



Country name -

RISK-BASED STRATEGIC PLAN

FOR

CONTROL OF FOOT-AND-MOUTH DISEASE

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 brief description of the reason for creating the revised version.]

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Notes on Chapter 1: Situation Analysis

This document is a template for the situational analysis of FMD in the country as the first component of developing a Risk-Based Strategic Plan (RBSP) for FMD.

In the guiding document, further explanation is given to what assumptions are taken.

Other supporting documents are:

- *PCP-FMD checklist or questionnaire for Stage 1*
 - *A questionnaire used to (self) assess the progress made within PCP-FMD Stage 1. It consists of 67 questions.*
- *PCP-FMD Checklist explanation, February 2012*
 - *Instructions for filling out the PCP-FMD questionnaires for Stages 1 through 3*
- *PCP-FMD glossary*
 - *Explanation of terms used in the PCP-FMD guidelines*
- *OIE – PVS tool: <http://www.oie.int/support-to-oie-members/pvs-pathway/>*
 - *Explanation about the OIE-PVS tool, an evaluation of the functioning of the veterinary services*
- *The global strategy of FMD control – <http://www.fao.org/docrep/015/an390e/an390e.pdf>*
 - *Description of the three pillars of global strategy on FMD control. Chapter 5, Strengthening Veterinary Services, pages 23 – 28. Including a matrix (page 25) of critical competencies of the veterinary service organisation for each of the PCP-FMD stages.*
 - *Annex Part A, annex 3: Tools to be used for implementing component 2: Strengthening the Veterinary Services, pages 60-76.*
 - *Annex Part B, annex 1: Activities under component 2, strengthening Veterinary Services, according to PCP Stages, pages 91 – 97.*
 - *Supporting document Nr 3: OIE tool for the evaluation of Performance of Veterinary Services (OIE-PVS tool), pages 158 - 226*

CHAPTER 1 SITUATION ANALYSIS

1.1 FMD situation in the country

(Approximately 1 page)

1.1.1 Clinical FMD

[Summarize information on the occurrence of FMD by species, production sector, geographical area and season.]

This section relates to outcome 2 of the PCP-FMD Stage 1]

1.1.2 Serotypes and strains

[Provide information on identified serotypes, and most important strains.]

This section relates to outcome 4 of the PCP-FMD Stage 1]

1.1.3 FMD infection

[Summarize the results of any NSP sero-survey(s) conducted (date, main findings, interpretation).]

This section relates to outcome 2 of the PCP-FMD Stage 1.]

1.2 Impact of FMD on livestock and livelihoods

(Approximately 0.5-1 page)

1.2.1 Value chain, stakeholders and impact

[Summarize information about key movement patterns for FMD susceptible species across the country and across borders.]

Summarize information about which stakeholders are most impacted by FMD (economically and/or livelihood, with references to studies conducted in the country). Summarise the estimated impact (eg direct cost) of FMD in the country. Consider that there will/may be different value chains related to livestock and animal products

This section relates to outcomes 1 and 3 of the PCP-FMD Stage 1 checklist]

1.2.2 Prioritizing importance of FMD control in relation to other animal diseases

[Indicate and explain the importance of FMD control in relation to the control of other animal diseases in the country]

1.3 Identified risk hotspots

(Approximately 0.5-1 page)

1.3.1 Working hypothesis

[Based on the FMD situation in the country and the movement patterns described above, provide a working hypothesis of the main routes by which FMD virus enters and circulates between livestock populations within the country (eg via animal trade between X and Y, wildlife source (specify where, when, what species), migration to seasonal pastures (specify locations/routes)...).

This section relates to outcome 2 of the PCP-FMD Stage 1]

1.3.2 Risk hotspots

(in the form of bullet points/list)

[Summarize the most important risk hotspots that were identified based on a process of qualitative and/or quantitative risk analysis. Provide details as to location, season, species and production system. In the PCP-FMD glossary, risk hotspots are defined as “Point in production or marketing network where there is a high probability and/or consequence of FMD entry/spread. It may or may not be possible to mitigate the risk associated with the hotspot.”

This section relates to outcome 7 of the PCP-FMD Stage 1]

1.4 Organisation of FMD Control and the Veterinary Services

(in the form of bullet points/list)

[Summarise the current roles and responsibilities with respect to FMD control. Note that private stakeholders may hold some of these responsibilities.

For countries that have had a OIE-PVS (and PVS gap analysis), summarize the findings of this evaluation with regard to the critical competencies that are relevant to PCP-FMD Stage 1. For more information, one is referred to:

- The global strategy of FMD control – <http://www.fao.org/docrep/015/an390e/an390e.pdf>*
- OIE – PVS tool: <http://www.oie.int/support-to-oie-members/pvs-pathway/>*

For countries that have not had the OIE-PVS evaluation, please indicate if such is planned for

This section relates to outcome 5 of the PCP-FMD Stage 1]

1.5 Approach to FMD control to date

(Approximately 1 page)

[Summarize the FMD control strategies and measures implemented until now. For each of the control strategies implemented, include, its intended goal, objective(s) and strategy(ies). Discuss whether these strategies have achieved the objective. If not, why? You may write subchapters on vaccination strategy(ies) applied, on measures regarding animal movement restrictions, on biosecurity measures, etc.]

1.6 Gap analysis

(Approximately 0.5 page, may be in the form of bullet points/list)

[Provide an overview of gaps identified. This relates to gaps with regard to implementation of current control measures, and gaps in information or knowledge]

Notes on Chapter 2: Benefits of FMD Control

This section describes the expected benefits that will arise from the implementation of the strategic plan. These benefits may be described quantitatively (i.e. using numbers) or qualitatively (i.e. with a description).

Please be as specific as possible when describing the benefits, and in each instance remember to consider:

- Who, or what group, will benefit? Be as specific as possible
- How will they benefit?
 - I.e. what will the benefit result from? (I.e. decreased FMD incidence?, improved knowledge about FMD?, improved access to veterinary services? Etc etc)
- What is the expected benefit? (in quantitative or qualitative terms)
- When will the benefit be realised?

CHAPTER 2 Benefits of FMD Control

2.1 Expected benefits related to livelihoods and food security

[Describe the expected benefits related to livelihoods and food security that would be realised with the implementation of the national strategic plan for FMD control]

2.2 Expected benefits related to improved financial conditions of private stakeholders

[Describe the expected benefits related to improved financial conditions of private stakeholders that would be realised with the implementation of the national strategic plan for FMD control]

2.3 Expected benefits related to the public sector

[Describe the expected benefits related to the public sector that would be realised with the implementation of the national strategic plan for FMD control]

2.4 Expected benefits related to trade

[Describe the expected benefits related to trade that would be realised with the implementation of the national strategic plan for FMD control]

2.5 Expected benefits to the regional and international communities

[Describe the expected benefits to regional and international communities that would be realised with the implementation of the national strategic plan for FMD control]

2.6 Other expected benefits

[Describe any other expected benefits that would be realised with the implementation of the national strategic plan for FMD control]

Notes on Chapter 3: Risk-based Control Strategy for FMD

[This chapter defines the goal and strategic objective for FMD control and details the component objectives, related tactics and activities to achieve the strategic objective on FMD control.]

This template is based on the standards for result-based management, such as project management and the logframe approach. Supporting documents on this subject can be found at:

Results management in Norwegian development, a practical guide, 2008.

<http://www.norad.no/en/tools-and-publications/publications/publication?key=109837>

Aid delivery methods. Project cycle management guidelines, 2004. EuropeAid cooperation office. http://ec.europa.eu/europeaid/multimedia/publications/publications/manuals-tools/t101_en.htm

The logframe handbook, a logical framework approach to Project Cycle Management. World Bank <http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/00158077-EN-WB-LOGICALFRAMEWORK-HANDBOOK.PDF>

The Logical Framework Approach, Activity design, Ausguideline 3.3, 2005.

<http://www.ausaid.gov.au/ausguide/Documents/ausguideline3.3.pdf>

CHAPTER 3 RISK-BASED CONTROL STRATEGY FOR FMD

3.1 Goal of FMD control

[Give in one sentence the overall goal to which extended FMD control (in the long run) will contribute. The goal is sketching a horizon in general terms for a long-term period of 5 – 15 years. This may be something like “improving livelihoods by improving animal health and production”. However, it may alternatively be more directly related to the concept of PCP-FMD and projecting the regional roadmap plan on FMD control such as “Achieving OIE-status of FMD free with vaccination by 2022”]

3.2 Strategic objective

[Provide in one sentence the overarching objective with relation to FMD control. The strategic objective may be related to the PCP-FMD stage that the country wants to complete in 3 – 5 years, such as “Achieving PCP-FMD Stage 3 in 2015”]

3.3 Structure for component objectives, tactics and activities

1 Component objectives

(Approximately 1-2 pages per component objective, including tactics and activities)

[Describe the component objectives through which the veterinary services aims to achieve the strategic objective. Should be defined using SMART criteria. Component objectives should be achievable within 1 – 3 years, and must be coherent with the risk hotspots and gaps identified in the Situation Analysis, and include improvements in the national system for FMD risk management]

1.1 Tactics/Approaches

[List the tactics that will be employed to achieve each of the component objectives. Should be defined using SMART criteria. As for a single component objective there may be multiple strategies, number these in relation to the component objective, see numbering example below]

1.1.1 Activities

[List the activities that are planned to implement each of the tactics (1.1 above). As for a single tactic there may be multiple activities planned, number these in relation to the component objective and tactic, see example. Activities should be defined using SMART criteria].

Example of a structure

Strategic objective

Component objective 1

Tactic 1.1

1.1.2. specify the 2nd activity

1.1.3. specify the 3rd activity

1.1.4.

.....

.....

Tactic 1.2:

1.2.1. specify the 1st activity

1.2.2. specify the 2nd activity

1.2.3. specify the 3rd activity

1.2.4.

.....

.....

Component objective 2:

Tactic 2.1:

2.1.1. specify the 1st activity

2.1.2. specify the 2nd activity

2.1.3. specify the 3rd activity

2.1.4.

.....

.....

Tactic 2.2:

2.2.1. specify the 1st activity

2.2.2. specify the 2nd activity

2.2.3. specify the 3rd activity

2.2.4.

.....

.....

3.4 Research and development

[Identify areas where further research is needed 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]

Note on Chapter 4: Monitoring and Evaluation

[This chapter is a template for the framework for monitoring and evaluation of the risk-based strategic plan for control of FMD based on defined performance indicators and targets set for each of these indicators.]

These indicators (measures) and targets (values) are directly related to the different levels of the control strategy (stated strategic objective, component objectives and tactics). Normally these are not defined and collected for the activities of a project or control plan.

Indicators are established in response to the question: "How do I know whether or not what has been planned is actually happening or has happened?"

Having given these criteria, the author(s) are challenged to select the minimum number of indicators that cover the widest area of interest. This has to be seen as working as efficiently as possible. It is not about being complete, covering all areas of activities, rather to be informative while manageable. It is suggested to choose a maximum of 3 indicators for each component objective and tactic.

In addition, this component asks for the means of verification, in other words, what data, documentation, reports is available or need to be collected to support the process of monitoring and evaluation. It needs consideration how information is collected, who is responsible, the frequency with which information is provided.

This template is based on the standards for result-based management, such as project management and the logframe approach. Supporting documents on this subject can be found at:

Results management in Norwegian development, a practical guide, 2008.

<http://www.norad.no/en/tools-and-publications/publications/publication?key=109837>

Aid delivery methods. Project cycle management guidelines, 2004. EuropeAid cooperation office. http://ec.europa.eu/europeaid/multimedia/publications/publications/manuals-tools/t101_en.htm

The logframe handbook, a logical framework approach to Project Cycle Management. World Bank <http://www.afdb.org/fileadmin/uploads/afdb/Documents/Evaluation-Reports/00158077-EN-WB-LOGICALFRAMEWORK-HANDBOOK.PDF>

The Logical Framework Approach, Activity design, Ausguideline 3.3, 2005.

<http://www.ausaid.gov.au/ausguide/Documents/ausguideline3.3.pdf>

CHAPTER 4 Monitoring and evaluation of impact and implementation

4.1 Indicator(s), target and means of verification for the strategic objective

(list indicator(s), target(s) and means of verification, see logframe example on next page)

[List how the achievement of the overarching objective will be measured and verified]

4.1.1 Indicator(s), target(s) and means of verification for each of the component objectives

(list indicator(s), target(s) and means of verification)

[List how the achievement of each component objective will be measured and verified]

4.1.2 Indicator(s), target(s) and means of verification for each of the tactics

(list indicator(s), target(s) and means of verification)

[List how the achievement of each tactic will be measured and verified]

4.2 An overview of what has been achieved in the current situation

(list objective, indicator(s), target(s) and achievement(s))

[This is an optional chapter as achievements may not be available at this stage of developing the control strategy. However, in years to come, objectives and strategies may have to be modified based upon continuous monitoring and evaluation of achievements of operational activities. The following table allows for a condensed overview of objective, indicator, target and achievement of the results of activities]

Activity (or objective)	indicator	Target	Achieved 2013
Vaccination of fattening farms	% of farms on which 100% of stock have been immunized* within the last 6 months in xx region *primary vaccination plus booster for primo-vaccinates	90%	85% of farms

Example of a logframe

Activity description	Description	Indicator	Target	Means of verification
Strategic objective	Achieve PCP-FMD Stage 3 in 2015	Agreement by GF-TAD of allocation of PCP-FMD Stage 3 in 2015	PCP-FMD Stage 3 in 2015	PCP-FMD self assessment Stage 2, PCP-FMD assessment at regional roadmap meeting in 2015 Plan for stringent FMD control toward elimination of FMD in certain areas and/or production sectors
Component objective 1	1.To reduce FMD transmission at the time of seasonal migration from X to Y in the spring of each year	% animals testing positive for FMD NSP-Ab, at the time of seasonal migration, sampled in X in 2013, 2014 and 2015	Reduction of y% (in 2014) and z% (in 2015) of animals testing positive for FMD NSP-Ab compared to baseline in 2013	Data of laboratory results on NSP-Ab testing of m head of livestock from n different flocks or herds, submitted in digital form to central epidemiological unit, one month after final sample submission.
Tactic 1.1	1.1 Compulsory Vx of young stock that will migrate, including booster dose	% young stock vaccinated, including booster dose, prior to migration in z flocks/herds	>90% of young stock have received vaccination and booster dose prior to migration in >90% of flocks/herds	Data per flock/herd on vaccination of young stock in migrating flocks/herds. Collected by district veterinary officers, within one month after final booster dose and submitted in digital form to central epidemiology unit
Activities (optional)	Activity 1.1.1: Identification of all locations with which have young stock that will migrate on this route 4 months prior to migration (by Nov each year), and estimate number of head	Number of locations identified with number of young stock to be vaccinated, 4 months prior to migration.	>90% of locations are identified and young stock numbers are recorded, 4 months prior to migration	List of locations with number of young stock eligible for vaccination and booster dose. Collected through district veterinary offices, submitted in digital form to central Epi unit, three months prior to start of migration (November)
	Activity 1.1.2: Distribution of sufficient vaccines to local vet office by December	Number of vaccine doses distributed to local vet by December	>90% of required vaccine doses have been distributed to local vets by December	Copies of vaccine delivery notes collected by the central Epi unit in January.

Note on Chapter 5: Operational Plan

[This chapter is the template for detailing how the overall RBSP will be implemented. For each of the activities listed, this chapter describes the planning (time frame between 1 and 2 years) of activities and resources (including budget) required.

Things to consider:

- *Limit the list to the major steps, do not list every step that needs to occur*
- *Include dates to identify the planned month/year the tasks will be completed*
 - *Target Start & End Dates – the month/year a tactic or activity is planned to begin and end.*
- *Responsibility – the person or group responsible for achievement of the tactic/activity. Things to consider when assigning responsibility:*
 - *Fewer is better, one is best*
 - *Identify a “primary” if more than one person is responsible*
 - *Identify the office holder not individual*
 - *The person responsible must have the authority and expertise needed to achieve the strategy*
- *Resources – include people, funds, equipment, and physical space. Things to consider when identifying resources:*
 - *Funds should be expressed as known or estimated amounts*

CHAPTER 5 OPERATIONAL PLAN

5.1 Organisation of FMD control

[Describe the roles and responsibilities of the different stakeholders (organisations, units, task forces, position holders etc) involved in the development, implementation and monitoring of the National FMD Strategic Plan. Private stakeholders may be included if appropriate. This section differs from section 1.4 because here it looks ahead to the future, whereas the situation analysis describes the situation in the past.]

5.2 Implementation Table

[Describe the activities that will take place in each quarter over the next 12-24 months. A Gannt chart may also be attached to facilitate planning]

Component Objective 1. <i>[Insert name of component objective from Chapter 2]</i>									
Quarter 1 <i>[insert time frame described below: Start Month/yr – End Month/yr]</i>									
Tactic 1.1. <i>[Insert name of 1st tactic identified to achieve component objective, as written in Chapter 2]</i>									
	Unit	Quantity	Date	Location(s)	Implementer	Cost (specify currency)	Source of funding	Indicator	Other
1.1.1. <i>[Insert name of 1st activity related to the tactic, as per in Chapter 2]</i>	<i>[Identify the target or output of the activity?]</i>	<i>[Specify relevant quantities to be achieved/developed]</i>	<i>[when will activity start and finish]</i>	<i>[where will activity take place?]</i>	<i>[who is responsible for doing the activity]</i>	<i>[insert <u>total cost</u> of the activity]</i>	<i>[Name of body responsible for providing <u>direct</u> funding for activity]</i>	<i>[insert indicator that describes how activity will be monitored]</i>	<i>[any important notes, eg identify need for international technical assistance]</i>

								– from Ch 3]-	for this activity]
1.1.2. <i>[Insert name of 2nd activity related to the tactic, as per in Chapter 2]</i>									
1.1.3. ...									
Tactic 1.2 <i>[Insert name of 2nd tactic identified to achieve component objective, as written in Chapter 2]</i>									
1.1.1.									
1.1.2.									

5.3 Budget

[Attach here the overall budget for the control strategy for 12-24 months, clearly coherent with component objectives/tactics/activities identified in Chapter 3]

5.4 Standard Operation Procedures (SOPs) and technical annexes

[Refer to the existence and location of SOPs and technical documents that have been developed that are relevant to the activities described in Chapter 3]

Note on Chapter 6: Technical Assistance Plan

Technical assistance from external bodies (donors, international organizations) may be required to fully implement the national risk based control strategy.

This chapter describes the country's approach to acquire technical assistance, which may be required as financial and/or human resources. It is important that this plan be consistent with the overall Plan, and specifically the Operational Plan (chapter 5).

CHAPTER 6 Technical Assistance Plan

6.1 Technical Assistance Approach

(1 page max) [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]

6.2 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]

	Task	Estimated cost	Available funding	Funding gap	Responsible authority	Time-frame	Priority (high, medium, low and/or ranking)	Other [any important notes]
1.1.4. [Insert name of 1st activity where technical assistance is required (note: numbering should be consistent with chapter 2)]	Briefly describe the objective of the activity and what technical assistance is required (eg funds, mission, technical expertise, equipment...)	Total estimated cost to implement the activity	What funding exists, and source	Estimated cost minus the available funding.	[who is responsible for the activity]	When should the activity take place (start and end-dates)	How important is it to receive technical assistance for this activity, compared to the other activities?	
[Insert name of 2nd activity ...]								
...								

6.3 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]

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

APPENDIX B: KEY TERMS

[Insert terms and definitions used in this document. Add rows to the table as necessary. We encourage to use the terminology used in the PCP-FMD glossary]

The following table provides definitions for terms relevant to this document.

Term	Definition
Goal	refers to the national objectives which FMD control is designed to contribute to, eg 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).
Strategic objective	refers to what FMD control itself is expected to achieve in terms of sustainable development results, if the relevant assumptions of FMD control design are correct. It is the positive developmental change which FMD control would produce if it were completely successful (and the assumptions were fully accurate). Examples might include increased animal health and production.
Component Objectives	where FMD control is relatively large and has a number of components (output/work program areas) it can be useful to give each component an objective statement. These statements should help provide a logical link between the outputs of that component and the overarching objective. Examples may be the reduction of FMD transmission at the time of seasonal migration from X to Y in the spring of each year, or to reduce FMD transmission to new areas through the largest markets.
Tactics	refer to the approach taken/decided to complete the component objective. It defines how a certain component of FMD control is going to be tackled. Examples may be the compulsory vaccination of 100% of young stock that will migrate, including booster dose, or an awareness campaign to owners in the areas of how to minimize the risk.
Activities	are the actual actions taken and tasks implemented in order to achieve the component objective, through the strategies defined. These actions are part of the planned work of the strategies. Examples might include: Identification of all locations with which have young stock that will migrate on this route 4 months prior to migration, and estimate number of heads
Indicators	Measures of progress or lack of progress used to assess steps forward towards meeting stated (component) objectives. An indicator should provide, where possible, a clearly defined unit of measurement and a target detailing the quantity, quality and timing of the expected result. For example, the indicator for vaccination may be the vaccination coverage of a specific subsector of livestock per vaccination campaign
Target	Is the value, directly related to the indicator, used to define where the strategy is heading for. For example, using the example under indicator, the target for vaccination coverage may be 90% of livestock per vaccination campaign
Means of verification	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.