



STRATEGIC PLAN 2012 – 2016

African Field Epidemiology Network
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ACRONYMS AND ABBREVIATIONS

AFENET	African Field Epidemiology Network
AIDS	Acquired Immune deficiency Syndrome
CDC	Centers for Disease Control & Prevention
ECDC	European Centers for Disease Control and Prevention
EPI	Expanded Program on Immunization
FE(L)TP	Field Epidemiology & (Laboratory) Training Program
GOARN	Global Outbreak Alert and Response Network
HHS	Human Health Services
IDSR	Integrated Disease Surveillance and Response
IHR	International Health Regulations
MDGs	Millennium Development Goals
MoH	Ministry of Health
NIH	National Institutes of Health
SOP	Standard Operating Procedures
TEPHINET	Training Programs in Epidemiology and Public Health Interventions Network
TFCSD	Task Force for Child Survival and Development
TOR	Terms of Reference
USAID	United States Agency for International Development
WHO	World Health Organization

FOREWORD

The global threat from emerging and re-emerging pathogens like SARs, Avian Influenza, Ebola and Marburg, has renewed interest in field epidemiology as a central component of global preparedness and response. This threat has been aggravated further in Africa by weak health systems especially limited access to reliable public health laboratory services in the continent. This has bolstered AFENET's mandate to strengthen field epidemiology, laboratory, and public health interventions through collaboration with Ministries of Health and other agencies and partners.

To ensure the realisation of the above mandate, AFENET has developed a five-year strategic plan. The plan is expected to serve as a road map to guide AFENET's activities in the Network.

Accomplishment of targets set out in this plan calls for concerted effort from all member programs, associate members and stakeholders.

It is my hope that stakeholders will be able to peruse through this document and provide us with relevant feedback in order to ensure that AFENET continues to respond to their needs.

With unyielding determination, commitment to the cause and collective action, we will make a lasting difference to the health of people in Africa through strengthening field epidemiology.

Chairperson
AFENET, Board of Directors

EXECUTIVE SUMMARY

This Strategic Plan presents the African Field Epidemiology Network (AFENET)'s approach to addressing the challenges of field epidemiology in Africa, and strengthening Africa's capacity to respond to these challenges over the next five years (2010-2014). It provides a roadmap for support, capacity building, and organizational development of the Network.

AFENET's vision is for a Healthier Africa, and to realize this, AFENET and its partners will remain committed to ensuring effective prevention and control of epidemics and other priority public health problems in Africa. The realization of the Vision and Mission will be morally enforced by the core values of professionalism, networking and collaboration, transparency and accountability, excellence and competence.

Over the next five years, AFENET will focus on six strategic objectives namely: Strengthening field epidemiology capacity in Africa, Enhancing public health laboratory capacity in Africa, Strengthening surveillance & outbreak response systems for communicable and non-communicable diseases, Advancing the sharing of regional expertise in field epidemiology and laboratories, Documenting and disseminating AFENET's field experiences to member programs, and Strengthening the capacity of AFENET to achieve its objectives.

AFENET will promote partnerships, networking and collaboration at various levels with like-minded organizations to ensure effective implementation of the strategic objectives. Effective monitoring of this plan will require a comprehensive monitoring and evaluation framework; this will be part of AFENET's priority areas during the initial years of the plan. Comprehensive mid-term and end-of-term reviews will be conducted to assess the relevance, efficiency, effectiveness, impact and sustainability of the strategy- the result of which will be vital for the next strategic plan.

The estimated cost of this plan is USD One hundred fourteen Million (USD 114,015,720) Million over a period of five years. The current sources of funds are local and international

donors. AFENET will vigorously raise resources beyond the current sources through innovative and sustainable strategies. By the middle of the first year, a comprehensive resource mobilization strategy will be in place and fully operational.

ACKNOWLEDGEMENTS

We wish to thank all our partners and funders for their support to the Network, especially in developing our five-year Strategic Plan. AFENET also appreciates the Board of Directors, Planning Committee, and staff who contributed generously (ideas and time) to the development of this plan.

AFENET is grateful to HS20/20 for the financial and technical support towards the development of this plan. Our stakeholders in the different countries also greatly supported and contributed to this plan through their respective representatives- Ministry of Health officials and representatives of Schools of Public Health, among others.

AFENET also appreciates the input of the member Field Epidemiology and Laboratory Training Programs (FELTPs).

INTRODUCTION

The African Field Epidemiology Network (AFENET) is a Network of public health training institutions in Africa that seeks to strengthen manpower to enhance health systems on the continent. AFENET is a not-for-profit organization which works closely with Ministries of Health in member countries to develop sustainable programs and capacity to strengthen field epidemiology and ensure healthier lives for Africans.

AFENET was established in 2005 with four member programs in Ghana, Kenya, Uganda, and Zimbabwe. At the time of approval of this plan, the organization was operating in 16 African countries namely: Angola, Burkina Faso, Ethiopia, Ghana, Kenya, Mali, Mozambique, Niger, Nigeria, Rwanda, South Africa, Southern Sudan, Tanzania, Togo, Uganda and Zimbabwe.

The organization has also recorded a growing international partner base which includes the US Department of Health and Human Services (HHS), the United States Centers for Disease Control and Prevention (CDC), the United States Agency for International Development (USAID), the Merck Company Foundation, the World Health Organization, the Global Outbreak Alert and Response Network (GOARN), the European Centres for Disease Control and Prevention (ECDC), the National Institutes of Health (NIH), the International Association of Public Health Institutes (IANPHI), the Task Force for Global Health Survival and Development (TFCSD), the Emory School of Medicine, Emory School of Public Health, and the Training in Public Health Interventions Network (TEPHINET), among others.

AFENET's membership consists of the following:

- Four founder members: University of Ghana School of Public Health, Ministry of Public Health and Sanitation-Kenya Field Epidemiology and Laboratory Training Program, Makerere University School of Public Health- Uganda, and University of Zimbabwe's Department of Community Medicine.
- Ordinary members: other organizations in Sub-Saharan Africa with Field Epidemiology Training Programs (FETPs) or Field Epidemiology and Laboratory Training Programs

(FELTPs) that meet the minimum expectations of didactic sessions and field placement of trainees determined by the Board and working in strong partnership with the Ministry of Health of the country where the organisation is based.

- Member countries: Countries or Ministries of Health in sub-Saharan Africa with FETPs or FELTPs
- Associate members: countries in the process of developing FETPs or FELTPs, alumni associations of programs involved in epidemiology training, other programs and/or organizations in Africa which are involved in field epidemiology or laboratory capacity development

AFENET member programs have demonstrated impact by creating robust public health surveillance systems, timely and appropriate public health interventions and response systems, building human resource for public health, a culture of evidence-based decision making for public health issues, and prevention of unnecessary morbidity and mortality from priority public health problems.

Graduates from the Network have greatly contributed to the advancement of public health within their countries and regions. They have played a central role in disease control, and in the design, implementation, and evaluation of various programs including the Expanded Program on Immunization (EPI), Malaria, Tuberculosis and HIV/AIDS. They have attained leadership positions in the health sector and collaborated across countries to set up cross-border surveillance systems. These systems have helped check disease transmission and promoted the enforcement of the International Health Regulations (IHR).

The AFENET Secretariat is located in Kampala, Uganda and is headed by an Executive Director. The Secretariat co-ordinates all activities in the Network and provides financial and technical support to member programs.

AFENET's highest body of governance is the Board of Directors which consists of eight members from the membership and outside. One position is non-voting and is held by a representative for WHO Regional Office for Africa.

THE STRATEGIC PLANNING PROCESS

As a growing organisation, AFENET embarked on a process to develop a five-year strategic plan through a process of document review and consultation with member programs and stakeholders.

This document is therefore intended to highlight both the internal and external environments in which AFENET operates, in addition to presenting the long term strategic direction for AFENET for the period 2010 – 2014.

THE NETWORK'S CONTEXT

Africa has made some progress in social and economic development; however, the continent could achieve even more if it had adequate resources especially human resources to address the increasing burden of disease. Africa has the largest disease burden in the world; this strains its resources and continues to hamper faster development despite sound plans and strategies. This problem is of great concern to policy makers.

The evidence for the impact of good investments and effective interventions on disease burden and on economic indicators is becoming stronger. Nonetheless, the reality remains that Africa's people face a huge burden of preventable and treatable health problems, proportionately far beyond Africa's share of the world's population. The burden from communicable and non-communicable diseases has negatively impacted development in Africa; slackening its pace towards achieving the Millennium Development Goals (MDGs).

The high disease burden in Africa has continued to proliferate due to some of the following factors:

- Weak health systems, characterised by severe resource constraints which limit universal access to health services
- Health interventions do not often match the scale of the health problem
- Populations are not sufficiently empowered to improve their health and to participate in planning and implementing public health interventions
- Health services are not equitably distributed

- Existing gaps in governance and leadership of the health sector
- Insufficient sustainable financial resources and inefficient allocation and use thereof
- Lack of social protection for vulnerable people and those in catastrophic situations
- Inadequately trained and motivated health workers
- Capacity and potential of the private sector is not fully mobilised
- Paucity and inadequate use of available evidence and information to guide action including use of Information Communication Technology (ICT);
- Co-ordination with other sectors and harmony with partners not yet attained
- Disruptive global policies and actions that adversely impact on Africa's health systems
- Heavy dependence on donors and foreign agencies for health budgets, often with conditionalities attached, that may not be in line with national priorities and needs.

Situation analysis

AFENET's strengths include:

- Good leadership embedded in the clear definition of roles and responsibilities between the Secretariat and Board of Directors
- Credible reputation gained from support to FETPs and FELTPs in the Network. Some of these programs have been operational for over 15 years
- Five-year Cooperative Agreement with CDC which assures AFENET's core funding
- Diverse membership that enriches public health interventions in the region
- Acknowledgement of our work in promoting field epidemiology training by partners and Ministries of Health

AFENET's challenges include:

- Poor flow of information, especially between members, due to inappropriate communication infrastructure and systems
- Inability to address the peculiar needs of member programs
- Partners advancing their own agendas

- Membership of multiple countries with varied government bureaucracies, hindering AFENET's smooth operations and incorporation of standard operating procedures (SOPs) in respective countries
- Inadequate publicity about AFENET in member countries and across Africa
- Short term yearly funding for some of AFENET's programs

Opportunities available to AFENET include:

- AFENET is the only networking organization for competency based public health training institutions in Africa, and donor agencies are interested in capacity building
- Sub-Saharan Africa is a region of great interest to funders
- International health currently benefits significantly from donor financial resources
- There is growing awareness of the importance of field epidemiology in preventing and controlling epidemic and pandemics
- Issues of bio-terrorism such as Anthrax outbreaks present a strategic opportunity for national and international security organizations to work with a network that is able to detect such agents
- There are several public health training institutions the world over, all who are potential partners of AFENET
- Worldwide movement towards networking supported by the growing belief in effectiveness of networks, collaborations and partnerships

The threats AFENET faces include:

- Increasing uncontrolled brain drain resulting in loss of qualified field epidemiologists
- Donor dependency syndrome, intensified by undiversified resource base and shift of donor interests
- Government partners have different priorities that affect the way AFENET delivers services hence need for a synchronized system among partners.

AFENET'S STRATEGIC FRAMEWORK

AFENET works with Ministries of Health, Non Governmental Organisations, international agencies, the private sector, and other public agencies to build applied epidemiology and laboratory capacity for better delivery of public health services in the region.

Vision

A Healthier Africa

Mission

AFENET is committed to ensuring effective prevention and control of epidemics and other priority public health problems in Africa.

Goal

To strengthen field epidemiology and public health laboratory capacity and effectively contribute to addressing epidemics and other major public health problems in Africa.

Strategic Objectives

AFENET's overall objective is to improve the capacity of health systems in Africa to manage disease outbreaks and other priority health problems. This will be achieved through the following specific strategic objectives:

- Strengthening field epidemiology capacity in Africa
- Enhancing public health laboratory capacity in Africa
- Strengthening surveillance and outbreak response systems for communicable and Non-Communicable Diseases
- Advancing the sharing of regional expertise in field epidemiology and laboratories
- Strengthening the capacity of AFENET to achieve its objectives
- Documenting and disseminating AFENET's field experiences to member programs

AFENET'S PROGRAM SCOPE

AFENET was born out of four member programs in Ghana, Kenya, Uganda, and Zimbabwe in 2005. The organization has since grown to a nine-member Network, with

more members joining each year. By 2014, more countries/programs will have benefited from AFENET's support. It is anticipated that these programs will gradually develop potential to scale up their activities and provide support to epidemiology and laboratory personnel in the region.

AFENET SECRETARIAT (CO-ORDINATING OFFICE)

Core Values

AFENET is guided by the following values:

- **Accountability and Transparency**

At AFENET, we strive to be transparent in all our operations for effective and efficient use of resources, and in the interest of safeguarding our organization, partners, and beneficiaries.

- **Professionalism**

AFENET staff exhibit a high level of excellence that goes over and above the commercial considerations and legal requirements. AFENET also believes in employing well trained, highly knowledgeable, and skilled staff to deliver high quality services through conducting research and advocating for best practices in public health management

- **Networking and Collaboration**

AFENET networks and collaborates with organizations serving similar purposes to achieve mutual objectives. This value is particularly important because it broadens AFENET's area of contribution and influence.

Organisational Structure

The supreme decision-making body at AFENET is the Board of Directors. The Board is made up of eight members including two representatives of the Founder Members, one representative of the Ordinary members, two representatives of Member countries, one representative of the private sector, an eminent member of society, and a representative of WHO Regional Office for Africa. The latter is a non-voting member. The Board of Directors meets as and when required, but not less than twice annually.

The main roles of the Board are:

- To formulate policy to govern the effective operations of AFENET
- To oversee the promotion and realisation of AFENET's vision, mission, and objectives
- To approve the staff structure and terms and conditions of service
- To appoint and appraise the performance of the Executive Director
- To evaluate programs and performance of the Secretariat

The Board functions through committees which are responsible for monitoring the respective divisions for quality assurance.

AFENET's operations are co-ordinated by a Secretariat headed by an Executive Director.

The Secretariat is responsible for:

- Monitoring and evaluating the strategic actions
- Ensuring that the strategic actions contribute to the achievement of strategic objectives
- Monitoring the day-to-day implementation of projects and programs
- Ensuring that implementation strategies used are result-oriented

Human Resources

AFENET has a team of qualified and experienced professionals that has been competently built to facilitate technical, organizational/institutional learning and development. However, the current staffing is inadequate in facilitating implementation of AFENET programs. In the next five years, the organisation will recruit more staff to complement the current staffing, especially in cognizance of newly identified organisation needs such as public affairs and anticipated program scale up.

AFENET Competencies

The following are AFENET competencies:

- Expertise in field epidemiology
- Wealth of technical expertise in different countries (i.e. faculties and schools)
- Trained and competent graduates
- Existing interested collaborations regionally and internationally

- Operational networks in different program countries supported by funding
- Timely surveillance and response
- Continuous improvement and excellence in service delivery
- Partnership and collaboration: optimizing performance through shared resources and responsibility

FRAMEWORK OF PROGRAM COMPONENTS

AFENET works through five priority programs to achieve its strategic objectives. The programs include:

Developing Field Epidemiology Capacity in Africa

This program fosters professional development of field epidemiologists, competent in the practical application of epidemiologic methods to a wide range of contemporary public health problems. The strategic objective addressed by this program is strengthening field epidemiology capacity in Africa. Emphasis is placed on the following strategic actions:

- Facilitating training of field epidemiologists
- Mentoring trainees in outbreak investigation
- Providing support to Ministries of Health in outbreak investigations
- Providing support for operational research in epidemiology

Developing Public Health Laboratory Capacity in Africa

This area focuses on the strategic objective of enhancing public health laboratory capacity in Africa. Emphasis is on the following strategic actions:

- Establishing the current capacity of health laboratories in Africa
- Establishing and operationalizing a laboratory networking mechanism
- Supporting laboratory capacity among member programs

Public Health Disease Surveillance and Effective Response Systems

Member programs contribute to strengthening surveillance and outbreak response systems. This includes formulation, strengthening, and periodical review of surveillance and emergency preparedness plans.

The strategic objective advanced by this area is strengthening surveillance and outbreak response systems for communicable and Non-Communicable Diseases. Through this program, the following strategic actions are emphasized:

- Training public health personnel in Integrated Disease Surveillance & Response (IDSR) and data management
- Providing technical support to disease control programs
- Establishing joint training of epidemiologists, veterinarians, and laboratory technicians, in line with the “One Health” initiative
- Operationalizing surveillance systems
- Strengthening early warning systems

Networking and Collaboration

This area places emphasis on the strategic objective aimed at advancing the sharing of regional expertise in field epidemiology and laboratory practice. Emphasis is on the following strategic actions:

- Conducting experience-sharing conferences, workshops, and seminars in the region
- Facilitating faculty exchange programs in the region
- Strengthening inter-country collaboration
- Facilitating the sharing of training materials in the region
- Conducting joint outbreak investigations
- Promoting racial and ethnic diversity at all levels of public health practice

Documentation and Dissemination of Experiences

The strategic objective for this program is to strengthen documentation and dissemination of field epidemiology experiences. The following strategic actions are considered:

- Supporting research performed by trainees
- Facilitating programs to document and disseminate their implementation experiences
- Supporting the Secretariat’s capacity to document and disseminate field experiences

Organisational Development & Institutional Strengthening of AFENET

The strategic objective addressed here is developing and enhancing the capacity of AFENET to achieve its objectives. Under this program, emphasis is on the following:

- Developing and operationalizing AFENET's systems and strategies
- Developing and operationalizing policies and guidelines
- Developing and strengthening the institutional capacity of the Network's members
- Building capacity of the Secretariat and Board of Directors

IMPLEMENTATION STRATEGIES

The following strategies will ensure achievement of the various program components.

Partnership

AFENET will enter into partnerships with development partners (donors), other public health networks, and regional organizations, to achieve common objectives (both immediate and long term). This strategy will enable AFENET to expand its capacity, coverage and influence. AFENET will also be able to identify sources of funding from development partners and channel it to member organizations for project implementation.

Direct Implementation

The AFENET Secretariat will directly implement projects and programs related to supporting trainees, responding to epidemics and other priority public health problems.

Public Campaigns

As a networking organization, AFENET will benefit from public campaigns as a strategy to communicate directly to its stakeholders, and raise awareness about field epidemiology, as well as AFENET's role and capacity in the field. This will expand its membership and contribute to policy influence for timely response to epidemics.

MONITORING AND EVALUATION

Monitoring

Monitoring will be an on-going activity and will take the following forms:

- Designing realistic indicators during program development and operational planning
- Regular field visits by AFENET program staff to ensure that planned activities are held as scheduled, and that resources are utilized as intended
- Quarterly meetings between the Secretariat and member organisations to review work progress against work plans and program objectives. These meetings will examine complete and incomplete activities, outcomes, and cost-effectiveness on a continuous basis. Findings of these meetings will be the basis for new interventions.
- Annual review workshops will be held once a year with each member organisation to measure progress towards the achievement of the agreed results. Participatory techniques (timelines, flowcharts, and self-assessments) will be used in these exercises.
- Quarterly and annual reports, as well as narrative and financial reports will be produced by member organisations and will be analysed/ discussed by all members.

Evaluation

Both AFENET and member programs consider lessons and experiences for institutional learning and program improvement. Consequently, participatory evaluation exercises will be conducted annually for every member and an external evaluation will be organized at least once during the term of this plan.

SUSTAINABILITY

AFENET will develop a membership policy that will create a positive climate for more members to join the Network. It will also promote active participation by the member programs in various projects so as to retain the benefits accruing there from, within the Network.

Instead of simply supporting member programs to implement projects and activities, AFENET will also be involved in direct implementation. This will reduce dependency on member programs and ensure successful implementation.

Promotion of collaboration and partnerships between member programs and other organisations will be utilized to document best practices that will gradually enhance effectiveness and efficiency in the implementation process.

AFENET will establish a Research and Consultancy Department that will be used by member organisations to build their capacity to sustain development activities once official support ends.

FINANCIAL RESOURCES

The resources and finances of the Network shall be obtained as follows:

- Donations, endowments, grants, gifts and loans
- Members' contributions
- Fundraising activities and campaigns
- Interest and income from viable projects e.g. research, consultancies, lectures, publications, etc
- Sale of laboratory kits
- Negotiation with member programs on budgetary contributions to the Secretariat

APPENDIX ONE
AFENET’S STRATEGIC OBJECTIVES, STRATEGIC OUTPUTS AND ACTIVITIES

STRATEGIC OBJECTIVES	STRATEGIC OUTPUTS	ACTIVITIES
To strengthen field epidemiology capacity in Africa	Training of field epidemiologists facilitated	Develop and share training materials
		Advocate for development of an educational curriculum for ethics in epidemiology.
		Exchange of faculty between member programs
	Trainees mentored in outbreak investigation	Develop a mentoring manual
		Train TOTs in outbreak investigation
		Reward outstanding mentors
	Support to MOH provided in outbreak investigation	Develop SOPs in outbreak field investigations
		Establish quality control measures for the training programmes in the region
		Fundraise for resources for field investigations
		Attach program epidemiologists to investigating teams of Ministries of Health (MoHs)
		Provide financial support for outbreak investigation to MoHs.
	Support in operational research in epidemiology provided	Develop an operational research manual
		Develop descriptive materials on epidemiology to be placed on Network website
		Make budgetary provisions for research activities

STRATEGIC OBJECTIVES	STRATEGIC OUTPUTS	ACTIVITIES
	Support Development of new FELTPs	Country assessment Conduct short course Implement 2 year FELTP
To enhance public health laboratory capacity in Africa	Baseline survey on capacity of health laboratories conducted	Develop TORs for establishment of laboratory data bank
		Document the existing data on laboratory capacity in Africa
		Procure the expert to conduct a laboratory survey
		Disseminate baseline survey results
	A laboratory networking mechanism established and functional	Develop networking guidelines
		Facilitate exchange visits among laboratorians
	Laboratory capacity within the region supported	Conduct training needs assessment among laboratories
		Facilitate specialized training for laboratory personnel
		Develop and operationalize laboratory management guidelines
		Develop and operationalize laboratory quality control systems
Establish and institute regional reference laboratories		

STRATEGIC OBJECTIVES	STRATEGIC OUTPUTS	ACTIVITIES
		Produce and circulate newsletters within the laboratory network
Strengthen surveillance and outbreak response systems for communicable and Non Communicable Diseases	Public health personnel trained in IDSR and data management	Conduct training needs assessment among the public health workers (member programs)
		Conduct training based on results of the needs assessment
	Technical support to disease control programmes provided	Develop SOPs for disease control
		Train stakeholders on how to use SOPs
		Undertake research that informs prevention & effective control of disease
	Joint training of epidemiologists, veterinarians, & laboratorians established	Develop a curriculum which can facilitate training of epidemiologists & vets
		Open networks with veterinary training schools in the region
		Develop MoUs to operationalize training partnerships
	Early warning systems strengthened	Develop early warning indicators against epidemics
	Develop handbook to inform training of epidemiologists	

STRATEGIC OBJECTIVES	STRATEGIC OUTPUTS	ACTIVITIES
		<p>Collect document & disseminate a list of early warning indicators to communities susceptible of epidemics</p>
	Surveillance system developed and functional	Establish surveillance objective
		Clarify surveillance indicators
		Develop surveillance tools
		Develop a surveillance work plan
		Disseminate the SOP guidelines to members, through presentations at meetings
<p>To advance the sharing of regional expertise in field epidemiology and laboratories</p>	<p>Experience sharing conferences, workshops, and seminars conducted in the region</p>	<p>Develop and follow a meeting calendar that begins at least 2 years prior to the meeting</p>
	Publish news updates and newsletters	Weekly updates of news updates from different programs
		Publish and circulate monthly newsletters to program members, and partners

STRATEGIC OBJECTIVES	STRATEGIC OUTPUTS	ACTIVITIES
	Joint outbreak investigations conducted	Establish cross-border collaboration to manage disease outbreaks
	Racial and ethnic diversity at all levels of public health practice promoted	Maintain diversity of the Board of Directors Increase the number of minorities who plan and participate in the conferences and meetings, and those who attend the FE(L)TPs
To strengthen documentation and dissemination of field epidemiology experiences	Trainees Supported	Facilitate trainees to carry out and present their research work Conduct writing workshops Identify mentors to guide trainees in writing Finance trainees' travel costs to present their work
	Programs facilitated to document and disseminate their implementation experiences	Develop data capturing tools & reporting mechanism Develop and operationalize dissemination mechanisms like newsletters, annual reports, journal articles, and regular news briefs

STRATEGIC OBJECTIVES	STRATEGIC OUTPUTS	ACTIVITIES
	Secretariat's capacity to document and disseminate field experiences supported	Train public health workers in information dissemination and documentation
Strengthen the capacity of AFENET to achieve its objectives	Policies and guidelines to be developed and operationalized	Integrate AFENET activities in the constitution
		Review HRM, FMP, procurement and asset management, M&E, gender, membership policies
		Develop operational guidelines for the Board
		Conduct dissemination workshops to orient staff/board members and members on new policies
		Develop and operationalize standard operating procedures
	Network members' institutional capacity developed and strengthened	Install modern communication systems at offices in member programs
		Solicit for resources to acquire transport facilities for member programs
		Build capacity of member programs to mobilize resources
	Capacity of the Secretariat and Board strengthened	Conduct a TNA to identify performance gaps among staff, Board and member programs
		Develop a training plan
Identify training providers		
Develop and operationalize an appraisal system		
Recruit remaining key staff (Public Relations Officer, receptionist, drivers)		

APPENDIX TWO STRATEGIC PLAN BUDGET ESTIMATES

Strategic Objective 1: To strengthen field epidemiology capacity in Africa								
SN	Strategic Outputs	Activity	Person (s) responsible	Budget				
				YR 1	YR 2	YR3	YR4	YR5
1.1	Training of field epidemiologists facilitated	Develop and share training materials	Head of Programs	100,000	100,000	100,000	100,000	100,000
		Advocate for development of a curriculum for ethics in epidemiology	Head of Programs	15,000	15,000	15,000	45,000	45,000
		Exchange of faculty between member programs	Head of Programs	30,720	30,720	30,720	30,720	30,720
		Exchange of trainees between member programs	Head of Programs	24,624	24,624	24,624	24,624	24,624
		Funding FELTP country activities	Head of Programs	8,400,000	9,800,000	11,200,000	11,200,000	11,200,000
		Provision of technical assistance	Head of Programs	100,000	100,000	100,000	100,000	100,000
		Establish quality control measures for training programs in the region (QA)	Head of Programs	60,000	70,000	80,000	80,000	80,000
1.2	Trainees mentored in outbreak investigation	Develop a mentoring manual & produce manuals and pilot	Head of Programs	20,000	20,000	50,000	50,000	50,000
		Train TOTs in outbreak investigation	Head of Programs	240,000	250,000	250,000	250,000	250,000
		Facilitate mentorship	Head of Programs	50,000	100,000	100,000	150,000	150,000
1.3	Support to MoH	Develop SOPs in field	Head of Programs	25,000	75,000	75,000	150,000	150,000

Strategic Objective 1: To strengthen field epidemiology capacity in Africa								
SN	Strategic Outputs	Activity	Person (s) responsible	Budget				
				YR 1	YR 2	YR3	YR4	YR5
	provided in outbreak investigation	investigations for outbreaks						
		Fundraise for resources for field investigations	Head of Programs	25,000	25,000	25,000	30,000	30,000
		Attach program epidemiologists to investigating teams of MoHs	Head of Programs	200,000	250,000	250,000	350,000	350,000
		Support countries in epidemic response	Head of Programs	1,000,000	1,100,000	1,200,000	1,200,000	1,200,000
1.4	Support in operational research in epidemiology provided	Develop an operational research manual	Head, Science and Public Affairs	25,000	25,000	20,000	20,000	10,000
		Develop materials on epidemiology and operational research to be placed on network website	Head, Science and Public Affairs	30,000	45,000	45,000	50,000	50,000
		Fund operational research activities in network	Head of Programs	300,000	300,000	300,000	900,000	900,000
1.5	New FELTPs developed	Country assessment	Head of Programs	40,000	40,000	20,000	20,000	20,000
		Conduct short courses	Head of Programs	200,000	400,000	400,000	400,000	400,000
Total USD				19,885,344	12,770,344	14,285,344	15,150,344	15,140,344

Total budget for Objective 1: USD 77,231,720.

Strategic Objective 2: To enhance public health laboratory capacity in Africa									
SN	Strategic Outputs	Activity	Person (s) responsible	Budget					
				YR 1	YR 2	YR3	YR4	YR5	
1.1	Baseline survey on capacity of health laboratories conducted	Develop TORs for establishment of laboratory data bank	Lab Project Officer	15,000					
		Document existing data on laboratory capacity in Africa	Lab Project Officer	30,000	33,000				
		Procure an expert to conduct laboratory survey	Lab Project Officer	35,000					
		Disseminate baseline survey results	Lab Project Officer	15,000	15,000				
1.2	A laboratory networking mechanism established and functional	Develop networking guidelines	Lab Project Officer	18,000	15,000				
		Facilitate exchange visits among laboratorians	Lab Project Officer	40,000	45,000	53,000	60,000	75,000	
1.3	Laboratory capacity within the region supported	Conduct training needs assessment among laboratories	Lab Project Officer	50,000	50,000	50,000	50,000	50,000	
		Facilitate specialized training for laboratory personnel	Lab Project Officer	400,000	400,000	400,000	500,000	500,000	
		Develop and operationalize laboratory management guidelines	Lab Project Officer	100,000	125,000	125,000			
		Develop and operationalize laboratory	Lab Project Officer	400,000	420,000	450,000	700,000	700,000	

Strategic Objective 2: To enhance public health laboratory capacity in Africa								
SN	Strategic Outputs	Activity	Person (s) responsible	Budget				
				YR 1	YR 2	YR3	YR4	YR5
		quality control systems						
		Support regional reference laboratories	Lab Project Officer	300,000	300,000	300,000	700,000	700,000
		Produce and disseminate newsletters within the laboratory network	Lab Project Officer	30,000	30,000	30,000	30,000	30,000
			Total USD	1,433,000	1,433,000	1,408,000	2,040,000	2,055,000

Total budget for Objective 2: USD 8,369,000.

Strategic Objective 3: Strengthen surveillance & outbreak response systems for communicable and Non-Communicable Diseases									
SN	Strategic Outputs	Activity	Person (s) responsible		Budget				
					YR 1	YR 2	YR3	YR4	YR5
1.1	Public Health personnel trained in IDSR & data management	Conduct training needs assessment of the public health workers (member programs)	Head Programs	of	30,000				
		Conduct training based on results of the needs assessment	Head Programs	of	200,000	200,000	200,000	400,000	400,000
1.2	Technical support to disease control programs provided	Develop SOPs for disease control	Head Programs	of	80,000	80,000	80,000	80,000	80,000
		Train stakeholders on use of SOPs	Head Programs	of		150,000	150,000	150,000	150,000
		Undertake research that informs prevention and effective control of disease	Head Programs	of	170,000	170,000	170,000	450,000	450,000
1.3	Joint training of epidemiologists, veterinarians, and laboratorians established	Develop a curriculum to facilitate training of epidemiologists and veterinarians & pilot it	Head Programs	of	40,000	20,000	20,000		
		Establish networks with veterinary training schools in the region	Head Programs	of	30,000	45,000	45,000	50,000	50,000
		Review curriculum for joint training of epidemiologists and veterinarians	Head Programs	of				40,000	
		Develop MoUs to operationalize training partnerships	Head Programs	of	20,000	20,000	20,000	25,000	25,000

Strategic Objective 3: Strengthen surveillance & outbreak response systems for communicable and Non-Communicable Diseases										
SN	Strategic Outputs	Activity	Person (s) responsible		Budget					
					YR 1	YR 2	YR3	YR4	YR5	
1.4	Early warning systems strengthened	Develop early warning indicators for epidemics	Head Programs	of	30,000	30,000	30,000	30,000	30,000	
		Develop handbook to inform training of epidemiologists	Head Programs	of	20,000	20,000	15,000	15,000	15,000	
		Collect, document, and disseminate list of early warning indicators to communities susceptible to epidemics	Head Programs	of		100,000	100,000	200,000	200,000	
1.5	Surveillance system developed and functional	Establish/strengthen surveillance system for priority conditions (including NCD)	Head Programs	of	400,000	400,000	400,000	800,000	800,000	
		Review surveillance indicators/tools	Head Programs	of				150,000		
		Develop a surveillance work plan	Head Programs	of	150,000	150,000	150,000	150,000	150,000	
		Disseminate surveillance data	Head Programs	of	200,000	200,000	200,000	200,000	200,000	
Total USD					1,370,000	1,585,000	1,580,000	2,740,000	2,550,000	

Total budget for Objective 3: USD 9,825,000.

Strategic Objective 4: To advance the networking and collaboration								
SN	Strategic Outputs	Activity	Person (s) responsible	Budget				
				YR 1	YR 2	YR3	YR4	YR5
1.1	Conferences, workshops, meetings and seminars conducted in the region to promote sharing of experiences	Develop and follow a meeting calendar beginning at least 1.5years before the planned meeting	Head, Science and Public Affairs	12,000	12,000	12,000	12,000	12,000
		AFENET & TEPHINET conferences	Head of Programs	300,000	300,000	300,000	300,000	300,000
		Other conferences & meetings	Head of Programs	70,000	50,000	50,000	50,000	50,000
		Maintain AFENET websites	Head, Science and Public Affairs	20,000	20,000	20,000	27,000	28,000
		Publish and circulate weekly news updates, monthly newsletters to program members and partners	Head, Science and Public Affairs	100,000	100,000	100,000	100,000	100,000
1.2	Joint outbreak investigations conducted	Establish cross-border collaboration to manage outbreaks	Head of Programs	400,000	300,000	300,000	600,000	600,000
		Maintain diversity of the investigation team	Head of Programs	50,000	50,000	50,000	50,000	100,000
1.3	Racial and ethnic diversity at all levels of public health practice promoted	Increase number of minorities who plan and participate in the conferences and meetings, and those who attend the FE(L)TPs	Head of Programs	200,000	200,000	200,000	200,000	200,000

Strategic Objective 4: To advance the networking and collaboration								
SN	Strategic Outputs	Activity	Person (s) responsible	Budget				
				YR 1	YR 2	YR3	YR4	YR5
1.4	Advocacy and fundraising activities conducted	Advocacy/fundraising visits, materials produced and disseminated	Head, Science and Public Affairs	100,000	100,000	100,000	100,000	100,000
			Total USD	1,252,000	1,132,000	1,132,000	1,439,000	1,490,000

Total budget for Objective 4: USD 6,445,000.

Strategic Objective 5: To strengthen documentation and dissemination of field epidemiology experiences								
SN	Strategic Outputs	Activity	Person(s) responsible	Budget				
				YR 1	YR 2	YR3	YR4	YR5
1.1	Programs facilitated to document and disseminate their implementation experiences	Develop data capturing tools and reporting mechanisms	Head of Programs	200,000	100,000			
		Develop and operationalize dissemination mechanisms like newsletters, annual reports, journal publications, regular news briefs, websites, documentaries	Head, Science and Public Affairs	400,000	450,000	400,000	600,000	600,000
		Conduct writing workshops	Head, Science and Public Affairs	200,000	250,000	250,000	250,000	300,000
1.2	Secretariat's capacity to document and disseminate field experiences supported	Train AFENET staff in information dissemination and documentation	Head, Science and Public Affairs	80,000	80,000	80,000	80,000	80,000
		Support PAMJ Editorial Office	Head, Science and Public Affairs	80,000	100,000	100,000	200,000	220,000
		Develop Scientific writing materials	Head, Science and Public Affairs	20,000	20,000		20,000	20,000
		Conduct scientific writing workshops for staff	Head, Science and Public Affairs	25,000	25,000	25,000	25,000	25,000
Total USD				1,005,000	1,025,000	855,000	1,175,000	1,245,000

Total budget for Objective 5: USD 5,305,000

Strategic Objective 6: Strengthen the capacity of AFENET to achieve its objectives									
SN	Strategic Outputs	Activity	Person (s) responsible	Budget (USD)					
				YR 1	YR 2	YR3	YR4	YR5	
1.1	Policies and guidelines to be developed and operationalized	Integrate AFENET activities in the constitution	Executive Director	100,000					
		Review /develop AFENET policies e.g. HRM, Finance, procurement and asset management, M&E, gender, membership policies	Admin Manager	60,000	60,000	60,000	60,000	60,000	
		Develop operational guidelines for the Board	Executive Director	30,000			30,000		
		Conduct dissemination workshops to orient staff and Board members on new policies	Admin Manager	100,000	100,000	100,000	100,000	100,000	
1.2	Network members' institutional capacity developed and strengthened	Install modern communication systems at offices in member programs	Admin Manager	400,000	400,000	400,000	600,000	600,000	
		Acquire & sustain transport facilities for member programs	Admin Manager	300,000	300,000	300,000	300,000	300,000	
		Build the capacity of member programs to	Head, Science and Public	60,000	80,000	80,000	80,000	80,000	

Strategic Objective 6: Strengthen the capacity of AFENET to achieve its objectives								
SN	Strategic Outputs	Activity	Person (s) responsible	Budget (USD)				
				YR 1	YR 2	YR3	YR4	YR5
		mobilize resources	Affairs					
1.3	Capacity of the Secretariat and Board strengthened	Conduct a Training Needs Assessment to identify performance gaps among staff, Board, and members in programs	Admin Manager	100,000			100,000	
		Develop a training plan	Admin Manager	10,000	10,000	10,000	10,000	10,000
		Identify training providers & train staff and Board members	Admin Manager	60,000	60,000	100,000	290,000	280,000
		Develop and operationalize an appraisal system	Admin Manager	20,000	20,000	20,000	20,000	20,000
		Recruit remaining key staff (PRO, website manager, drivers)	Admin Manager	140,000	120,000	100,000	100,000	100,000
			Total USD		1,280,000	1,150,000	1,170,000	1,690,000

Total budget for Objective 6: USD 6,840,000