



Food and Agriculture  
Organization of the  
United Nations



# GF-TADs Strategy for 2021–2025

## Enhancing control of transboundary animal diseases for global health



**GF-TADs Strategy  
for 2021–2025**  
Enhancing control  
of transboundary animal diseases  
for global health

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# List of acronyms

**ASF:** African swine fever

**EUFMD:** European Commission for the Control of Foot and Mouth Disease

**FAO:** Food and Agriculture Organization of the United Nations

**FMD:** foot and mouth disease

**GCES:** Global Control and Eradication Strategy (of Peste des Petits Ruminants)

**GF-TADs:** Global Framework for the Progressive Control of Transboundary Animal Diseases

**GS:** Global Secretariat

**GSC:** Global Steering Committee

**JAC:** Rinderpest Joint Advisory Committee

**KPI:** key performance indicator

**LMT:** laboratory mapping tool

**LSD:** lumpy skin disease

**M&E:** monitoring and evaluation

**MC:** Management Committee

**NGO:** non-governmental organisation

**OIE:** World Organisation for Animal Health

**PMAT:** Peste des Petits Ruminants Monitoring and Assessment Tool

**PPEP:** Progressive Pathway for Emergency Preparedness

**PPR:** peste des petits ruminants

**PVS:** Performance of Veterinary Services

**RAGs:** regional advisory groups

**RP:** Rinderpest Post-Eradication Programme

**RS:** Regional Secretariat

**RSC:** Regional Steering Committee

**RVCM:** rinderpest-virus-containing material

**SDG:** Sustainable Development Goal

**SET:** surveillance evaluation tool

**SGE:** Standing Group of Experts

**TADs:** transboundary animal diseases

**UNEP:** United Nations Environment Programme

**WG:** working group

**WHO:** World Health Organization

# Executive summary

Since 2004, the Food and Agriculture Organization of the United Nations (FAO) and the World Organisation for Animal Health (OIE) have cooperated in the **Global Framework for the Progressive Control of Transboundary Animal Diseases (GF-TADs)** to reduce the threat from transboundary animal diseases (TADs) to food security, livelihoods and safe trade.

As a result of the global web of transmission of disease agents, a multi-sectoral and multi-disciplinary approach, and close coordination of all actors at the national, regional and global levels are essential to the success of preventing, detecting and responding to TADs. Outlining and refining this approach is the purpose of the GF-TADs' Strategy for 2021–2025. This document is intended for all stakeholders and potential technical or funding organisations who have an interest in becoming a partner in the control of TADs.

In brief, GF-TADs is a coordinating mechanism that brings together the public and private sectors, academia, the general public, and regional and international organisations to assist regions, sub-regions and countries in reaching the goal of preventing, promptly detecting and controlling TADs through a worldwide strategy.

**The vision of GF-TADS is to reduce the threat from transboundary animal diseases through multi-stakeholder cooperation.**

The ultimate goals of this global strategy are to improve food security and nutrition, to reduce poverty and to enhance safe trade in livestock and animal products by reducing repeated incursions and the further spread of infectious disease epidemics. To achieve these long-term goals, the strategy describes three objectives, reachable in a five-year period.

## **Objectives of the GF-TADs Global Strategy:**

1. Establish strategies for priority TADs at the sub-regional, regional and global levels.
2. Develop and maintain capacities to prevent and control TADs.
3. Improve the sustainability of strategies to control priority TADs through multi-disciplinary partnerships.

In Annex I to this strategy, an overview is given of the GF-TADs governance model and its global priority diseases. The GF-TADs Strategy was developed through a 'Theory of Change' model and is described as a series of objectives. Additional chapters describe the management of the GF-TADs Strategy, resource mobilisation and a framework for monitoring and evaluation, with clear indicators.

# Introduction

## BACKGROUND

The **livestock sector** represents approximately half of the world's agricultural economy. Livestock are especially vital to the economies of developing countries, where food and nutrition security is a concern. Even the most modern, post-industrial societies rely on animals for food and good nutrition, as well as on the safe trade of livestock and animal products. The COVID-19 pandemic has alerted the world to the great risk of zoonoses and the importance of reducing the risks of animal diseases. To better support livestock's contribution towards ending poverty, hunger and all forms of malnutrition, and to assist in reducing the threat from animal pathogens to human health, the Food and Agriculture Organization of the United Nations (FAO) and the World Organisation for Animal Health (OIE) are partners in the **Global Framework for the Progressive Control of Transboundary Animal Diseases (GF-TADs)**.

Through the progressive control and, when possible, eradication of TADs, the GF-TADs Strategy contributes to more efficient, inclusive, resilient and sustainable livestock systems for better production, better nutrition, a better environment, and a better life: an aim that leaves no one behind. The GF-TADs project also contributes to safe, international trade in livestock and animal products and the creation of new trade opportunities, especially for developing countries. To achieve such control and – where possible – the elimination of TADs, GF-TADs calls upon the relevant scientific expertise to respond to complex interdisciplinary animal health and welfare issues. It is not an implementing organisation, but a coordination mechanism, driving higher levels of service at the national and regional levels through raising awareness, and advising on the best practices for implementing standards, and capacity building. The GF-TADs Strategy is meant to empower countries and regional alliances by providing a platform to coordinate policies and action, determine priorities, develop global and regional strategies, share experiences, look for synergies and avoid duplications, overlaps and gaps when establishing programmes for TADs control. Moreover, it aims to provide capacity-building support, based on the need to ensure food security and resilient livelihoods, by: building surveillance networks to monitor the interactions of known and unknown pathogens in wildlife reservoirs, providing safe international trade, promoting such innovations as better data management through digital transformation, initiating and making better use of investment, adopting novel surveillance tools and promoting partnerships.

### GF-TADs contributes to the United Nations Sustainable Development Goals (SDGs):

**SDG 1:** No poverty

**SDG 2:** Zero hunger

**SDG 10:** Reduced inequalities

**SDG 12:** Responsible consumption and production

**SDG 17:** Global partnerships for sustainable development

The GF-TADs Strategy was launched on 24 May 2004, the signing date of the 'FAO–OIE GF-TADs General Agreement'. It is a joint initiative of FAO and the OIE, with the expected participation of the World Health Organization (WHO) in regard to zoonoses, to prevent, detect and control priority TADs and, in particular, to address their national, regional and global dimensions. Around the world, GF-TADs is currently taking action on the following global priority TADs: foot and mouth disease (FMD), peste des petits ruminants (PPR) and African swine fever (ASF), as well as participating in the Rinderpest Post-Eradication Programme (RP). In addition to these global priority TADs, the Regional Steering Committees (RSCs) of GF-TADs maintain regional priority disease lists. At the global level, FAO and the OIE cooperate with WHO in the Tripartite on One Health, which includes zoonotic transboundary diseases, and are developing a cooperative partnership with the United Nations Environment Programme (UNEP).

The GF-TADs governance structure is described in Annex I. At the global level, this structure comprises the Management Committee (MC), which is the decision body, co-chaired by FAO and the OIE; the Global Steering Committee (GSC), which is the consultation body; and the Global Secretariat (GS), which provides support. At the regional level, this structure includes the RSCs, which are consultative and decision-making, and the five Regional Secretariats (RS), which provide support. The GF-TADs Strategy covers five regions (the Americas; Asia and the Pacific; Europe [including Central Asia]; Africa; and the Middle East), although some priorities and activities may be defined at the sub-regional level.

Specific activities are coordinated worldwide by the TADs specific coordination mechanism (a structure comprising either disease working groups or disease secretariats).

**In the context of this GF-TADs Strategy, ‘Members’ means the countries and territories and organisations that are members of FAO and/or of the OIE, whereas ‘members of the’ followed by ‘GSC’ or ‘RSC’ or ‘RAGs’ or ‘SGEs’ refers to GF-TADs stakeholders who take part in their respective GF-TADs governing bodies.**

In some regions, a standing group of experts (SGE) provides coordination on specific TADs.

The goals of GF-TADs are to safeguard its Members from repeated incursions of infectious animal disease epidemics, to enhance safe trade in animals and animal products, and to improve food and nutrition security by reducing the damaging effects of TADs.

To reach these long-term goals, the GF-TADs Strategy for 2021–2025 aims to enhance the control of TADs through the establishment of priority TADs strategies at the regional and sub-regional levels, by developing the capacity to prevent and control TADs, and by improving the sustainability of priority TADs strategies through multi-disciplinary partnerships.

The GF-TADs Strategy will support the achievement of the United Nations 2030 Agenda through the progressive control of TADs to realise the aspiration of Leaving No One Behind, through sustainable, inclusive and resilient livestock systems for better production, better nutrition, a better environment, and a better life. The GF-TADs Strategy will optimise cooperation with partners, providing an efficient and flexible framework, underpinned by modern internal processes and tools, to better respond to the global challenges of TADs.

## **GUIDING PRINCIPLES TOWARDS A NEW STRATEGY**

The first GF-TADs Global Five-Year Action Plan was developed for the period 2013–2017. In 2018, the third external evaluation of GF-TADs was presented to the 10th GSC, which subsequently adopted a series of recommendations addressing the need for strengthened commitment from FAO and the OIE, the governance of the Global and Regional Steering Committees and the capacities of the General and Regional Secretariats. The MC followed up on these recommendations through the development of the **GF-TADs Strategy** for the period 2021–2025.

### ***Guiding principles***

The overall goals of GF-TADs are to support harmonised and coordinated science-based strategies to prevent,

progressively control and – when possible – eradicate priority TADs, and to promote the implementation of internationally agreed standards. It will remain important to focus on disease-specific strategies, as every disease has its own unique epidemiology. For this reason, GF-TADs has identified active strategies for four global priority TADs. However, it is becoming increasingly clear that TADs cannot be controlled or eradicated by separate silos of experts, each focusing on only one disease. As several priority TADs are linked to wildlife reservoirs, and the threat of as-yet-unknown diseases originating from wildlife reservoirs is clear, it seems logical to cooperate in an overarching wildlife surveillance strategy. Modern animal disease control requires multi-stakeholder effort. The principal focus of GF-TADs is on increasing collaboration and synergies to combat TADs. Activities after the COVID-19 pandemic should take new constraints into account, as well as the increased need to optimise resources and synergise activities. For example, while everyone appreciates the necessity of physical meetings on occasion, other options should also be considered to gain efficiency. Links with the Tripartite (FAO, OIE and WHO) will be further strengthened and the benefits from GF-TADs to One Health, including improving the capacity of national Veterinary Services to address TADs, will be better reflected.

The GF-TADs global and regional strategies will be more clearly owned by Members of FAO and the OIE and the role of GF-TADs governance bodies will be to harmonise, coordinate and support these strategies, taking into account the specificities of each partnering organisation. The GF-TADs Strategy aims to be a flexible mechanism that is readily able to adapt its priorities to changes in disease situations at the regional or global level. It supports regional subsidiarity (i.e. that the central authority should undertake only those tasks that cannot be performed at a more local level) and takes into account the diversity of circumstances that prevail in different regions and sub-regions.

The GF-TADs Strategy will have a ‘Member-centric’ focus, with a better understanding of country and regional needs and a framework of increased engagement to achieve active commitment from its Members. The GF-TADs Strategy will examine its supporting tools and their appropriateness, in an effort to make more effective use of them. It will reassess and strengthen existing coordination mechanisms and regular communication channels with these mechanisms, and establish new ones where needed. When developing specific TADs strategies and corresponding operational plans, more attention will be given to the problem

statement and the systematic analysis of challenges, including challenges from non-veterinary disciplines (communication, socio-economics, the environment and public health).

### ***Towards a new GF-TADs Strategy***

In December 2019, the MC tasked the GS to coordinate the development of this GF-TADs Strategy through a transparent process that included all global and regional GF-TADs governing bodies.

The emergence of the COVID-19 pandemic created a new context for the control of TADs, stressing – more than ever before – the need to anchor global and regional strategies in a multi-sectoral approach. However, the COVID-19 pandemic also delayed progress in developing this new GF-TADs Strategy and its subsequent validation.

The GF-TADs Strategy was developed by a drafting group within the GS, composed of members of the MC, technical experts and the GS. The objectives were discussed and agreed upon at the GSC 11 and two rounds of regional and internal consultations were organised before endorsement by the MC.

An easy-to-implement monitoring and evaluation system will be needed to consolidate regional performance indicators at the global level, and to harmonise GF-TADs global and regional strategies, taking the available support tools from FAO and the OIE into account. Human resources must also be considered from the initial steps of the development of the monitoring and evaluation (M&E) process, since staff will be crucial to its development and maintenance as well as to user-friendliness and ease of implementation. Defining the GF-TADs Strategy's objectives will make it possible to identify and propose solutions that address gaps in engagement from countries or partners and/or possible inadequacies in strategies or tools.

This GF-TADs Strategy will provide an updated approach for GF-TADs that will facilitate the development of operational plans and monitoring tools to follow the progress made on the implementation of activities.

Through its commitment to the GF-TADs Strategy, FAO contributes to the 'Four Betters' (better production, better nutrition, better environment and better life) from its own Strategic Framework and the OIE contributes to its Seventh Strategic Plan.



# Description of the GF-TADs Strategy

## PRESENTATION OF THE THEORY OF CHANGE

The Theory of Change embodied in the GF-TADs Strategy is described in Figure 1. The GF-TADs Strategy identifies three objectives that will contribute to its long-term goals, which belong to the so-called 'Sphere of Impacts'. These objectives are subsequently described in separate chapters. The objectives fall under the 'Sphere of Influence'. For each objective, three outputs are described.

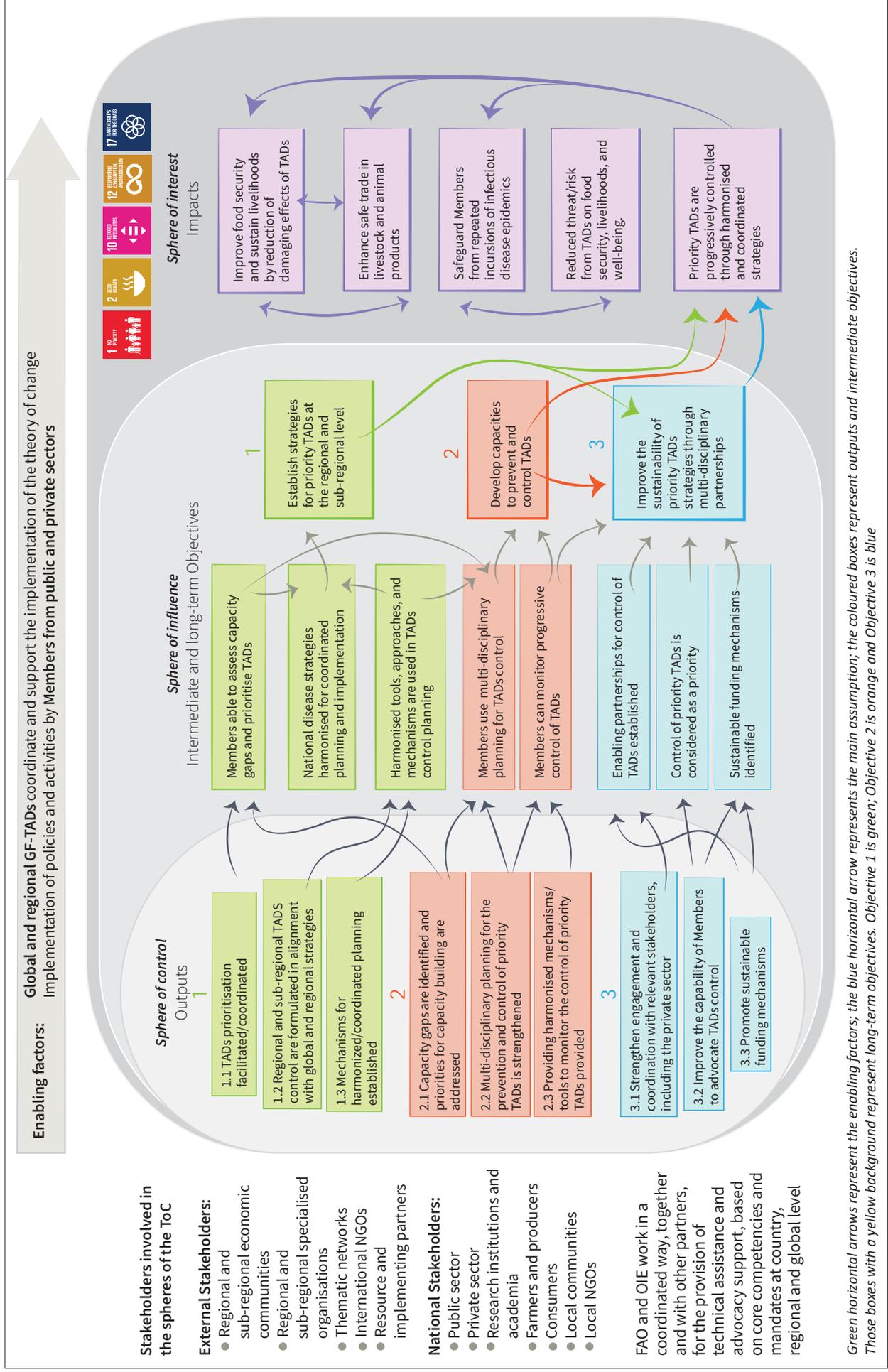
Because these outputs are a direct result of the activities conducted under the GF-TADs Strategy, they fall under the 'Sphere of Control' in the diagram. Every activity will ultimately contribute towards achieving an impact. The Theory of Change marks a path towards a visible and measurable impact. Some examples of relevant activities are included in the description of each objective.

Nonetheless, GF-TADs is a coordination mechanism that attempts to have a broad and long-term impact through the coordination of a range of activities; GF-TADs cannot act on its own. The Theory of Change therefore includes stakeholders, whose commitment and engagement will be necessary to have the desired impact and upon whom the GF-TADs Strategy will have direct and indirect effects. External and national stakeholders involved in any way with the GF-TADs Strategy are named on the left side of the diagram of the Theory of Change (Fig. 1). This figure is based on critical assumptions that are made during the planning phase, such as the cooperation of stakeholders. The 'Theory of Change' model was used to develop the GF-TADs Strategy.

### A practical example.

The Members of the OIE and FAO ask through Resolutions for the GF-TADs Strategy to eradicate PPR. The eradication of PPR contributes to the GF-TADs' ultimate goals, such as reducing the threat from PPR to food security and livelihoods, and safeguarding Members from repeated incursions of PPR epidemics. To reach this goal, the GF-TADs Strategy identifies numerous activities. Several of these activities are the same as those undertaken for other disease strategies. Accordingly, to cite a practical example, GF-TADs coordinates a regional meeting to prioritise TADs at the national and/or regional level. At this meeting, it is decided that FMD, PPR and rabies are regional priority diseases. This meeting is an **Activity** and the prioritisation is an **Output**. Next, the best method to combat FMD, PPR and rabies is discussed during a series of meetings and the result is the establishment of a national/regional priority TADs strategy. This priority TADs strategy is an **Objective**, which is the result of the previously achieved Output. By means of this priority TADs strategy, the capacity of Veterinary Services is increased, coordinated planning with the private sector is achieved and governments are motivated to amend legislation. The final results – the **Impacts** of the GF-TADs Strategy – are that, after xx years, the region is free from FMD, PPR and rabies, and sustainable mechanisms are in place to prevent, detect and respond to future outbreaks of TADs.

**FIGURE 1: A diagram of the Theory of Change**



## OBJECTIVE 1: 'ESTABLISH STRATEGIES FOR PRIORITY TADs AT THE REGIONAL AND SUB-REGIONAL LEVEL'

The GF-TADs mechanism helps partners involved in animal health at the regional and sub-regional levels to develop common strategies to address their priorities for the control and prevention of TADs. It assists in identifying which TADs to address and the specific control objectives to pursue for each TAD. If Members focus their resources and coordination efforts on the areas where there are collective expectations, they will gain in efficiency. They will make progress together by sharing their experiences and limit the risk that poor control of TADs in some areas will inhibit control in other areas.

<b>Assumption</b>	Members are willing to collaborate effectively and to reflect common objectives in their respective agendas
<b>Risk</b>	Members have difficulties in raising the real issue at the GF-TADs level
<b>Approach</b>	Enhance consultation on and encourage ownership of priorities, common objectives and strategies to be implemented

### Output 1.1: TADs prioritisation facilitated/coordinated.

The TADs priorities are established and regularly updated at the sub-regional and regional levels, based on the feedback of Members.

- Under the GF-TADs umbrella, Members can share the constraints caused by TADs on the livestock sector. In relation to this, Members will consider the impact of these constraints on their animal health policies and, to some extent, on their livestock policies, particularly in regard to food security, insecure livelihoods and economic development prospects, primarily those related to the safe trade of animals and animal products. If necessary, Members can seek support to better understand the impact of TADs. Early warning systems (the World Animal Health Information System or WAHIS; the Global Early Warning System or GLEWS) help by tracking the evolution of the epidemiological situation of TADs and transparency among Members enables valid information to be shared.
- The members of the GF-TADs bodies seek consensus on priorities for the control of TADs. Decision-making can be supported by tools available at the regional or sub-regional level or provided by FAO and the OIE. The Members take the needs of public and private stakeholders into account when determining priorities. The governance bodies of GF-TADs are well suited for prompt adaptation of priorities when needed.

- Regional priority TADs shared by most regions can be treated as global priority TADs to increase the level of coordination between regions and the amount of support for the implementation of strategies.

**Output 1.2: Regional and sub-regional TADs control strategies are formulated in alignment with global and regional strategies.** Aligning strategies to control TADs is necessary to have a common understanding of the priorities.

- Strategies for the control of TADs are designed, with the support of FAO and the OIE, at the global or regional level. They are based on the best available scientific knowledge, and are subject to consultation at the meetings of the relevant GF-TADs governing bodies (GSC, RSC), before being endorsed by the relevant GF-TADs decision-making bodies (MC, RSC). Such strategies are monitored and regularly reviewed, using tailored approaches, and, when needed, revised to ensure their relevance. All regions must address the global priority TADs strategies or provide strong justification to the GSC for not doing so.
- During the development process and subsequent revision of strategies, FAO and the OIE undertake regional and sub-regional consultation to ensure collaboration of all relevant stakeholders on priorities and implementing plans. During the implementation phase of the strategy, the specific coordination mechanism of each global TADs-specific strategy regularly liaises with regional and sub-regional members and governing bodies (through RAGs and regional road-map meetings, and with SGEs) to facilitate the identification of Members' specific needs (this also relates to output 2.2).
- The regional and sub-regional members of GF-TADs bodies refer to the existing TADs strategies to design and formulate their control plans and inform other members of their initiatives, including possible effects on existing strategies. The FAO and OIE facilitate information sharing through the use of digital platforms.

**Output 1.3: Mechanisms for harmonised/coordinated planning established.** The members have the capacity to share plans to implement TAD control strategies at the global, regional and sub-regional levels.

- The members of GF-TADs bodies share their approach for implementing their TADs control strategies, using a programmatic approach when relevant.<sup>1</sup> This approach also contributes to efficient resource mobilisation under Objective 3.
- Specific coordination mechanisms for TADs (such as disease working groups, the Secretariat, and others) establish and revise joint work plans in coordination with regional members, involving global and regional laboratory and epidemiological/surveillance networks as necessary, and follow up their implementation. Through the RSC, FAO and the OIE facilitate information sharing by providing information sharing platforms.
- The members of the global and regional governance bodies of GF-TADs (MC, GSC, RSC) monitor the planned activities and clarify their roles and responsibilities in the implementation of the plans, taking into account the respective mandates of each governance body and the availability of resources.

## OBJECTIVE 2: ‘DEVELOP CAPACITIES TO PREVENT AND CONTROL TADs’

Public and private stakeholders want to achieve sustainable results in TADs control, while keeping a close eye on the efficiency of their efforts. This second objective seeks to improve the capacity of Members to prevent and control TADs in their own specific context.

It is when gaps in capacity are well understood, the needs of Veterinary Services are seen in a larger context, and Veterinary Services are able to report back on the results of their TADs control activities, that Members will be able to develop their capacity more effectively and more sustainably.

<b>Assumption</b>	Members have effectively prioritised their control strategies (see Objective 1) and ensured that the efforts necessary to implement them are embedded in their working environment
<b>Risk</b>	Implementing the strategies will be hampered by insufficient capacity or difficulties in mobilising existing capacity or resources
<b>Approach</b>	Assist members to identify gaps in their capacity that need to be addressed as a priority, taking a multi-disciplinary approach, and to build their capacity, including assessment of their progress in the prevention and control of TADs

**Output 2.1: Capacity gaps are identified and priorities for capacity building are addressed.** Members benefit, on a voluntary basis, from support to identify and prioritise gaps in their capacity to prevent and control TADs. They are then supported in the development of these capacities.

- The FAO, OIE, and other regional and sub-regional members of GF-TADs bodies provide the tools and expertise to analyse capacity gaps. These approaches are often complementary, and can be generic (LMT, PPEP, PVS, SET, etc.) or disease-specific (PMAT, the FMD self-assessment tool, etc.). They take into account the tools available, regardless of their origin, to suggest the most suitable tools and relevant expertise to Members.
- It is in the collective interest of members of GF-TADs bodies and TADs-specific coordination mechanisms to share the results of assessments and gap analyses, in order to gain efficiency in identifying such gaps and to highlight similar concerns among other Members at the regional or sub-regional level. In this way, priorities for capacity building can be integrated into TADs strategies and coordinated plans (Outputs 1.2 and 1.3).
- Global, regional and sub-regional organisations and donors should take the existing gap analysis into account and coordinate among themselves to identify which capacity-building priorities they will address in a holistic way. The approach chosen should address long-term structural issues, as well as responding to emergencies. This also contributes to Objectives 1 and 3.

**Output 2.2: Multi-disciplinary planning for the prevention and control of priority TADs is strengthened.**

The control of TADs takes place in complex environments, with technical, political and organisational aspects, which require strengthened multi-disciplinary approaches.

- To improve their efficiency and relevance, TADs prevention and control activities need to be planned together with other priorities within the wider sphere in which policies are defined. Such planning is necessary to create synergies between TADs control activities; to contribute to the overall improvement of animal health; to address TADs with significant wildlife components; and, to a certain extent, to contribute to the One Health approach. From this perspective, information should be exchanged at the regional and global levels between the coordination

<sup>1</sup> For more information on the programmatic approach, the [FAO Guidelines for using Programmatic Approaches in Agriculture](#) can be consulted.

mechanisms of GF-TADs and the FAO–OIE–WHO Tripartite Secretariat in order to identify, and, if possible, synergise efforts to control TADs with zoonotic potential.

- The FAO and OIE will provide technical assistance, with expertise in scientific, management and socio-economic areas, and guidance in the multi-disciplinary approach. They will promote collaboration between public and private stakeholders from the relevant disciplines at the regional and sub-regional levels, combining their specific strengths to reach the capacity required for addressing priority TADs.

**Output 2.3: Providing harmonised mechanisms/tools to monitor the control of priority TADs.** By supporting the capacity to monitor progress in the control of TADs in a harmonised way, the coordination mechanism improves the ability of Members to ascertain how effective they are at preventing and controlling priority TADs.

- Each TADs control strategy has its own objectives, which may have different implications at the regional or sub-regional level. The FAO and OIE provide the methodological framework required to monitor indicators of global priority TAD strategies. In addition, they support members of RSC in their efforts to define indicators for regional priority TADs.
- Members need to be able to monitor their progress on priority TADs control, with a method that is both specific enough to reflect progress at the national level, yet harmonised enough to allow progress to be monitored at the regional or sub-regional level. The GF-TADs governing bodies follow the indicators at their respective levels.
- Members use digital interfaces to track their progress along the relevant indicators related to priority TADs prevention and control strategies. These digital platforms facilitate the exchange of information and consolidation of indicators at a larger scale. These indicators should be based on data that have already been collected. Alternatively, the frequency of collecting such information should be commensurate with the workload it involves.

### OBJECTIVE 3: ‘IMPROVE THE SUSTAINABILITY OF PRIORITY TADS STRATEGIES THROUGH MULTI-DISCIPLINARY PARTNERSHIPS’.

The success of the GF-TADs Strategy cannot be gained by one stakeholder alone. It requires multi-sectoral cooperation. Investing, in a sustainable way, in the prevention of TADs is not only of economic importance, it also contributes to the prevention of animal diseases in general, and thus to the prevention of future pandemics of zoonotic origin. In this context, sustainability refers to mid-term (three to five years) visibility of the budget available to Members.

Regional GF-TADs structures may take the initiative to bring groups of countries together, based on their (sub-) region and/or epizones of TADs. Different disease-specific coordination mechanisms can be aligned and synchronised in order to make these strategies more effective and to improve efficiency and coordination at the national and (sub-)regional levels.

<b>Assumption</b>	Multi-disciplinary partnerships are only sustainable if they are built on trust, and they require continuous maintenance
<b>Risk</b>	Stakeholders at the Ministerial level, from organisations, or from the private sector focus on strengthening their own positions without considering the common good
<b>Approach</b>	Develop the capacity to advocate TADs control and prevention policies and develop relevant partnerships to engage stakeholders and resources in a sustainable way

#### Output 3.1: Strengthen engagement and coordination with relevant stakeholders, including the private sector.

The GF-TADs coordination mechanism will develop ways to engage relevant stakeholders, including the private sector. These should include paying attention to global as well as regional or sub-regional and national initiatives, such as the development of multi-stakeholder platforms to synergise activities and to create support and co-ownership for new strategies. To achieve this output, several activities have been identified, including:

- Developing information, education and communication materials on TADs, tailored to the specific region where they will be used.
- Strengthening multi-partner collaboration by inviting new partners to engage in TADs control, to promote the exchange of ideas across sectors.
- Strengthening engagement with the FAO and OIE Reference Centres and Laboratories on TADs for the purposes of research, developing new diagnostic tools, information exchange, building capacity and providing technical assistance to Members.

- Building and maintaining networks and platforms at the national and global levels to promote best practice in the prevention and control of TADs among relevant stakeholders, and addressing rural communities with special consideration of their specific requirements.
- Coordinating support for the development and use of case studies as models for the effective uptake of good practices and development of evidence-based policies. Those interventions that show the greatest positive impact on TADs control will be considered as targets for upscaling and further evaluation.

**Output 3.2: Improve the capability of Members to advocate TADs control.**

The importance of continuously championing TADs control is essential as governments tend to cut costs. This is especially true when faced with activities that do not seem directly necessary to solving an existing problem. Cutting costs is also a risk when successful disease control programmes reach their goal and outbreaks of the disease start to diminish, creating a false sense of security and a tendency to neglect sustained funding. Communication and advocacy strategies for engagement are among the activities supported by GF-TADs to achieve this output, by bringing partners together and by presenting the science-based evidence that demonstrates the importance of investing in preventing and controlling TADs.

- Support risk analysis of TADs; share data to inform early warning and evidence-based interventions, TADs mitigation and policy formulation; and support Members and regional/sub-regional organisations to revise and update their policies and institutional frameworks for TADs control. The GF-TADs mechanism will continue to use its worldwide network and expertise to support countries to implement, monitor and evaluate their TADs control programmes.
- Develop the capacity of Veterinary Services and the livestock sector to demonstrate the socio-economic impact of TADs in their specific context, and support the development of the economic case for protecting agri-food systems from the impacts of TADs. These arguments should also include relevant concerns about the conservation and management of wildlife systems.
- Support the gathering and analysis of economic data to inform advocacy for the adoption of good practices. These data will also be used to assess economic models of scenarios that explore different policy approaches at the regional, national, sub-national and farm levels.

**Output 3.3: Promote sustainable funding mechanisms.**

Priority TADs strategies require sustainable funding mechanisms. It is ultimately cheaper to prevent a TAD than to combat it. Prevention, early detection and response to control a TADs outbreak at its source is by far the cheapest option, but it requires investment in ‘peace time’ (i.e. before an outbreak has occurred). To achieve this output, it is essential to lobby governments and donors with the right models, those that show the economic costs of a TAD outbreak. These models should also demonstrate the potential threats to other sectors (such as tourism or public health) and the benefits that they would gain from TADs prevention and control. The development of joint funding strategies at the national, regional and global levels will be considered when appropriate.

- Support and mobilise resources through national, regional and global initiatives in relation to TADs through enhanced partnership at all levels. A mechanism such as a Partnership and Financing Panel will allow the MC to steer this activity.
- Support Members and regional/ sub-regional organisations to revise and update their legislation relevant to TADs control, to ensure a legal environment that enables public–private partnerships and that includes provisions for financing TAD control programmes in its legislative framework.
- Support the coordination of investing partners to provide their support through programmatic approaches that contribute to national investment plans for TAD control.



# Management of the GF-TADs Strategy

## RESPONSIBILITIES FOR AND DEVELOPMENT OF OPERATIONAL PLANS

The implementation and success of the GF-TADs Strategy depends on the common will of the members of the GF-TADs governing bodies to adhere to the approach and make it happen, according to the priorities that they themselves have defined. They should be prepared to take on key roles in the management of the GF-TADs Strategy, taking into account their specific mandates, which need to be obvious to other partners to optimise collaboration and prevent potential conflicts.

The GF-TADs Strategy promotes a flexible approach, with subsidiarity for each region to tailor its own method of working towards the achievement of the GF-TADs Strategy outputs.

When it comes to the implementation of the GF-TADs Strategy, the different members of the GF-TADs governance bodies have more specific roles to play. General principles are briefly described below and will be further detailed during the implementation of the GF-TADs Strategy.

The members of the GSC:

- ensure a high-level relationship between the global and regional levels to provide consultation with resource and implementation partners and promote the involvement of public- and private-sector partners;
- support the MC in its decision-making;
- support consistency between the policy developed by their own organisation and the GF-TADs strategies.

The delegations from FAO and the OIE at the MC:

- validate the strategic plans of the global priority TADs, their possible revisions, the corresponding operational plans and their M&E;
- ensure the accuracy and alignment of the objectives of disease-specific strategies with the GF-TADs Strategy, and promote synergies between these activities;
- within their respective organisations, ensure that there is adequate priority and resourcing given to the implementation of the operational plans, as well as support from cross-cutting programmes and a high level of advocacy for GF-TADs activities;

- follow up and support regional activities, as requested by the RSCs or relayed by the RS.

Staff from FAO and the OIE involved in the global priority TADs specific coordination mechanisms:

- steer the development and revision of the global TAD strategies, and develop and coordinate the implementation of the operational plans for specific TADs, taking into account the GF-TADs Strategy;
- propose a functional division of specific TADs-related activities among the different members of the GF-TADs involved in their implementation;
- consult the regions and the GS to ensure coordination and support potential synergies between the various TADs activities.

The members of the RSC:

- ensure that organisations active in animal health at the regional and sub-regional levels are represented and promote the involvement of public- and private-sector partners;
- develop regional positions or participate directly at global level;
- enhance coherence between regional TADs strategies and global TADs strategies at the regional or sub-regional level;
- ensure the development of regional strategies for priority regional TADs in line with their region's priorities, taking into consideration, where relevant, possible alignment with existing TADs strategies from other regions, and develop corresponding operational plans;
- ensure, in the case of zoonotic TADs, the regular exchange of information with the FAO–OIE–WHO Tripartite;
- adopt the regional operational plans and their reporting systems.

The members and staff from FAO and the OIE involved in the RAGs and SGEs:

- supervise the follow-up of recommendations endorsed at the regional or sub-regional level;
- guide Members in their progress and endorse their achievements;

- facilitate the identification of gaps in priorities that need to be addressed, and support the advocacy of the needs expressed by Members at the RSC level.

Staff from FAO and the OIE involved in the GS and RS, at their respective global or regional levels:

- enable the GF-TADs governance bodies to regularly monitor and decide on the implementation of the various components of the GF-TADs Strategy;
- follow up on the implementation of operational plans of the TADs-specific coordination mechanisms;
- identify synergies and propose, where appropriate, a plan for the implementation of the GF-TADs Strategy's cross-cutting activities;
- facilitate the mutual exchange of information among the working groups, the GS and the RS;
- organise the RSC, on behalf of the chair of the RSC, and the SGE sessions and prepare the agenda items to ensure the follow-up of the implementation of the GF-TADs Strategy and operational plans;
- contribute to the development of the operational plans and their consultation forums;
- provide support to the TADs specific coordination mechanism, the RAGs and the SGEs.

## RESOURCE MOBILISATION

The objective of the GF-TADs is to optimise support to Members for the implementation of TADs control programmes. Therefore, the concept of resource mobilisation, as used in the GF-TADs Strategy, focuses primarily on the mechanism's ability to facilitate Members' access to the resources needed to undertake priority disease programmes and build capacity across sectors. The capacity to increase advocacy and sustainable funding for priority TADs control will be more specifically developed in Objective 3.

The future establishment of a Partnering and Financing Panel can support advocacy of the GF-TADs Strategy. Such a panel will, where relevant, consider if specific financial tools are needed to increase sustainability of support.

It is essential to develop synergies in resource mobilisation efforts at the regional level as experience shows that most funders prefer to provide support at the national and regional levels. At the global level, resource mobilisation will rely on the efforts of the resource mobilisation teams from FAO and the OIE and, of course, the generosity of resource partners, many of them represented in the GSC. In addition, the GF-TADs coordination mechanism itself needs sustainable resources to make the Strategy successful.

The allocation of sufficient human resources to the TADs coordination mechanisms, at the global and regional levels, is identified as a key priority for the success of the

GF-TADs Strategy. The FAO and OIE bear responsibility for staffing the GF-TADs GS and delivering in-kind contributions at the national and regional levels. It will be necessary for our partners to support the priority disease groups (disease working groups, SGEs) by posting technical support staff to these groups to increase these mechanisms' resilience to the turnover of staff.

## Monitoring and Evaluation Framework

The GF-TADs Strategy Monitoring and Evaluation Framework aims to assess performance and provide recorded information to analyse progress in the control of TADs across the three defined objectives of the Global Framework. Its main objective is to establish and maintain a set of key performance indicators (KPIs) at the global and regional levels to support strategic thinking; operational tracking; real-time, evidence-based decision-making and advocacy; and transparency between countries/territories/areas, donors, United Nations (UN) agencies and partners involved in GF-TADs.

**Content reporting:** reports on achievements and planned future activities will be regularly presented at MC meetings. All RSs, Disease Working Groups and Secretariats will contribute to planned activities on the agenda via the GF-TADs website and regularly report on activities conducted. The GF-TADs website will be used as the central source of information, either by hosting the information itself or by linking to other websites where the information is hosted. The GS will give a regular overview of the updates on the website to the MC. In addition, comprehensive annual progress reports will be compiled to keep the GSC informed. These annual progress reports will be published on the GF-TADs website.

**Monitoring:** The GF-TADs Strategy will be monitored through indicators at both the output and objective levels each year, by those responsible for the task, using the identified indicators. Key performance indicators have been proposed for each objective and output of the GF-TADs Strategy, and are presented in Annex II. Since such a diverse range of activities are taking place, depending on the TAD concerned and the specific regional context, KPIs will be primarily reported upon on the basis of qualitative information and, where relevant, completed by quantitative information. Because consolidating the information needed to feed the indicators can be challenging and resource-consuming, there will be consultation on the collection process and it will be tested before it is generalised. This prototype phase may lead to slight revision of the KPIs proposed in Annex II and will be decided by the MC after consultation at the GSC.

At this stage, we propose using some indicators based on activities, in order to begin with information that can

be measured in practical terms, and explore later whether other indicators might measure the actual outputs more accurately.

**Evaluation:** An external evaluation of the GF-TADs Strategy is expected in 2025. In 2023, a thorough mid-term review of progress will be prepared with the support of M&E specialists, and discussed at RSCs and the GSC.

The OIE and FAO will also report on TADs in relation to the Sustainable Development Goals (SDGs), the FAO Strategic Framework and the OIE's Seventh Strategic Plan.

The table in Annex II describes the outputs to be delivered and their respective indicators under each of the three objectives of the GF-TADs Strategy. These indicators are meant to monitor the progress of GF-TADs as it implements activities. This document also provides an initial step for further development of the indicators to measure the GF-TADs Strategy's impact.

### Milestones and timeline

The GF-TADs Strategy is defined for a period of five years, 2021–2025. A table of milestones and a timeline at output level are provided in the diagram below.

The objective of the diagram is to present, for each output, a vision of the development of specific deliverables (identified as milestones) along the overall progress of the GF-TADs Strategy. Therefore, not all deliverables are represented in the diagram. Once a milestone is reached, it does not mean that the output is necessarily completed but it does mean that a certain condition required to continue with the implementation of the GF-TADs Strategy has been satisfied.

The granularity (level of detail) of the diagram is necessarily low for the overall GF-TADs Strategy. It will be the role of the regional governing bodies to further specify their timelines/calendars and identify specific milestones.

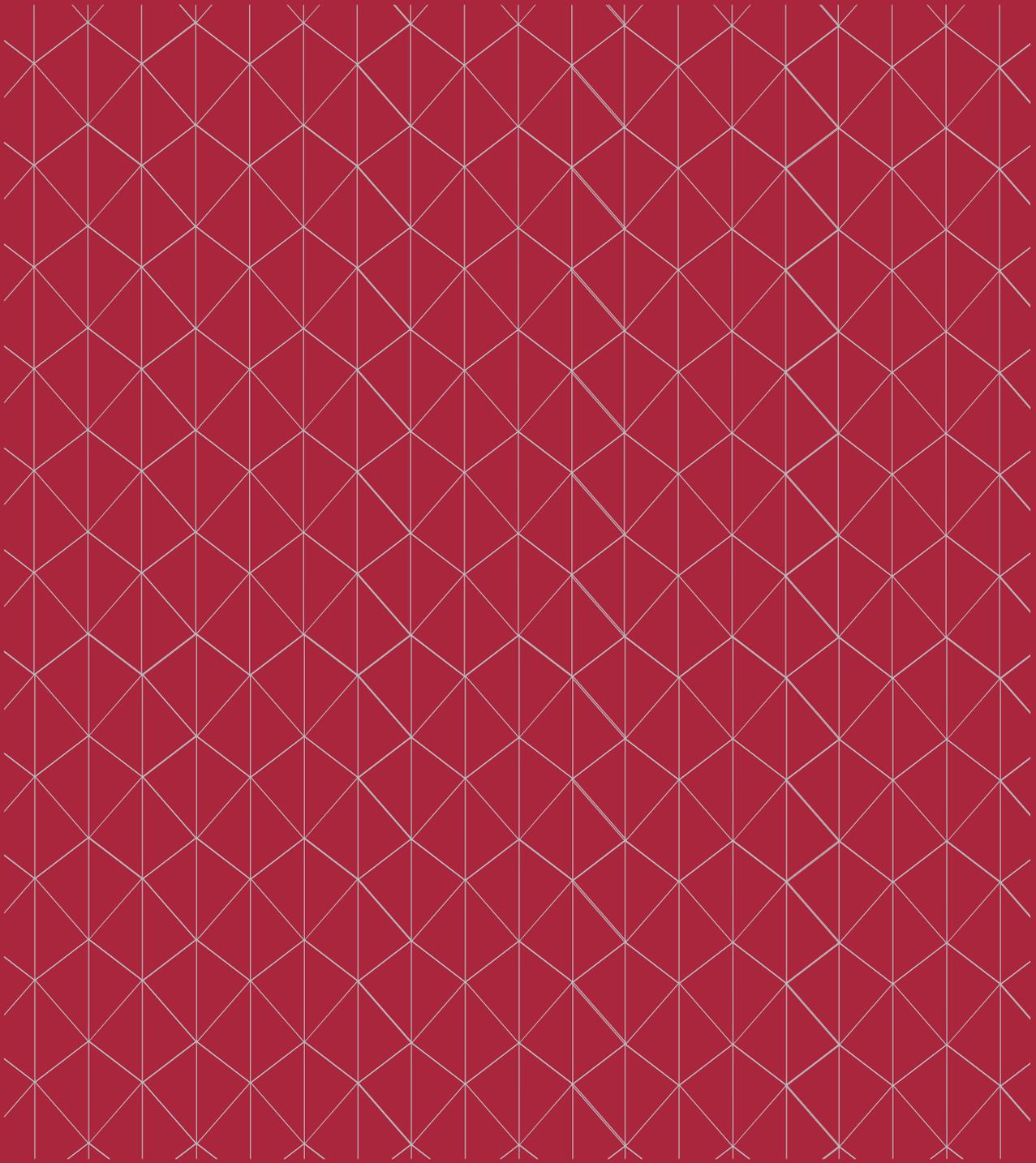
Reviewing these milestones at the regional and global levels, along with their specific details, will be an important step of the mid-term internal review.

**TABLE 1: Gantt diagram showing the milestones of the GF-TADs Strategy**

*Light grey = activity started*  
*Dark grey = activity completed*

		2021		2022		2023		2024		2025	
		S1	S2								
Objective 1	Priorities are reconfirmed in all regions										
	Global priority TADs strategies (ASF/FMD/PPR/RP) are available/revised										
	Regional priority TADs strategies are available										
	A joint workplan has been developed for global priority TADs and revised										
	A joint workplan has been developed for regional priority TADs and revised										
Objective 2	Capacity gaps have been identified										
	Mechanisms to facilitate the exchange of information among multi-disciplinary partners have been established										
	A KPI framework is available for global priority TADs										
	A KPI framework is available for regional priority TADs										
Objective 3	Members of the RSCs and GSC have been selected, consistent with the objectives of the GF-TADs Strategy, and reviewed										
	Significant case studies have been developed										
	A specific capacity-building programme for advocacy is available										
	A Partnership and Financing Panel has been established										

# Annexes



## ANNEX I

# The GF-TADs governance structure and its current scope

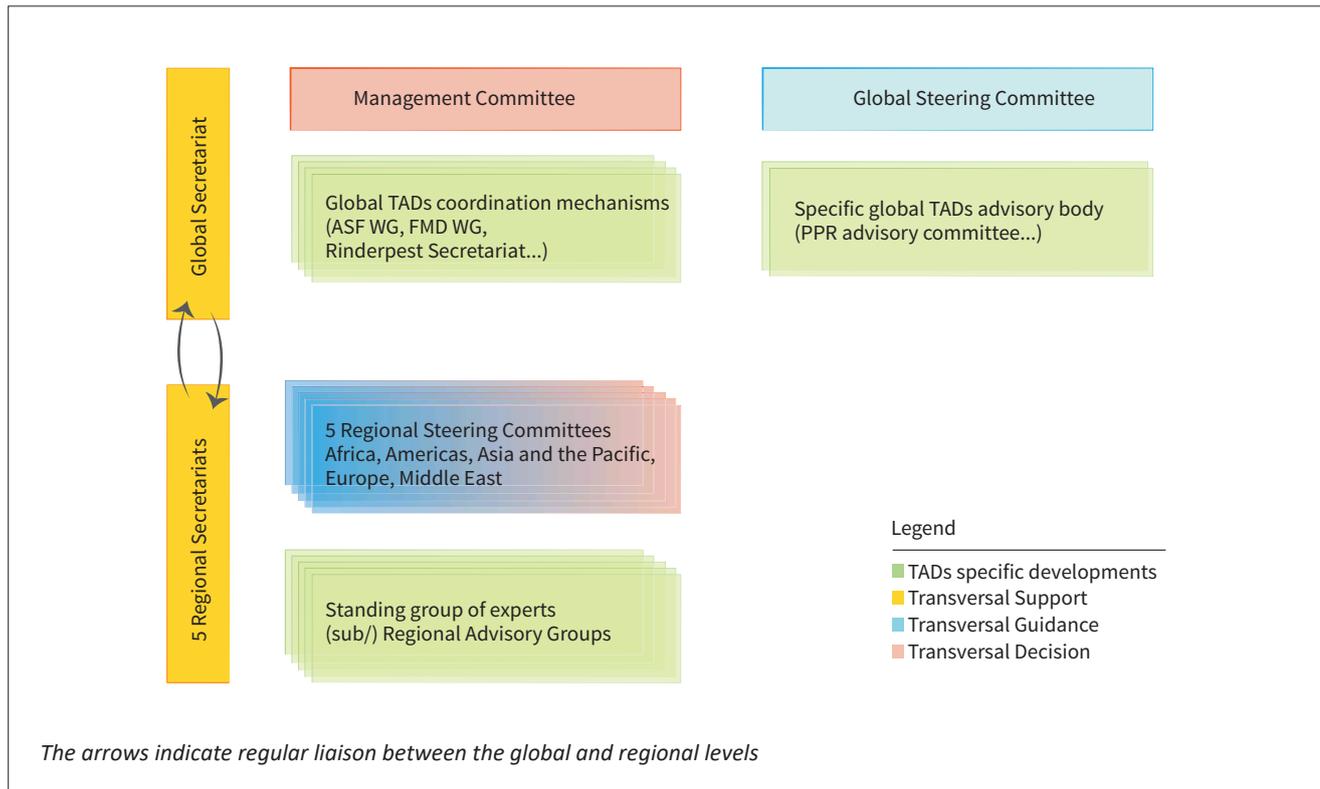
At the global level, the GF-TADs governance structure consists of the MC, the GSC and the GS.

- The MC consists of two delegations (FAO and OIE), both consisting of a co-chair and two members. The MC meets monthly and is ultimately responsible for the functioning of GF-TADs. The MC reports annually to the GSC. The role of the MC is to prevent, discuss and solve non-alignment between FAO and the OIE on key strategic issues, such as governance, synergies, and mechanisms to avoid overlapping of disease control programmes in relation to the GF-TADs global and regional strategies.
- The GSC is an advisory body, providing guidance and recommendations to the MC at the global level. The GSC meets once a year and is composed of representatives from countries (Chief Veterinary Officers), resource partners and implementing partners, including WHO, international non-governmental organisations and chairs and secretariats of RSCs.
- The GS is the facilitating body, liaising between the global and regional levels and the global disease working groups and Secretariats. The GS maintains the global GF-TADs website ([www.GF-TADs.org](http://www.GF-TADs.org)), and is located at FAO Headquarters in Rome, Italy.
- At present, GF-TADs has identified four global priority diseases: foot and mouth disease, peste des petits ruminants, African swine fever and rinderpest post eradication. For each disease, a specific TADs coordination mechanism structure was set up (see boxes below), which are all under the supervision of the GF-TADs MC.

At the regional level, the GF-TADs governance structure consists of the RSC and the RS, and is organised into five regions: the Americas; Asia and the Pacific; Europe (including Central Asia); Africa; and the Middle East.

- The RSCs act as regional stakeholder platforms for the exchange of information and look for synergies by encouraging regional alliances and partnerships, since most TADs require a regional or sub-regional approach. The RSCs define regional or sub-regional strategies and subsequent operational plans for the control of priority TADs in their region. The RSCs meet once a year and are composed of representatives from regional or sub-regional economic communities, regional specialised organisations and thematic networks, countries (Chief Veterinary Officers), resource partners, and implementing partners, including WHO and international non-governmental organisations. Several RSCs have established Standing Groups of Experts (SGEs) dedicated to a specific disease to give guidance and to address regional priority TADs (see SGE box, below). The terms of reference of the RSCs are adapted to the specificity of each region.
- The RS provides support to the RSC and SGEs. Regional secretariats are hosted by regional representations of the OIE, which liaise regularly with FAO regional representations. The regions operate under the overall guidance and supervision of the GSC and the MC of GF-TADs.

**FIGURE 2: The governing bodies of GF-TADs**



### GF-TADs African Swine Fever Working Group

Under the GF-TADs framework, ASF was at first identified as a regional priority TAD for Europe. However, as the disease spread, other regions included it as a priority and eventually it was recognised as a global priority TAD. The 'Global Control of African Swine Fever: A GF-TADs Initiative' (<http://www.gf-tads.org/asf/the-global-initiative-for-the-control-of-asf/en/>) was launched in 2020. In the absence of a safe and effective vaccine, the global initiative seeks to control the disease through three objectives. Objective 1: Improve the capability of countries to control (prevent, respond to, eradicate) ASF using OIE standards and best practices that are based on the latest science. Objective 2: Establish an effective coordination and cooperation framework for the global control of ASF. Objective 3: Facilitate business continuity. The global initiative stems from regional initiatives and promotes the regular exchange of experiences across regions and partners. To steer the global initiative, an ASF Working Group has been established, comprising a delegation from FAO and OIE staff, supported by a technical secretariat.

### Peste des Petits Ruminants Global Eradication Programme Secretariat (PPR–GEP Secretariat)

The PPR Global Control and Eradication Strategy (GCES), developed by FAO and the OIE, was endorsed at an international PPR conference, held in Abidjan (Côte d'Ivoire) in 2015, with the goal of a PPR-free world by 2030. In 2016, the FAO–OIE Secretariat was established to support the PPR Global Eradication Programme (PPR–GEP Secretariat). The Secretariat receives guidance from the GF-TADS MC, the PPR Advisory Committee and the PPR Global Research and Expertise Network (PPR–GREN). A PPR Monitoring and Assessment Tool (PMAT) has been developed with the aim of categorising countries and directing activities towards eradication. The GCES contributes to fighting rural poverty, ensuring food security and better nutrition, strengthening resilience and economies, and thus contributing to Sustainable Development Goals 1, 2, 3, 5, 8, 12, 15 and 17. At the regional or sub-regional level, activities are coordinated through regional or epizone road maps and regional advisory groups, made up of elected representatives from Member Countries and observers from international organisations who assess progress and provide specific guidance.

### **GF-TADs Foot and Mouth Disease Working Group**

The joint FAO–OIE FMD GF-TADs Working Group (WG) was established in 2011. In 2018, the European Commission for the Control of Foot and Mouth Disease (EuFMD) joined the WG. The WG operations are guided by its terms of reference and by the GF-TADs MC. At the second global FMD conference, held in Bangkok (Thailand) in 2012, a 15-year Global FMD Control Strategy was adopted. The overall objective of the Global FMD Strategy is to contribute to poverty alleviation, to improve livelihoods in developing countries and to protect global and regional trade in animals and animal products. The Progressive Management Pathway for FMD is a well-known tool to assess countries and support them on the route to freedom from FMD. At the regional and sub-regional levels, activities are coordinated through regional road maps and regional advisory groups, made up of elected representatives from Member Countries and observers from international organisations, who assess progress and provide specific guidance.

### **Standing Groups of Experts**

The establishment of Standing Groups of Experts (SGEs) for regional priority TADs by RSCs was a successful initiative in Europe, initially for ASF, and progressively extended to lumpy skin disease (LSD) and rabies. It has now been replicated in the Asia–Pacific region and the Americas and is currently being considered for implementation by other regions. For each disease covered by an SGE, representatives of the veterinary authorities of the countries concerned, scientific experts and representatives of international and (sub-)regional organisations meet once or twice a year. In Europe, they organise specific field missions to affected countries in the region, provide customised advice, exchange information on their respective situations, coordinate the measures to be implemented at the regional and sub-regional levels and agree on science-based priority recommendations. The terms of reference of each SGE are adapted to the specific needs and TADs of each region. The promotion of transparency and fostering of partnerships are strong drivers of the SGEs.

## ANNEX II

### Logical framework and key performance indicators

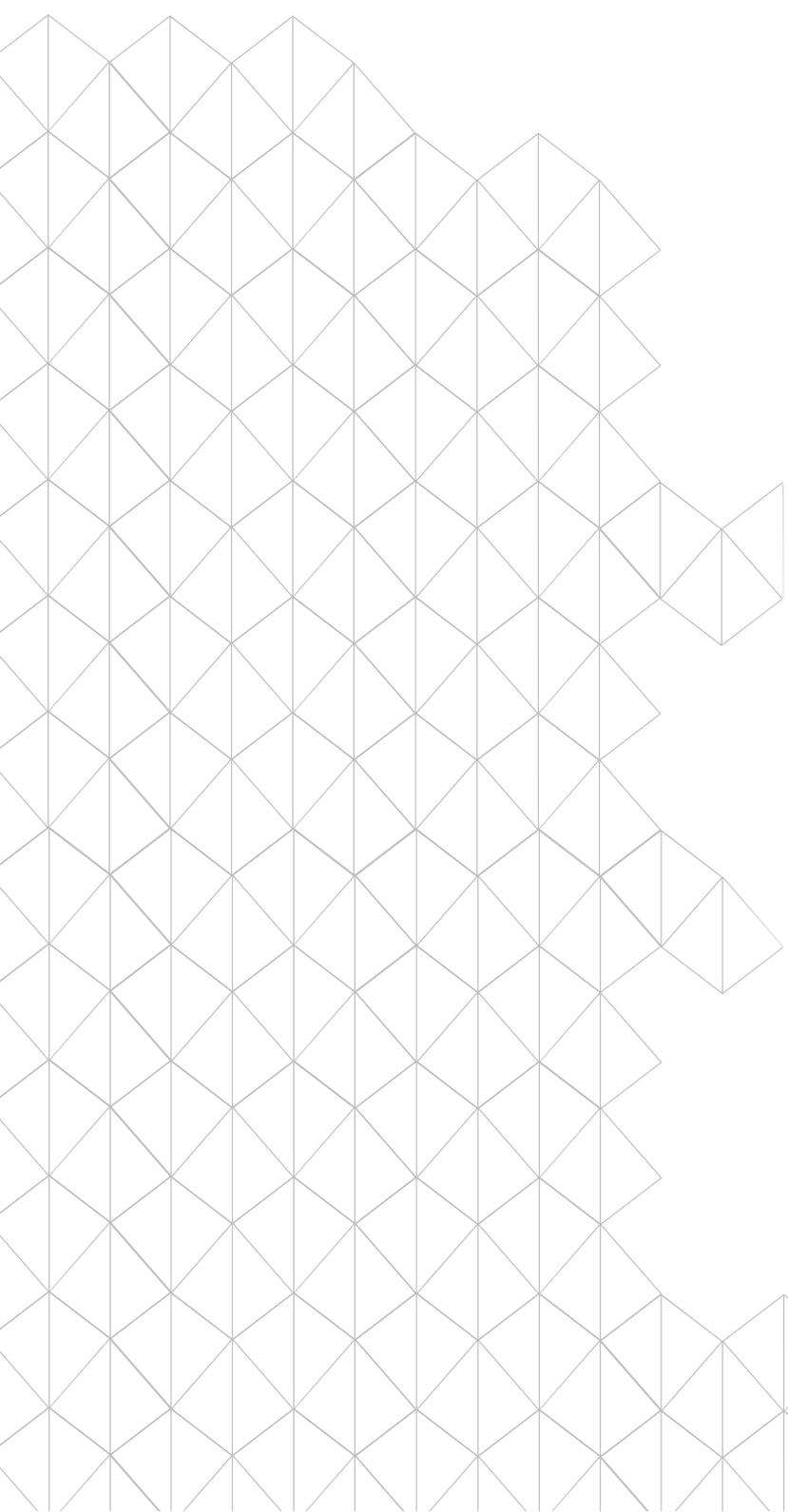
*(final set of indicators to be adopted after testing)*

Objective	Objective indicator	Output	Output Indicator	Output	Output Indicator	Output	Output Indicator
<b>1.</b> Establish strategies for priority TADs at the regional and sub-regional levels	Priority TADs strategies implemented at regional and sub-regional levels (Qualitative)	<b>1.1.</b> TADs prioritisation facilitated/ coordinated	The frequency of revision of the Recommendations for priority TADs (Quantitative) adopted by members of GF-TADs (Qualitative)	<b>1.2.</b> Regional and sub-regional TADs control strategies are formulated in alignment with global and regional strategies	Percentage of sub-regional/ regional TADs strategies that refer to global/regional strategies (Quantitative)	<b>1.3.</b> Mechanisms for harmonised/ coordinated planning established	Scope and activity of the TADs coordination mechanism established at global and regional levels (Qualitative)
<b>2.</b> Develop capacities to prevent and control TADs	Percentage of Members with decreased capacity gaps (Quantitative)  Percentage of capacity-building activities delivered according to action plan (Quantitative)  Capacity addressed (Qualitative)	<b>2.1.</b> Capacity gaps are identified and priorities for capacity building are addressed	Percentage of Members per region conducting at least one capacity assessment every two years <sup>2</sup> (Quantitative)	<b>2.2.</b> Multi-disciplinary planning for the prevention and control of priority TADs is strengthened	Disciplines included in TADs control plans (Qualitative)  Number of activities that include multi-disciplinary components <sup>3</sup> (Quantitative)	<b>2.3.</b> Providing harmonised mechanisms/ tools to monitor the control of priority TADs	Percentage of priority TADs with tools developed and provided (Quantitative)
<b>3.</b> Improve the sustainability of priority TADs strategies through multi-disciplinary partnerships	Budget necessary and allocated for GF-TADs planned activities (Quantitative)  Sectors included in priority TADs strategies (Qualitative)	<b>3.1.</b> Strengthen engagement and coordination with relevant stakeholders, including the private sector	Percentage of categories of stakeholders included in selected GF-TADs activities (governing bodies, technical meetings) (Quantitative)	<b>3.2.</b> Improve the capability of Members to advocate TADs control	Type and number of advocacy materials developed and shared (Qualitative and Quantitative)	<b>3.3.</b> Promote sustainable funding mechanisms	Activities supporting sustainable mechanisms (concept notes, meetings, high-level events, etc.) (Qualitative and Quantitative)

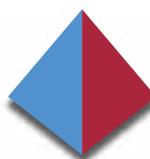
<sup>2</sup> Self-assessment or external assessment – TADs-control-related specific or generic self-assessments or external assessments, leading to progressive improvement plans and taking account of geographical coverage, as well as sharing results of TADs-specific data, collected within countries and consolidated at the regional level.

<sup>3</sup> Including, where applicable, the use of the PMAT and/or FMD self-assessment tools, which are updated every two years.





This document has been produced under the umbrella of



# GF-TADs

GLOBAL FRAMEWORK FOR THE  
PROGRESSIVE CONTROL OF  
TRANSBOUNDARY ANIMAL DISEASES



Food and Agriculture  
Organization of the  
United Nations



To know more

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