table 8: Priority activities to be implemented each year.

Item	Priority activities	Comments
Outcome 1	Year 1 : Year 2 : ...	
Outcome 2	Year 1 : Year 2 : ...	
Outcome 3	Year 1 : Year 2 : ...	
Outcome 4	Year 1 : Year 2 : ...	
Outcome 5	Year 1 : Year 2 : ...	
Outcome 6	Year 1 : Year 2 : ...	

ANNEX A: Alignment with PCP-FMD guidelines

[Indicate how the plan will enable the country to progress within PCP-FMD Stage 2, by indicating the outputs that will contribute to the achievement of each Key outcome of PCP-FMD Stage 2, as required in the [PCP-FMD guidelines](#).]

PCP-FMD Stage 2 Key outcomes	Output(s) (use numbering system from section 3.4)
1. Ongoing monitoring of FMD risk in different husbandry systems	
2. Ongoing monitoring of circulating strains	
3. Risk-based control measures are implemented for the sector or zone targeted, based on the risk-based strategic plan developed in PCP-FMD Stage 1	
4. The control measures reduce the impact of FMD in, at least, some livestock sectors or zone	
5. An enabling environment for control activities is being developed	
6. Some FMD control activities are combined with other TADs control activities	

ANNEX B: 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 C: Operational plan

C.1 Roles and responsibilities for FMD control

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

 This section differs from section 1.6 'Approach to FMD control to date' because here it looks ahead to the future, whereas 1.6 describes the situation in the past.

C.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 spreadsheet template is also available. A Gantt chart may also be attached to facilitate planning.]

Expected outcome 1. <i>[Insert name of expected outcome from Chapter 3]</i>					
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 <i>(start/ finish)</i>	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					
...					

C.3 Standard Operation Procedures (SOPs) and technical documents

[Provide a list of SOPs and technical documents that have been developed that are relevant to the RBSP. Please just include the title and date of the document, rather than the entire document.]

ANNEX D: Technical assistance plan

D.1 Technical Assistance Approach

Maximum 1 page

[Describe the country's approach to seeking technical assistance, including: 1) responsible persons/body 2) priorities and the means by which these are determined, 3) which donors will be approached to provide this assistance and 3) how the technical assistance plan will be monitored and reviewed.]

D.2 Summary table

[Describe the activities for which technical assistance is required the next 12-36 months. A Gantt chart may also be attached to facilitate planning.]

Activity	Estimated cost <i>Total estimated cost to implement the activity</i>	Available funding <i>What funding exists, and source</i>	Funding gap <i>Estimated cost minus the available funding</i>	Responsible authority <i>who is responsible for the activity</i>	Action <i>Donor(s) approached, date etc.</i>
1.1.3. <i>(numbering consistent with Annex C.2)</i>					
<i>[name of 2nd activity ...]</i>					
...					

D.3 Terms of reference and proposals

[Refer to the existence and location of Terms of reference and project proposals that are relevant to the activities for which technical assistance is sought.]

ANNEX E: Value chain analyses

[Include here reports from the value chain mapping and analyses that were performed to inform this Strategy.]

ANNEX F: 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>

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