Department for Environment Food & Rural Affairs

Global Animal Health
Animal Health Systems Strengthening (AHSS) project

Short Form

Business Case

Version No: 3

Date: 26/03/2024

Summary Sheet

Title: Animal Health Systems Strengthening Project

Project Purpose: To work with competent authorities in Lower-Middle Income Countries (LMICs) to build resilient health systems by strengthening capabilities in animal health systems, to better protect, detect and respond to known and emerging diseases and health threats. Value: Up to £5m

Project Code AHSS-36850	Start Date April 1st 2022	End Date 31st March 2025

Version Control

Version Number	Date	Notes
1	04/04/2022	1st completed draft
2	16/04/2022	2nd Version completed - cleared by SRO
3.	20/05/2022	• Revisions to Indicative Indicators • Remove reference to "framework agreements with RVC and EHA" • Remove reference to "confidence to deliver" (reflecting current DcG capacity limitations and replace with "delivery agency will work with Defra Commercial" • Include description of VMD's expertise under delivery mode • Revision to the governance structure including changes to named SRO and PRO under delivery model, TOR for the TWG, and updates to the senior leadership team and PMO • Amendment to the reporting structure to reflect specific responsibilities of the SRO and PRO
4	26/03/2024	• Inclusion of Gender Equity and Social inclusion analysis and outcomes
5	26/03/2024	• Revised Global Theory of Change – v3 • Inclusion of switching value analysis in the Economic Case to demonstrate value for money. • Summary of ALB governance included in management of case section

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Acronyms

AHS	Animal Health Systems
ALB	Arm's Length Body
AMR	Antimicrobial Resistance
APHA	Animal and Plant Health Agency
APHW	Animal Plant Health and Welfare Directorate
BAU	Business As Usual
CDC	Centre for Disease Control
CEFAS	Centre for Environment, Fisheries and Aquaculture Science
CO	Cabinet Office
CSF	Critical Success Factors
CVO	Chief Veterinary Officer
DEFRA	Department for Environment, Food & Rural Affairs
DHSC	Department of Health and Social Care
FA	Framework Agreement
FAO	Food and Agriculture Organisation
FCDO	Foreign, Commonwealth & Development Office
FFaB	Food, Farming and Biosecurity Directorate
GAH	Global Animal Health
GBAD	Global Burden of Animal Diseases
HMG	Her Majesty's Government
IHR	International Health Regulations
KPIs	Key performance indicators
LMICs	Low to Middle Income Countries
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NDPB	Non-Departmental Public Body
NGOs	Non-Governmental Organisations
ODA	Official Development Assistance
OGDs	Other Government Departments
OH	One Health
OIE	World Organisation for Animal Health (formerly Office International des Epizooties)
PMO	Project Management Office
PMP	Progressive Management Pathway
PRO	Programme Responsible Officer
PVS	Performance of Veterinary Services
SAFE	Security Awareness in Fragile Environments
SCAH	Science Capability in Animal Health
SDG	Sustainable Development Goal
SLA	Service-level Agreement
SRO	Senior Responsible Officer
STA	Short Term Appointment
TAG	Technical Advisory Group
UKHSA	UK Health Security Agency
UNEP	United National Environmental Programme
UNGA	United Nations General Assembly

VFM	Value For Money
VMD	Veterinary Medicines Directorate
VTD	Vaccines Therapeutics and Diagnostics
WTO	World Trade Organisation
WAHO	West African Health Organization
WHO	World Health Organisation

Business case

1.1. Introduction

This business case seeks approval of up to £5m for Global Animal Health to deliver Official Development Assistance (ODA) funded technical assistance in up to three African countries between 2022 – 2025.

The aim of the project is to work with responsible authorities in Lower-Middle Income Countries (LMICs) to build resilient health systems by strengthening capabilities in animal health systems (AHS), to better protect from, and detect and respond to known and emerging diseases (including those of epidemic and pandemic potential) through a One Health, all-hazards, system strengthening approach, improving livelihoods, enhancing global health security and working towards ending preventable deaths.

The programme will build on the recent ODA funded COVID-19 Response project and Animal Health Systems Strengthening Short Project, delivered in financial years 20/21 and 21/22 respectively. It will align with and add value to relevant programmes delivered by the UK Government including the UKHSA IHR Strengthening Project[1], DHSC Fleming Fund[2], and FCDO and other national and international programmes.

A phased approach will be used to build an effective scalable programme to deliver a large and lasting impact. The project will be delivered initially in Ghana and Nigeria and expand to a third country in the second year, following a feasibility and suitability gateway assessment.

The project will work with scientists from across the Defra group agencies: Animal and Plant Health Agency (APHA), Veterinary Medicines Directorate (VMD) and Centre for Environment, Fisheries and Aquaculture Science (CEFAS), along with specialist third party organisations to provide technical assistance. Defra's Global Animal Health Official Development Assistance (GAH-ODA) Team is responsible for oversight and programme management.

All investments made as part of this project will be funded through Defra's ODA budget for FYs 2022/23-2024/25. A budget of up to £5m was approved by Minister Goldsmith on 17th January 2022. £1.6m has been allocated for year 1 (FY 2022/23). The Minister has agreed a year-one review to inform budget allocations for FYs 2023/24 and 2024/25.

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[1] PHE_2017 IHR Strengthening Project Business Case
[2] DHSC, 2021 Fleming Fund Project Summary

1.2. Strategic case

Strategic context

The COVID-19 pandemic has shone a light on the rapid global spread and devastating impacts of zoonotic disease across the world, exacerbating existing structural inequalities, fragilities, and undermining development progress. 72% of recently emerging infectious diseases affecting humans are of animal origin, and 60% of all human pathogens are zoonotic. Targeting risk at source is essential to reducing preventable deaths, safeguarding against the risks of zoonotic diseases and antimicrobial resistance (AMR)[3].

More than 70% of the world remains underprepared to prevent, detect, and respond to a public health emergency. Strengthening global health is in the interest of the UK and other countries – it reduces the risk of infectious disease epidemics spreading across the world and boosts economic and trade activity, bringing increased prosperity at home and abroad. It supports the aims of the UK Biological Security Strategy (June 2023) to strengthen deterrence and resilience, project global leadership, and exploit opportunities for UK prosperity and science and technology (S&T) advantage. The Strategy highlights that the link between global and domestic health continues to change and become more complex, such that further action will be needed to champion and embed a One Health approach to help reduce the spread of infectious diseases at home and overseas.

Animals are integral to food security and food safety, providing the highest quality protein in meat, milk and eggs for all populations, and are a valuable contributor to tackling childhood mortality and stunting. Demand for meat and milk is set to triple in Africa by 2050 (OIE 2019)[4]. Despite the importance of animals to livelihoods, food security and global health security - animal health systems are typically chronically under-resourced and in competition with other limited resources, particularly in LMICs. Further progress will be crucial to achieving the Sustainable Development Goals.

An effective AHS organises people, institutions and resources. Strong veterinary services are at the forefront of this. The World Organisation for Animal Health (OIE) Performance of Veterinary Services (PVS) Pathway provides an internationally recognised framework to support a case for investment to address challenges faced by AHS[5].

The case for change

Excluding the investment of £1m for this financial year there are currently no other ODA funded UK programmes, including Defra projects, with a focus on animal health capacity building to address Global Health Security issues.

There is increasing recognition that targeting risk at source is essential to safeguard the planet against the risks of endemic and emerging infectious diseases and AMR. Misuse of antibiotics has led to a serious and growing problem of AMR across the

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[3] PVS Business Case_Final.pdf (OIE.int)
[4] OIE, 2019 Tool for The Evaluation of Performance of Veterinary Services
[5] PVS_Business_Case_Final.pdf (oie.int)

world which must be addressed in both human and animal populations and in the environment.

Every year, at least 2.2 million deaths are attributable to zoonoses and vector-borne infections[6], and 0.7 million deaths to AMR[7]. Global Health Security is a key priority for UK ODA and the global health risk is a transnational challenge – as recognised in the Integrated Review which, in common with the UK's G7 Presidency, recognised the critical importance of taking a One Health[8] approach to global health threats such as zoonoses and AMR. Recently published FCDO position paper on *Health Systems Strengthening for Global Health Security and Universal Health Coverage* reaffirms the UK commitment to build strong and resilience global health systems and improve health around the world through our collective development, diplomacy, technical and research efforts. These commitments are reinforced in the new UK Biological Security Strategy.

COVID-19 has highlighted the impact of zoonotic pandemics in undermining development progress[9]. It has killed more than 5 million people, pushed an estimated 150 million into extreme poverty, and left around a billion undernourished.[10] The rate of zoonotic infections and AMR is increasing rapidly, with Africa and Asia experiencing the fastest growth rates. Animal health systems are typically chronically under-resourced, particularly in LMICs[11]. This proposal will strengthen capabilities in at least three LMICs to prevent, detect and respond to animal health-related threats to global health as measured by improved OIE PVS scores, resulting in reduced incidence and impact of animal disease outbreaks.

Defra group has internationally recognised capabilities in zoonoses, surveillance, diagnostics, AMR, risk analysis, research and field delivery, as demonstrated by designation of over 20 Defra group facilities as international centres of excellence. This proposal will also leverage substantial ongoing Defra non-ODA investment in APHA facilities (SCAH development at Weybridge) and non-ODA investment to develop the UK's science and surveillance capability in respect of zoonotic disease, meeting commitments made by the PM at the most recent UNGA and the Global Health Summit[12].

This project will fill a gap in HMG's Global Health Security offer by strengthening AHS to tackle disease outbreaks at source, and support HMG's Integrated Review, UK Biological Security Strategy and G7 commitments by adopting a One Health approach to address the interconnected, complex relationships between the health of people, animals and the environment. Country selection is based on where we can make the greatest difference in terms of country need, regional influence, health risks and

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[6]ILRI 2012, Mapping of Zoonoses and likely Hotspots

[7] IACG, 2019 No Time to Wait -Securing the Future of Drug Resistant Infections

[8] HMG definition: "One Health refers to two related ideas: First, it is the concept that the health of humans, animals, plants and the environment we live in are inextricably linked and interdependent. Second, it refers to the collaborative and sustained effort of multiple disciplines working locally, nationally, regionally, and globally to attain optimal health for all living things and the ecosystem in which they co-exist."

[9] World Bank, 2021: Updated estimates of the impact of COVID-19 on global poverty: Turning the corner on the pandemic in 2021?

[10] FCDO 2021, Health systems strengthening for global health security-and-universal-health-coverage/health-systems-strengthening-for-global-health-security-and-universal-health-coverage-fcdo-position-paper#ministerial-foreword

[11] OIE, 2019, Strengthening Veterinary Services Through the OIE PVS Pathway

[12] 2020, Prime Ministers speech to UN General Assembly 26 Sept

existing relationships. These countries are also strategically important, as set out in the Integrated Review, lack the capability to deal with current weaknesses in their health systems, and are the focus of complementary work delivered by other government departments (OGDs).

Gender Equity and Social Inclusion (GESI)

The Animal Health Systems Strengthening project has considered the effects of inequalities and seeks to reduce inequalities through two key mechanisms:

- Improve the livelihoods of livestock keepers in vulnerable populations including rural communities, women and smallholders), by reducing losses attributable to animal disease by a strengthened and more efficient national veterinary service.
- Improve opportunities for women and other groups servicing vulnerable populations and communities through capacity and capability training.

In Sub-Saharan Africa, agriculture accounts for approximately 21% of the continent's GDP and women contribute 60-80% of the labour used to produce food both for household consumption and for sale. Women in Ghana, Zambia and The Gambia are more at risk of food insecurity, and malnutrition and make up the majority of smallholders, who, compared to farmers working in the formal agriculture sector, are more at risk from the wide-ranging impacts of climate change on agriculture, such as flooding, drought and changing patterns in pest behaviours. Subsistence farming is crucial to food security, yet, those working in the informal sector, are least able to access veterinary services. Marginalized ethnic groups also face increased risks and barriers to accessing animal health services, such as vaccination programmes. It is anticipated that strengthening animal health systems and building capacity at the institutional level will have two outcomes for women and marginalised groups:

OUTCOME1: Strengthen animal health systems will enable the veterinary services to better meet the needs of its service users in prioritised rural communities including women and smallholders, improving livelihoods through healthier more efficient and productive animals. This is a longer-term outcome, not currently included in the logframe, but contributes to the [International Women and Girls Strategy 2023 - 2030](#), in particular principle 5, which commits to strengthening systems.

OUTCOME 2: Improved training opportunities for women animal health workers and other groups servicing vulnerable communities. Demographic data (including gender, age, disability status and education level) is collected and analysed at regular intervals to enhance inclusion and reduce barriers to participation. Findings from this Evidence from the International Development Research Centre suggests that women livestock keepers report higher satisfaction with the performance of women animal health service providers, compared to their male counterparts, stating that they received better advice and access to vaccines.

Using the OIE PVS Pathway as the operating framework, a phased approach will be adopted to build a scalable, effective capacity and capability building project, with benefits exceeding the funded period.
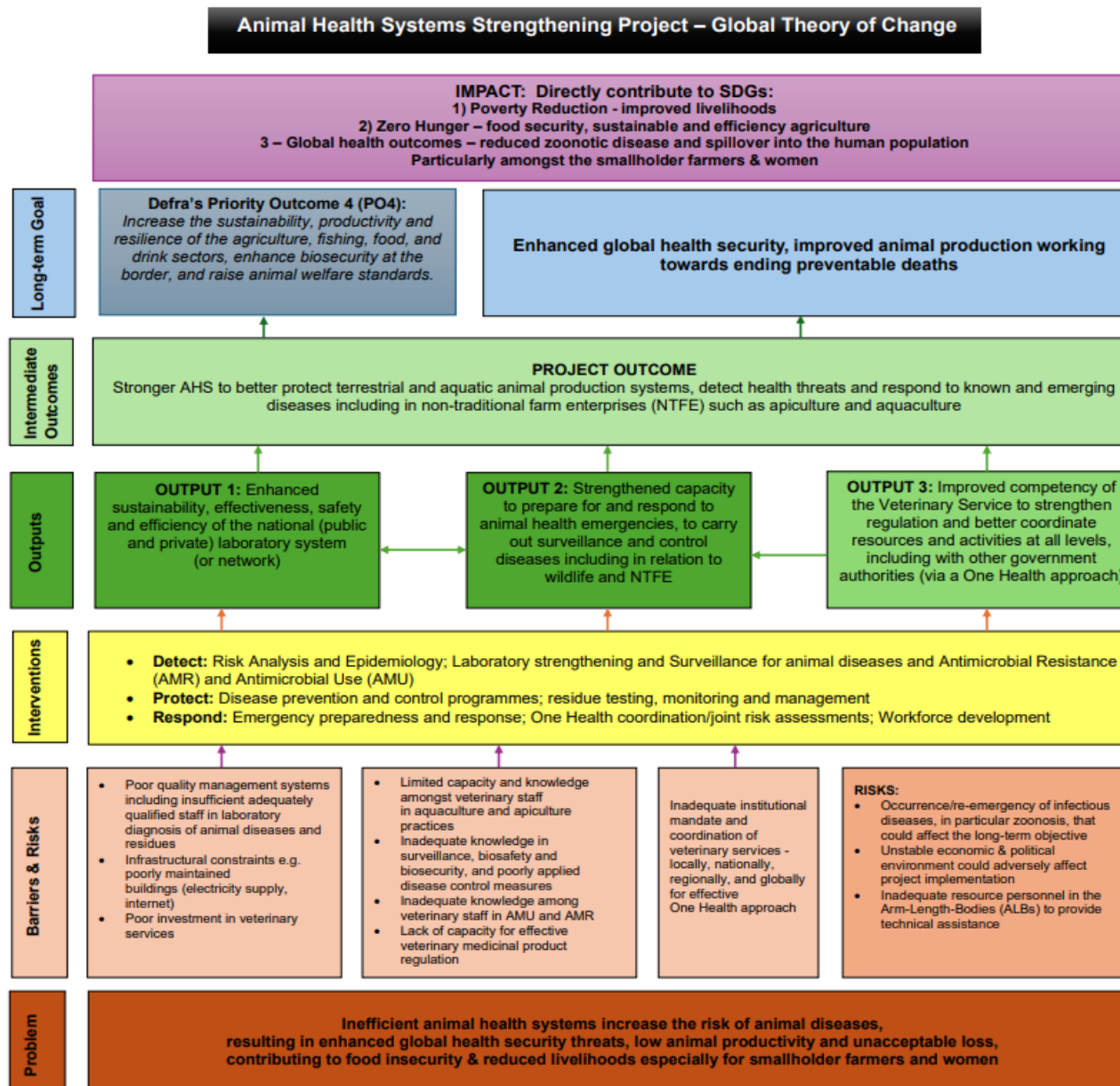
Phase 1 - the design and development phase limited to two countries will include, desk-top analysis, partnership working with OGDs and in-country working with responsible authorities to understand their needs in areas of Defra's capabilities and to map the landscape of animal health provision, including involvement of other key stakeholders to inform activities and impact. Baseline assessments will be conducted, and foundation activities delivered in the first year.

Phase 2 - the implementation phase will be characterized by a progressive increase of activities, strengthening collaboration with responsible authorities, international partners and across HMG. The number of countries will increase but with a view to growing impact at regional level, for example, by working with countries with regional influence. Work with key partners identified in the first phase will leverage greater impact through joint working or influence in multilateral initiatives.

Phase 3 – the sustainability phase will focus on long-term vision. Sufficient capability and capacity across Defra Group will be established to utilise potential increased ODA funding and to continue to deliver the benefits founded in the implementation phase whilst being flexible to respond to new opportunities or challenges. Support will be facilitated bilaterally to competent authorities and multilaterally with the Quadripartite (WHO, OIE, FAO and UNEP) and other regional institutions such as Africa CDC and WAHO.

Theory of Change

Investments to strengthen animal health systems have the potential for transformative long-term impact directly contributing to the Sustainable Development Goals. To strengthen Global Health Security and contribute to strong and resilient health systems, which reduce preventable deaths, improve livelihoods, and improve food security, this project will work with responsible authorities in sub-Sahara Africa to improve their capability to better protect, detect and respond to global health threats through technical assistance provided by scientific experts from across the Defra Group. The benefit will be realised through immediate outputs and longer terms outcomes including fewer animals with disease, more efficient production and more effective containment of disease outbreak as illustrated in the corresponding theory of change.

Animal Health Systems Strengthening Project – Global Theory of Change

IMPACT: Directly contribute to SDGs:
1) Poverty Reduction - improved livelihoods
2) Zero Hunger – food security, sustainable and efficiency agriculture
3 – Global health outcomes – reduced zoonotic disease and spillover into the human population
Particularly amongst the smallholder farmers & women

Long-term Goal

Defra's Priority Outcome 4 (PO4): *Increase the sustainability, productivity and resilience of the agriculture, fishing, food, and drink sectors, enhance biosecurity at the border, and raise animal welfare standards.*

Enhanced global health security, improved animal production working towards ending preventable deaths

Intermediate Outcomes

PROJECT OUTCOME
Stronger AHS to better protect terrestrial and aquatic animal production systems, detect health threats and respond to known and emerging diseases including in non-traditional farm enterprises (NTFE) such as apiculture and aquaculture

Outputs

OUTPUT 1: Enhanced sustainability, effectiveness, safety and efficiency of the national (public and private) laboratory system (or network)

OUTPUT 2: Strengthened capacity to prepare for and respond to animal health emergencies, to carry out surveillance and control diseases including in relation to wildlife and NTFE

OUTPUT 3: Improved competency of the Veterinary Service to strengthen regulation and better coordinate resources and activities at all levels, including with other government authorities (via a One Health approach)

Interventions

- **Detect:** Risk Analysis and Epidemiology; Laboratory strengthening and Surveillance for animal diseases and Antimicrobial Resistance (AMR) and Antimicrobial Use (AMU)
- **Protect:** Disease prevention and control programmes; residue testing, monitoring and management
- **Respond:** Emergency preparedness and response; One Health coordination/joint risk assessments; Workforce development

Barriers & Risks

- Poor quality management systems including insufficient adequately qualified staff in laboratory diagnosis of animal diseases and residues
- Infrastructural constraints e.g. poorly maintained buildings (electricity supply, internet)
- Poor investment in veterinary services

- Limited capacity and knowledge amongst veterinary staff in aquaculture and apiculture practices
- Inadequate knowledge in surveillance, biosafety and biosecurity, and poorly applied disease control measures
- Inadequate knowledge among veterinary staff in AMU and AMR
- Lack of capacity for effective veterinary medicinal product regulation

Inadequate institutional mandate and coordination of veterinary services - locally, nationally, regionally, and globally for effective One Health approach

RISKS:
- Occurrence/re-emergency of infectious diseases, in particular zoonosis, that could affect the long-term objective
- Unstable economic & political environment could adversely affect project implementation
- Inadequate resource personnel in the Arm-Length-Bodies (ALBs) to provide technical assistance

Problem

Inefficient animal health systems increase the risk of animal diseases, resulting in enhanced global health security threats, low animal productivity and unacceptable loss, contributing to food insecurity & reduced livelihoods especially for smallholder farmers and women

Working together to tackle animal diseases

UK International Development
Partnership | Progress | Prosperity

SUSTAINABLE DEVELOPMENT GOALS

World Organisation for Animal Health
Founded in 1924

Cross-cutting issues:
Gender Equality &
Social Inclusion

Main Assumptions
- Strengthened capabilities in animal health systems will reduce unacceptable loss due to animal disease
- Strengthening the competent authority is an effective mechanism to improve animal health
- Healthier animals contribute to more productive animals, which directly contributes to improved livelihoods and improved food security

Diagram 1

Objectives

The project objectives are:
- To enhance biosafety and biosecurity through improved veterinary services, laboratory quality management systems and disease surveillance capabilities to reduce the frequency and impact of animal disease outbreaks and minimise their emergence and transmission.
- To enable rapid and effective emergency response to animal disease outbreaks, thus reducing the risk of spill-over of animal pathogens into the human population, by developing early warning systems and strengthening intersectoral collaboration of animal and public health systems.
- To improve livelihoods of livestock keepers by reducing losses attributable to disease by a strengthened AHS.
- To improve gender equity in veterinary services by ensuring women are fairly represented in the facilitation and participation of training and development.

Progress will be measured via contributions to improve standardised and structured PVS Pathway scores and may include the following indicative KPIs:

# of countries project delivered in	# simulation exercises delivered
# of competent authorities supported as result of this project	# and of participants involved in simulation exercise
# and range of training sessions delivered	# of veterinary laboratories supported
Gender of professionals and paraprofessionals supported/receiving training	range and # of Laboratory Quality Management Standards - essential quality elements improved
Gender of professionals and paraprofessionals delivering training	

Critical Success Factors

The Critical Success Factors (CSF) identified below were developed via an iterative process over the past two years, drawing on discussions with specialist adviser and former UK Chief Veterinary Officer (CVO), feedback from the 2020 Spending Review, GAH senior leadership and ongoing discussions with the APHW ODA Technical Advisory Group.

Factors considered critical for the successful delivery of this project are as follows:
- **CSF1: Business Needs** – addresses GAH strategic objectives, and Defra's International Strategy, specifically Objective 3 – enhancing human, animal, plant and environmental health globally, including corresponding sub-objectives.
- **CSF2: HMG Strategic Fit** – is coherent with current key cross-cutting government policies, specifically the Integrated Review, UK Biological Security Strategy, Global Health Strategy, International Development Strategy (in development), and Health Systems Strengthening for Global Health Security and Universal health coverage: FCDO position paper[13].

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[13] https://www.gov.uk/government/publications/health-systems-strengthening-for-global-health-security-and-universal-health-coverage/health-systems-strengthening-for-global-health-security-and-universal-health-coverage-fcdo-position-paper

- **CSF3: Supplier Capability** – APHA, VMD and CEFAS, along with specialist sub-contractors, have the capability and capacity to deliver the required services and deliverables.
- **CSF4: Affordability** – Lord Goldsmith approval for up to £5m of ODA budget.
- **CSF5: Potential Achievability** – GAH-ODA along with APHA, CEFAS and VMD have the ability to innovate, adapt, support and manage change and risk, and investment options provide the opportunity to build international strategic and technical capabilities.
- **CSF6: Promotes a One Health Approach** – has the capability, capacity and willingness to effectively interface with animal health, the environment and human health to achieve common objectives.
- **CSF7: Benefits Optimisation** – has the potential to maximise sustainable quantitative and qualitative benefits for focal countries, and secondary direct benefits for Defra and OGDs.

1.3. Economic case

The case for investment in the Animal Health Sector

Stronger animal health services are essential to sustainable development

More than 75% of emerging infectious diseases originate in animals. Many animal owners face threats to their income because of animal disease, poor welfare, and the inaccessibility of quality animal health services. Healthy animals are essential to human health and wellbeing. Improvements in animal health systems directly enhance global health security, food safety and security, and poverty alleviation, and can contribute to job creation, employment, and education opportunities. Disease prevention through better surveillance of diseases, better management of the wildlife trade, and substantial reduction of deforestation combined would cost less than one twentieth of the value of lives lost each year to emerging viral zoonoses. The burden of animal diseases is exacerbated by underinvestment in animal health services in general, and is a particular challenge in LMICs.[14] Continuous and re-emerging outbreaks of animal and zoonotic diseases are a tangible effect of this lack of investment. At national level, animal health is often not a priority within already limited agriculture government spending.[15] The animal health sector receives little funding compared to government contributions to the agriculture sector and broader economy[16]. Despite the importance to global health and sustainable development, animal health services in many countries are under-resourced. Across LMICs, livestock contributes 40% of agricultural gross domestic product (GDP) yet contributions to the livestock sector, for instance, make up less than 0.25% of Overseas Development Assistance (ODA) – with even fewer resources allocated to animal health.

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[14] Idriss, O. and Nersy, C. (2017) Pastoralism: Opportunities for Livestock and Challenges for Veterinary Services, OIE Regional Commission. Available at: https://www.woah.org/app/uploads/2021/03/2017-afr1-idriss-a.pdf; World Bank (2022) New World Bank Country Classifications by Income Level: 2022–2023, World Bank Blogs. Available at: https://blogs.worldbank.org/opendata/new-world-bank-country-classifications-income-level-2022-2023
[15] PVS Business Case_Final.pdf (OIE.int)
[16] ibid

Targeting risk at source is essential to reducing preventable deaths, safeguarding against the risks of zoonotic diseases and antimicrobial resistance (AMR)[17]. Analysis by the International Livestock Research Institute (ILRI) in Kenya suggests that one dollar invested in animal health can generate five dollars' worth of benefits and that a well-targeted global investment of US$25 billion over 10 years could generate benefits worth at least US$125 billion by transforming the management of neglected and emerging zoonoses[18]. This work, based on earlier analysis by the World Bank, suggests that One Health is a highly efficient and effective approach, which can add value and reduce costs by: sharing health resources between the medical and veterinary sectors; controlling zoonoses at source in animal reservoirs; supporting early detection and response to emerging diseases; preventing pandemics; and generating insights and adding value to health research and development.

Switching value analysis (Demonstration of Value for Money)

This section attempts to illustrates the potential disease burden reduction benefits associated with this project for the livestock industry in Nigeria, Ghana and Zambia. There is currently limited data on the monetised impacts of diseases on the livestock sector in these countries. Research will be undertaken in partnership with Liverpool University on the Global Burden of Animal Disease in the form of an economic cost benefit analysis of investment in our focal countries to help fill this evidence gap and work with national governments to secure further investment in the sector.

A full economic appraisal of the costs and benefits of the AHSS project has not been possible due to limited analyst resource and lack of quantifiable evidence. An estimate for the total disease related animal health burden for Nigeria in 2021 has been calculated but relies on assumptions based on Ethiopia's livestock sector. The total value of the livestock sector in all three countries has also been estimated, as well as information on the size of aquaculture in the three target countries.

The total value of the livestock sector in Ghana is valued at $365m.[19] The total value of Zambia's GDP is $18.1 billion, with 18% of GDP attributed to agriculture.[20] The livestock sector makes up 42% of the agriculture sector,[21] valuing it at approximately $1.35 billion. The value of the Nigerian livestock sector is valued at 5% of GDP.[22] Since the value of Nigerian GDP in 2020 was $432 billion this values the Nigerian livestock sector at $21.6 billion.[23] This brings the total of all three livestock sectors to approximately $23.3 billion.

Evidence on the monetary value of the disease burden in Nigeria, Ghana and Zambia is limited. Research from Global Burden of Animal Diseases (GBAD) at the University of Liverpool on the animal health burden of diseases in Ethiopia can, however, give an indication to the current burden in the project's target nations.[24] GBAD researchers

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[17] ibid
18 Grace, Delia (2014) "The business case for One Health." Onderstepoort Journal of Veterinary Research [Online], 81.2 (2014): 6 pages. Web. 11 December 2023.
[19] Ghana: contribution of livestock to GDP 2013-2022 | Statista
[20] GDP (current US$) - Zambia | Data (worldbank.org)
[21] Analysis-of-the-2020-National-Livestock-Policy.pdf (pmrczambia.com)
[22] Nigeria (ilri.org)
[23] GDP (current US$) - Nigeria | Data (WorldBank.org)
[24] Homepage | Global Burden of Animal Diseases (animalhealthmetrics.org)

have estimated an animal health loss envelope (AHLE) statistic to quantify the livestock disease burden in Ethiopia. The AHLE estimates the difference between current income from livestock against income from livestock in a theoretical state of perfect livestock health. The AHLE can disaggregate the total disease burden into three components, mortality (death of livestock), morbidity (reduced livestock productivity due to disease) and animal health expenditure (money spent treating and preventing livestock disease).[25] For Ethiopia in 2021, the estimated annual disease burden on cattle was $17bn ($243 per head), $1.1bn for sheep ($26 per head) and $3.1bn for goats ($60 per head). GBAD estimate that animal health expenditure accounts for less than 1% of the disease burden for livestock in Ethiopia, which they say shows an underinvestment in animal health in the region.

The per head disease burden estimates from GBAD can be used to give an estimation of the total disease-borne animal health burden in Nigeria. In 2021, Nigeria had a population of approximately 21 million cattle, 49 million sheep and 86 million goats.[26] Assuming the per head disease burdens of Ethiopia hold for Nigeria, then there would be a disease burden of $5bn on cattle, $1.3bn for sheep and $5.2bn for goats in 2021. The total estimated disease burden on cattle, sheep, and goats for Nigeria in 2021 would then be $11.5bn or £8.4bn. The AHSS project would therefore have to deliver a total disease burden reduction of approximately 0.06% to deliver a £5m improvement in Nigeria's livestock disease burden (at 2021 prices). Even if the true per head disease burden in Nigeria was half that of Ethiopia, the project would need to deliver a 0.12% reduction in disease burden for £5m in animal health benefits. It has not been possible to calculate by how much successful delivery of the AHSS would reduce the disease incidence and resulting burden, but **the estimates do suggest that only a small percentage fall in the burden is needed to deliver significant benefits**. AHLE estimates for Ghana, Zambia and The Gambia have not been calculated. Whilst comparisons can be made between Ethiopia and Nigeria, the two power houses of East and West Africa, comparison with Ghana, Gambia, and Zambia is a bit more difficult, with Ethiopia's population (2022 figures) at over 123million while Ghana and Zambia are each less than a third at 33.5million and 20miliion respectively. Gambia is a Small State with 2.7million people. With this huge variation in size, also comes a wide variation in the proportion of the population engaged in agriculture, and in livestock production as a proportion of agriculture's contribution to each country's economy. Ethiopia has up to 85% of its population engaged in agriculture, implying poor animal health, and declined productivity will adversely affect household incomes and livelihoods of a greater proportion of the population than compared with the three current focal countries.

Gauging against the number of natural resources needed to maintain animals, there is a huge variation in resource pressure with Ethiopia having 16.6million hectares of arable land compared with 4.7mill Ha (Ghana), 42millin Ha (Zambia), and .44mill Ha (Gambia) even though only 4% of Zambia's is cultivated annually. This variation can similarly be seen across ground and surface water resources across the four countries and must be assessed against each country's animal headcount. Using cattle headcount alone, Ethiopia has 17 times more, 29 times more, and 216 times more than Ghana, Zambia, and Gambia respectively. It may appear inconclusive to draw

[25] Application of the Global Burden of Animal Diseases methods at country level: the experiences of Ethiopia case study | (Jemberu et al)
[26] Table 12.1a: Livestock population in Nigeria for 2020 and 2021 | (NAERLS)

inference from various indices given the scale and size of each country, but looking at 'spread of economic gains or losses' shows that **where the ratio of total population engaged in agriculture and the livestock sub-sector is very high (70% and 71% for Gambia and Zambia respectively) the impact of burden of disease is more likely to be felt across a greater number of citizens, adversely affecting their incomes and livelihood, compared to Ghana, where 52% of the population is engaged in agriculture and livestock.**

The AHLE approach developed by GBAD has been sense checked by experts in CEFAS and deemed robust but does, as of now, lack published data required for full verification. The AHLE estimates for Nigeria should therefore be viewed as indicative of the magnitude of the animal disease burden rather than an exact estimate.

The scale of the aquaculture industry in Ghana, Nigeria and Zambia has also been reviewed. Aquaculture production in Ghana saw a significant increase from 5,600mt in 2008 to 89,400 mt in 2021[27] with plans to further increase the production to 211,697 mt by the end of 2027.[28] Nigeria is a major regional aquaculture producer, producing 261,621 mt in 2020, contributing about 11% of the total aquaculture production in Africa and is the second largest producer in Africa after Egypt.[29] Aquaculture production has more than tripled in Zambia in the past decade – rising from 12,988 mt in 2012 to 45,670 mt in 2020.[30] Aquaculture production in Zambia is estimated to contribute about 0.32% to the country's GDP.[31] While aquaculture production plays a crucial role in these countries and disease outbreaks have been identified as a major barrier to aquaculture production,[32] no total value of production could be found.

Value of livestock sectors and aquaculture production volumes

	Total value of the livestock sector (2020 prices) ($m)	Aquaculture production (2021) (metric tonnes)[33]
Nigeria	21,600	275,645
Ghana	365	89,380
Zambia	1,350	63,355
Total	**23,315**	**428,380**

Alongside the animal health and welfare, and productivity improvements, investment in the animal sector may deliver additional benefits that are currently difficult to quantify but can directly contribute to each country's social and economic development. These benefits are listed below, which will further increase the effectiveness and value for money of the project:
- Reduced hunger and improved food sustainability
- Improved trade
- Increased consumer confidence in animal products
- Improved supply chain resilience

[27] Ghana: aquaculture production | (Statista)
[28] Ghana targets 136 percent aquaculture production increase | (The Fish Site)
[29] Aquaculture Development in Nigeria and FAO's Role | (openasfa.title)
[30] FAO supports a Blue Transformation in Zambia through sustainable aquaculture - What's new
[31] Zambia aquaculture study brief | Capacity4dev (europa.eu)
[32] Water | Free Full-Text | Aquaculture Development in Nigeria: The Second Biggest Aquaculture Producer in Africa (mdpi.com)
[33] Aquaculture production (metric tons) - Nigeria | Data (worldbank.org)

- Improved Livelihoods and reduced poverty
- Reduced risk of transmission of zoonotic diseases to humans, saving money for the health sector
- Enhanced global health security, benefitting national and global economies including the UK.

Critical Success Factors Analysis

An analysis of the above CSFs against the project's objectives resulted in a long list of investment opportunities, of which seven were shortlisted (see appendix i for detailed information). CSF 7, Benefits Optimisation, is better expressed as a narrative and summarised as an analysis of benefits and risk, as included in the table below.

Short list of options considered

The shortlist of seven investment options were further analysed with recommendations to be carried forward into the final options appraisal or rejected.

Options	Description	Benefits delivered / Risks involved (CSF 7)	CSF score	Reason for short list or rejection
1	**Quadripartite/ Regional Institutions Secondments**	**Benefits:** • Greater reach and impact of inputs for national governments and international organisations and competent authorities. • Develop skills of the secondees, to benefit the UK's home capability as well as future work on international development. • Possible opportunity to co-fund with OGDs promoting a OH approach and offering better value for money (VFM) **Risks:** • May be difficult to shape secondee's responsibilities, to achieve desired project's impact. Very easy for secondee to get absorbed into wider organisational structure.	10	Carried forward to shortlist for analysis in years 2 & 3
2	**Country level preparedness and response capability building projects**	**Benefits:** • Aligned with OGDs and key stakeholders to build on their gains to avoid silo working, promote VFM and OH approach. Quantifiable technical assistance for responsible authorities with wider benefits for livestock owners, farmers, veterinary professionals. **Risks:** • Investment in scoping required to build strong relationships, limited early outcomes.	9	Carried forward for shortlist analysis Strategic approach to building a country-based programme with sustainable impact, in contrast to a series of bi-lateral activities.

Options	Description	Benefits delivered / Risks involved (CSF 7)	CSF score	Reason for short list or rejection
3	**Rabies Elimination Project**	**Benefits:** • Exemplar One Health approach. • Builds on existing programme of work early for tangible outcome. **Risks:** • Disease specific out of step with systems strengthening approach.	9	**Recommended** - to be folded into a wider country-based system strengthening project Not a PVS technical area. But can be used to illustrate exemplar One Health approach
4	**Bi-lateral support to LMIC to strengthen animal health systems**	**Benefits:** • Quantifiable TA for responsible authorities with wider benefits for livestock owners, farmers, veterinary professionals. • CPD for vet professionals and para-professionals. **Risks**: • Vulnerable to silo working/lacks integrated OH approach.	7	**Rejected** – similar offer to option 2, but lacks sustainable scalable country-based approach aligned/ leverage with OGDs/ key stakeholders
5	**COVID – 19 Response Project**	**Benefits:** • Build on existing work, including investment in tackling zoonoses. • Improve responsible authorities' preparedness and response capabilities. **Risks:** • Disease specific – counter to system strengthening approach/PVS Pathway. • Unlikely to build broad investment in APHW's international capabilities. • Lacks flexibility to address country needs beyond COVID 19.	7	**Rejected** - as a standalone disease specific project. Better incorporated under a wider health system strengthening approach
6	**Support FCDO & UKHSA/ DHSC delivery through enhanced OH delivery**	**Benefits:** • Access to world class scientific knowledge and technical assistance delivered in a joined up/integrated way for LMICs. • Quicker implementation & VFM. • Enhanced benefits for OGDs, trusted partner without engaging in extensive procurement exercise. • Increased revenue stream for Defra. **Risks:** • Dependent on policy objectives and OGDs' funding availability. • Limits Detra's strategic autonomy.	10	**Rejected** - as a standalone project option. But should be considered as a mechanism to build a case for change, for promoting a One Health approach across HMG
7	**Economic analysis of**	**Benefits:**	10	**Recommended** to be taken forward to

Options	Description	Benefits delivered / Risks involved (CSF 7)	CSF score	Reason for short list or rejection
	global burden of animal disease	• Critically important work to secure further investment in Animal Health sectors for LMICs, and international stakeholders. **Risks:** • Not affordable on current revised budget. • Aspects of work to be taken forward in One Food Project. • Possible duplication with OGDs.		shortlist subject to availability of funding

Table 1 – Short List of Options

Preferred way forward/option

Options	Description/name	
1	**_Do nothing_** The project has small core team involved in GAH policy development, along with influencing and development of the business case. Funding is required to implement the above investment options. BAU = Do nothing	
	Whole Costs	
	Non-financial Benefits	
	Ranking:	Rejected/ Discounted Additional resourcing is required to progress this business case. Which is not available under BAU
2	**_Do minimum_** In-year funding from available underspend – No ODA hub commitment to continuation funding	
	Whole cost	No guaranteed funding (£2.64m secured over the past two years)
	Non-financial benefits	Benefits difficult to quantify/articulate in advance as it is determined by availability and amount funding, if any granted in-year
	Ranking	Considered/Carried Forward Possible, but would not optimize opportunities, would lack the investment in Quadripartite, important for sustainability and strategically at post and the UK for Defra.
3	**_Preferred Option_** Country level preparedness and response capability building project, builds on COVID-19 response projects, aligns with UKHSA & FCDO, to deliver a One Health response supported by committed multi-year funding, incorporates Rabies Elimination project as an exemplar One Health approach, internal evaluation. Delivered across 3 countries	
	Whole Costs	£5m

Options	Description/name	
	Non-Financial Benefits	Builds on the solid foundation outlined in option 2 (do minimum) but benefits from economies of scale by delivering the country-based capability projects in up to three focal countries. In-country presence builds stronger relationships, meets needs in a more informed and agile manner, for better and longer-term outcomes. One possible secondment to the Quadripartite/regional institutions to strengthen the project's reach and impact with potential for regional leverage.
	Ranking	**Accepted/preferred option**
4	***Maximum Option*** As above but also includes economic analysis of global burden of animal disease. More than 1 secondment to Quadripartite/ Regional Institutions. External evaluation. Delivered in more than 3 focal countries	
	Whole Costs	£7.m
	Rankings	Discounted – Exceeds current allocated budget

Table 2 - Preferred way forward

1.4. Commercial case

Procurement route

Most funding will be used to help build in-country capability in key areas such as disease surveillance, mitigation, preparedness, and response. This will be undertaken through, training, mentoring, peer-to-peer knowledge and skills exchange, facilitated via a direct award to scientific and veterinary experts from Core Defra – Exotics Disease Control, and ALBs: Animal and Plant Health Agency (APHA), and Veterinary Medicines Directorate (VMD). Specialist third party organisations will also be contracted to deliver technical assistance to compliment Defra's expertise and meet country need. Technical secondments, to key multilateral organisations, (e.g. WHO, OIE, FAO, and UNEP) along with regional institutions (e.g. WAHO, and Africa Centre for Disease Control) operating in the One Health/Global Health Security space, may also be considered to strengthen the regional architecture. This will also include close liaison with posts.

Before embarking on a new procurement process, delivery agencies will explore all opportunities for procuring goods or services including, where appropriate utilising existing contracts or framework agreements (FAs). If elements of the projects need to be contracted out to other agencies for delivery, VFM will be tested by using either an open competitive tendering process or including a robust justification when using a single tendering process.

The government's procurement policy is to buy the goods, works and services that it needs under a fair and open procurement process, guarding against corruption and seeking to secure value for public funds with due regard to propriety and regularity. UK law and World Trade Organisation (WTO) agreements underpin these principles. The specific responsibilities of public sector organisations are set out in the HM

Treasury document Managing Public Money from which the following principles are taken:
- Delivering 'Value for Money' through competition - securing the best mix of quality and effectiveness for the least cost over the whole life of the contract.
- Sustainable Procurement - buying goods and services in a way that delivers 'Value for Money' outcomes on a whole life basis, generating benefits primarily to recipient ODA eligible countries, but also to the UK and the economy, whilst minimising damage to the environment.
- Compliance with legal obligations under UK rules and other international agreements.
- Benefiting from collaborative opportunities across Central Government and the Defra Network.
- Managing commercial risk appropriately, including the legal framework, insurance requirements, fraud, corruption, conflicts of interest, payment to suppliers.
- All relationships (suppliers/customers) must be in accordance with the Civil Service Code and Defra's Ethics and Conduct of Staff standard. At all times suppliers must be treated in a fair and transparent manner.

An SLA may be used to form part of the contract and can be used (along with KPI's if relevant) to monitor and measure performance. For poorly performing contracts this can be used as the trigger for remedies and the primary means for withholding payment, when necessary.

The SLA will clearly specify what service levels or performance standards the Contractor is required to meet and the consequences of failing to do so. The specified performance standards should be easily measurable.

Additionally, it is not possible to have binding legal agreements between government departments and so for this reason we use SLA's instead, to record the formal agreement between the parties to the provision of a service.

A summary of types of agreements and where they would be used follows:
- Service Level Agreements (SLAs) – Agreements between Sections, Departments, Divisions of within Defra.
- Memorandum of Understanding (MOU) – Agreements between Core Defra, and its Arms-Length Bodies and Other Government Departments, Agencies, NDPB's, public sector organisations etc.
- Contracts and Partnership Sourcing for the provision of goods and services, typically arising from an external contractual relationship. Generally, as a result of issuing an invitation to tender/request for quotation etc.

Key contractual terms and risk allocation

The project will build on previous programmes of work and aim to identify existing third parties with proven relationships and with relevant framework agreements/ contracts in place. Where this is not possible new contracts / providers will be procured *via* a competitive process.

Efficiencies and commercial arrangement

The project will work with FCDO, to establish a country office and national presence. Staff will either be employed via the FCDO at post on locally engaged contracts or UK-based international contracts. All staff based overseas will be embedded into the FCDO platform at post, which will provide coherence for working terms and conditions, due diligence and safety. This approach will enable staff to be embedded into a wider organisational structure and leverage the benefits of HMG, including logistics, commercial and strategics. A larger in-country presence will reduce the need for frequent long-haul flights which are costly and environmentally damaging. More expensive subject matter experts, UK based staff, will compliment in-country staff via remote support and less frequent international travel.

Delivery agencies will work with Defra commercial to identify and appoint subcontractors to provide specialised services, including through single tender actions where there is an appropriate case for doing so.

Delivery model

Most funding will be used to help build in-country capability in key areas such as disease threat detection, prevention, and response. This will be undertaken through, training, mentoring, peer-to-peer skills and knowledge exchange, facilitated by scientific and veterinary experts from APHA, CEFAS and VMD. Defra-group have an extensive and well-established track record of capability-building internationally:

- APHA has extensive experience in influencing policy and awareness raising, promoting One Health through joint actions on zoonosis, antimicrobial resistance and emerging microbiological hazards across Africa, Asia and the Middle East. Over the last decade, APHA has delivered world leading technical assistance on vaccine development, on responding to diseases outbreaks at global level, on building strong veterinary infrastructures, on inspection and certification as well as biosecurity. APHA holds international OIE/FAO/WHO and national reference laboratory status for a number of priority animal diseases, including rabies[34].
- VMD is a leading regulator of veterinary medicines, experienced in providing bilateral national, and regional, support to improve regulatory capacity. VMD leads work to combat veterinary AMR and has established an international AMR Reference Centre in partnership with APHA and Centre for Environment Fisheries and Aquaculture Science, working with LMICs to provide technical and policy expertise.
- CEFAS will provide technical leadership and oversight for co-ordination of a One Health approach.

The project will develop a strategic presence in-country, working closely with post:
- Initially this will include a Veterinary Advisor and Assistant to the Veterinary Advisor employed in each country. The Veterinary Advisor will establish a visible presence in country, act as the point of contact for key stakeholders, represent Defra at strategic country level meetings and be responsible for the oversight of day-to-day

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[34]https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/995927/RefLabsDiagramJune21.pdf

activities required to meet the workplan objectives for that country. The Veterinary Advisor and Assistant to the Veterinary Advisor will be directly employed by Global Animal Health via the FCDO and will be accountable to the Oversight Board. Their specific roles and responsibilities will be outlined in the project implementation document to be developed following project approval.

- Defra's UK based visiting team and external partners, will complement the in-country team with subject matter expertise, training and special events

Defra will establish an MoU with ALBs, outlining expectations and responsibilities, including outputs and outcomes. It is anticipated that the ALBs will issue sub-contracts with relevant delivery partners to complement their work. This will be done via existing framework agreements, competitive tendering process or STAs (where appropriate). Contractor compliance will be managed by ensuring that the contract terms of reference clearly specify objectives, measurable indicators and targets, with dates. Contracts will include KPIs and clauses to cover poor performance.

1.5. Financial case

High level summary

The AHSS project is funded from ODA budgets, under the theme of Global Health Security, and forms part of Defra's ODA's Portfolio for the 2023-25 Spending Review period. A budget of up to £5m was approved by Minister Goldsmith on 17th January 2022. £1.6m has been allocated for year 1 (FY 2022/23). The Minister has agreed a year-one review to inform budget allocations for FYs 2023/24 and 2024/25.

The budget allocation and staffing

Programme	Allocation 22/23		*Indicative 23/24*		*Indicative 24/25*		Staffing Number
	RDEL	CDEL	*RDEL*	*CDEL*	*RDEL*	*CDEL*	
Animal Health Systems Strengthening	£1.m		*£2m*		*£2.1m*		2. (G7, HEO, HEO/SEO MEL)

Table 3

Financial appraisal

The spend for the first year (2022/23) of the project will be an iterative process. Q1, activities will include stakeholder engagement and in-country scoping, resulting in a country needs-informed workplan. Costs will largely be attributed to core staffing and travel. Q2- Q3 will be informed by ongoing stakeholder engagement and delivery of the identified preliminary activities. Q4 will include a review of year 1 performance and delivery of remaining agreed activities. Funding will be disbursed in three tranches via the Risk and Ops mechanism based on the costed workplan, aligned with the above timeframes. A flexible and agile mechanism is needed to disburse funds in line with country needs, as they are identified throughout the duration of the project and to facilitate an integrated One Health approach, to work flexibly across workstreams. This approach is in contrast to the default approach which disburses funds at the start of the project along organisational lines but reinforces working in silos.

The costed workplan, with corresponding activities, will be reviewed by the Oversight Board for coherence, alignment to the Theory of Change and value for money, with funding awarded based on their recommendation. Funds (cash and resource) will be reconciled via monthly financial reports to the PMO and directly to Defra Central Finance via the Risks and Ops Mechanism.

1.6. Management case

Project management

The project will be delivered under the responsibility of Global Animal Health, which forms part of Animal and Plant Health and Welfare Directorate, part of the Food, Biosecurity and Trade (FBT) Group. The Senior Responsible Officer (SRO) is Head of International Engagement & One Health. The Project Responsible Officer (PRO) is Global Animal Health, ODA Programme Manager. The Animal Health Systems Strengthening Oversight Board, (which the SRO will chair) is the main oversight and due diligence mechanism for the project. Operational decision-making is delegated to the Senior Leadership Team and Programme Management Office (comprising of 0.2 x Strategic Lead, 0.2 x Technical Advisor, 1x Programme Manager, and 1x Project Support). The governance structure detailed below, will be implemented to effectively oversee the development and delivery of this project. The key elements are:

1. **Defra ODA Board** chaired by Director General of International and Borders, which oversees all Defra's ODA programmes.

2. **Oversight Board** chaired by the Deputy Chief Veterinary Officer and Global Animal Health Deputy Director – with representation from the project SRO and PRO, lead delivery agencies (APHA, CEFAS and VMD) other relevant government departments including DHSC, UKHSA, FCDO and Defra ODA Hub. The Oversight Board will be responsible for the strategic direction and due diligence of the project and assurance that the project remains on course to deliver the desired outcomes to the standard stipulated in the business case, including opportunities for alignment and collaboration across HMG. Oversight Board will meet on a bi-monthly basis. (See appendices II for Terms of Reference)

3. **Senior Leadership Team and PMO** will be responsible for the day-to-day leadership decisions, technical review and challenge of work packages and activities developed and delivered by the TWG to ensure value for money, a robust scientific evidence base, best practice and the adaption of a One Health approach. They will also monitor progress against key milestones, risks and opportunities and prepare project level reports for submission to the ODA hub and the Oversight Board. Representation includes the technical lead, SRO and PRO.

4. **Technical Working Group (TWG)** will meet on a regular basis and bring together experts from technical areas involved in the delivery of the project, from Defra group (animal health, plant health, veterinary medicines and AMR) along with in-country staff, in partnership with external organisations and academia (where relevant), to plan, discuss and review delivery including progress towards key milestones, proactively address implementation issues and to ensure coherence

across the project, complimenting monthly progress reports. The TWG will evolve from the Technical Advisory Group (interim structure involving GAH-ODA, VMD, CEFAS and APHA responsible for informing the development of the project from initial concept to business case).

Working-level cross-Whitehall engagement will continue through Global Health Alignment and One Health ODA alignment meetings to ensure a joined up, One Health approach.

5. ALBs GOVERNANCE

APHA, CEFAS and VMD are executive agencies of Defra, delivering core work and supporting the delivery of Defra's strategy. The main aim of each agency is to contribute to the protection of human and animal health through surveillance programmes, provision of critical scientific evidence and advice that underpins Defra policy development, and a range of compliance activities.

Each agency has a formal framework document in place, setting out arrangements for Defra to monitor and understand its strategy, performance, and delivery, and establishing necessary governance. The relevant Director General within Defra acts as the senior sponsor for each agency, with responsibility for managing relationships, providing line management to the agency chief executive, holding them to account for delivery against targets, and taking a longer-term strategic view of engagement with Defra. Annual business plans and objectives are agreed between the senior sponsors and the agency chief executives.

The agencies are part-funded by Defra but also receive funding through bespoke research programmes from Defra, other government departments, and external research fund providers. The Principal Accounting Officer (PAO) for Defra (Permanent Secretary) is formally accountable to Parliament for the issue of any budget allocation to APHA, Cefas and VMD. The PAO is also responsible for advising the Defra Secretary of State on: an appropriate framework of objectives and targets for each agency in the light of the department's wider strategic aims and priorities; an appropriate budget in each case in the light of Defra's overall public expenditure priorities; how well the individual agencies are achieving their strategic objectives; and, whether they are delivering value for money.

Animal Health Systems Strengthening Governance Structure
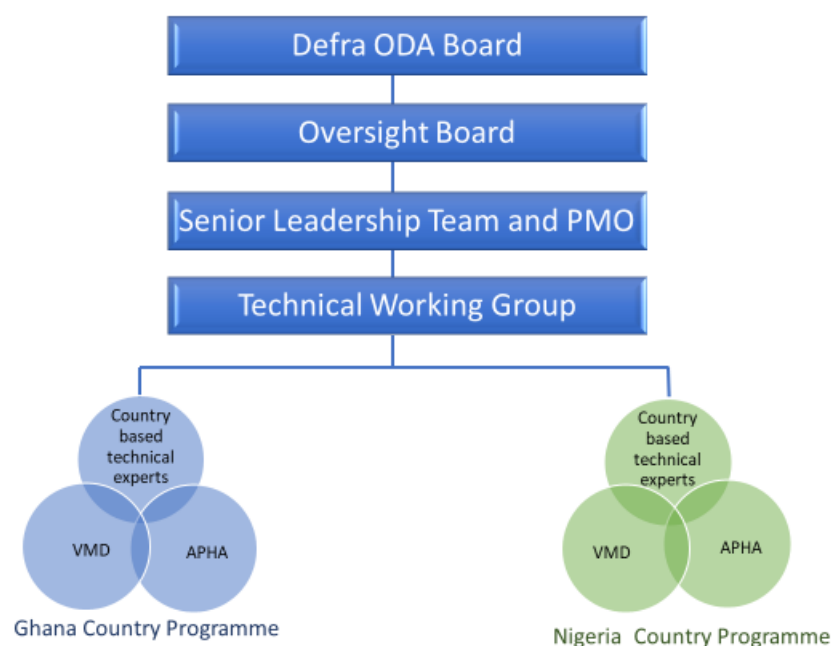
Senior Leadership Team and PMO will review monthly reports and issues arising from the TWG (where relevant) to inform agenda items and updates for the Oversight Board meetings.

The SRO will report to Defra ODA Board on a quarterly basis. This will be complimented by PRO monthly progress reports and bilateral meetings with the ODA Hub, to monitor progress towards key milestones, risks and spend. The reporting cycle is illustrated below.
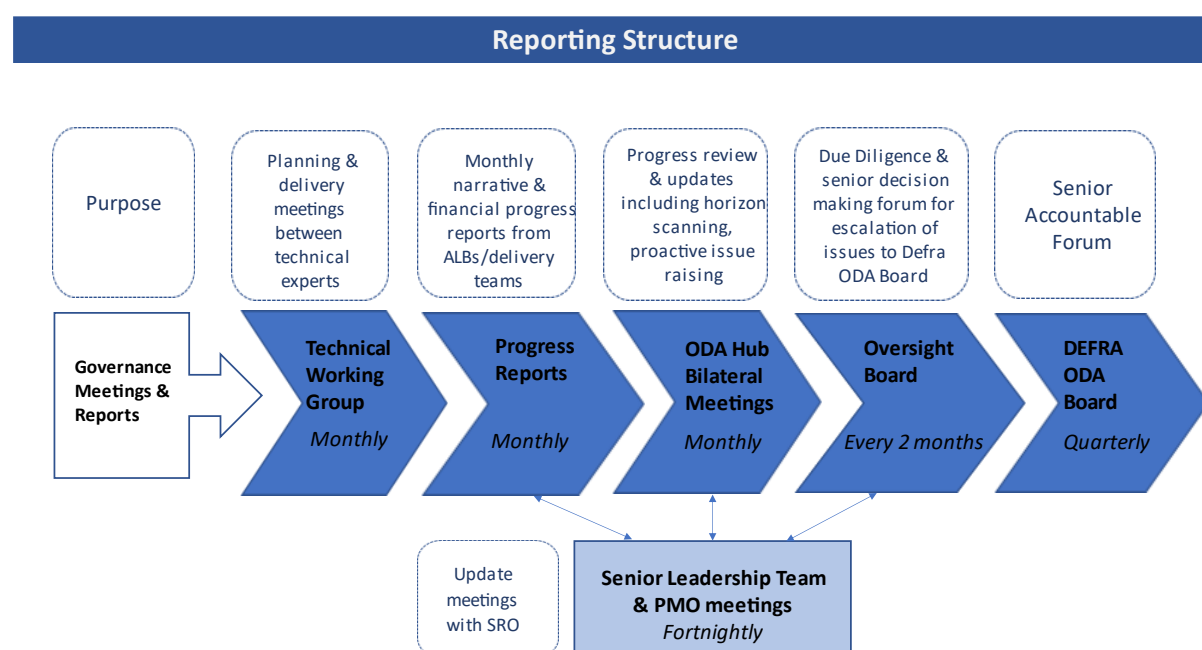
This project forms part of Defra's ODA Portfolio and will be designed and delivered in line with the project management methodologies detailed in Defra's ODA Operating Manual and Agile project management principles. Where possible it will build on existing relevant programmes of work, including but not limited to the ODA funded 2020/21 COVID-19 Response project and the 2021/22 Animal Health Systems Strengthening-Short Project, and adopt a phased approach to build an effective project.

Annual work plans will be developed at the country level and monitored across the different work packages. Annual reviews will assess progress towards key milestones, enabling lessons learned, new intelligence and emerging opportunities to be incorporated into the project. Milestones and outcomes will be assessed through a monitoring and evaluation framework, including monthly progress reports, appraisal against the logframe, annual reports and evaluation.

Table 5: Risk Management

Risk	Type	Owner	Rating	Mitigating actions
Project Scope	Strategic	GAH-ODA	Low/Medium	Maintain broad stakeholder xHMG engagement - including regular communication with FCDO, UKHSA and Fleming Fund (DHSC) to explore opportunities for collaboration on the delivery of the AHSS project in Africa. Identify potential gaps for Defra to fill as a USP. In person kick-off meeting with ALBs to re-emphasise scope and re-visit ToC scheduled for 13/04/2022.
Potential for duplication of effort across other HMG and other international partners (World Bank, US CDC, BMGF)	Operational	GAH-ODA	Medium/High	The project will continue to with engagement across HMG to understand current and emerging plans, to avoid duplication. The project will continue to feed into the country plans process, proactively engaging with Heads of Missions, and relevant advisers at post to maximize the potential in-country, building on previous successes, learning from previous failures. Defra is aware of this risk of duplication with external stakeholders and feels that a CVO-to-CVO relationship, supported by intelligence at post may help to mitigate the risk of duplication.
AHSS Short Business Case not completed/approved by April 2022	Operational/ Financial/ Reputational	GAH-ODA/ ALBs	Low/Medium	Agree project's scope, delivery model and workplan with ALBs. Engage and secure additional support from SRO, Technical Lead, Defra Portfolio, APHW Economist/Analyst where needed to complete on time.
Security Risk	Operational/ Strategic	GAH-ODA/ ALBs	Low/Medium	Staff receive appropriate security training, including SAFE & security training at post. Defra to sign up to FCDO platform service, FCDO security guidance followed.
COVID-19 impact on delivery	Operational/ Financial/ Reputational	ALBs	Low/Medium	Explore alternative options with OGDs e.g., use political economy analysis for shortlisted focal countries conducted by other ODA Defra funded programmes or OGDs or replace in-country visits with desk-based research, if required.
Major animal disease outbreak in UK diverting staff from ODA funded work	Technical	ALBs	Low/Medium	Ensure that Defra's role is supporting development of capability rather than replacing it in LMICs, so that they are resilient to any lack of Defra input during an emergency in the UK
Staff Capacity	Operational/ Financial	GAH-ODA/ ALBs	Medium/High	Staffing needs identified as soon as possible. Recruitment for pipeline specialist posts/activities commence 9-12 months in advance. PMO staffing arrangement to be confirmed asap.

Assurance, approval & post project evaluation

The PMO will work with APHW analysts to develop and coordinate a robust monitoring, evaluation and learning strategy and action plan, linked to milestones and objectives during the design phase. KPIs will be informed by the OIE PVS Pathway[35], where progress will be tracked against indicators in the logic model, and success measured by improved PVS service delivery.

A framework for organisational learning will be developed to baseline knowledge, encourage feedback from training sessions and ensure lessons learnt are embedded into future project activities. MEL activities will include the appropriate types of evaluation including process and impact evaluation, to allow us to understand how the project is working and its progress/results. The PMO will produce regular reports in-line with ODA Hub reporting requirements. Internal monitoring will be complemented by a formal annual review, conducted by the ODA Hub to review progress and performance and inform years two and three funding. Progress against key milestones will be reviewed, workplans and spend profiles will be reviewed and agreed by the Oversight Board. A project closure report will be completed within three months of end of the project

The development of this business case has been an iterative process and produced by Global Animal Health Programme Management Team, in consultation with specialist adviser former Chief Veterinary Officer, Defra's ALBs APHA, CEFAS and VMD for technical input and coherence and OGDs including FCDO and UKHSA. The business case will be internally reviewed for approval by the SRO, UK Deputy Chief Veterinary Officer and shared with the ODA Hub. An addendum with be produced for years 2 and 3 detailing the spend profile and any other changes arising from the year 1 review not covered in this business case.

Recommendation

- The desired impact of this project is to strengthen animal health systems and associated technical capabilities in ODA-eligible LMICs. Professional workforces developed in skill-shortage areas (such as laboratory diagnosis and epidemiological surveillance) will have an improved capability to detect, prevent, and respond to animal health threats in partner countries.

- This project will indirectly contribute to 14 of the UN Sustainable Development Goals: particularly SDG 1 (no poverty), 2 (zero hunger), 3 (good health and wellbeing), 14 (life below water), and 15 (life on land).

- It will demonstrate international leadership by building capabilities in the target countries, specifically through implementing concepts relating to disease, food safety, and reducing the global risk of AMR.

- It will directly contribute to the Integrated Review and Defra group outcome framework 2021-22 including: Priority Outcome 4: Agriculture, food, fisheries,

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[35] https://www.oie.int/en/what-we-offer/improving-veterinary-services/pvs-pathway/

animal welfare and biosecurity, specifically 4.4: Enhanced animal health and welfare and plant health; Departmental Outcome 5: Strengthening the union and international, specifically 5.5: Enhance human, animal, and environmental health globally.

- This project will meet the 25 Year Environment Plan goals to: Enhance biosecurity, by working with industry and governments to reduce the impacts of endemic diseases, manage and reduce risks of disease and emerging threats, protect our borders by reducing risks from commodity imports, and protect and conserve nature by reducing the risks posed by aquaculture to the environment.

- The project will support the vision of the UK Biological Security Strategy **that, by 2030, the UK is resilient to a spectrum of biological threats, and a world leader in responsible innovation, making a positive impact on global health, economic and security outcomes.**

- By aligning the work programme to the Defra group International Strategy, and International Reference Laboratories and Collaborating Centres in Defra group, we will establish and maintain enduring relations between responsible authorities, agencies, academic centres, and other stakeholders in Ghana, Nigeria, and the UK.

Critical Success Factors

Table 1- Assessment of long list investment options against critical success factors (CSF 1-6)

Long listed investment options	CSF1 Business Needs [36]	CSF2 HMG Strategic Fit[37]	CSF3 Supplier capability	CSF4 Potential Affordability	CSF5 Potential Achievability	CSF6 Promotes a One Health approach	Score
1. Tripartite Secondments	2	2	2	0	2	2	10
2. Country Level Capability Building Projects – including zoonotic Preparedness and response only (includes options 4 a c, d & e)	2	2	1	0	2	2	9
3. Country Level Capability Building Projects – Sustainable Food Systems only	2	1	1	0	1	2	Out of scope
4. Country Level Capability Building Projects – integrating pandemic preparedness and foods systems (includes 4a, c & d, e)	2	2	1	0	1	2	Out of Scope
a. Rabies Elimination Project	2	1	2	1	1	2	9
b. Phytosanitary capacity building in developing countries exporting to the UK	2	1	2	0	1	0	Out of Scope
c. Emerging Viruses Research	2	2	2	0	2	1	Out of Scope
d. Bi-lateral support to LMIC to strengthen animal health systems	1	2	2	0	1	1	7
e. Covid – 19 Response Projects	1	2	2	0	1	1	7
5. Support FCDO & PHE/DHSC delivery through enhanced OH delivery	1	2	2	2	1	2	10

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[36] Informed by Defra Group International Strategy & GAH business plan
[37] Informed by Strategic Framework for ODA, Integrated Review and Nature Strategy

6. Economic analysis of global burden of animal disease	2	2	2	0	2	2	10
7. GalvMed – zoonotic disease vaccine supply	1	2	2	0	1	2	Out of scope

Key, 2= fully met, 1 = partially met, 0 = not met

Animal Health Systems Strengthening Governance Structure

1) Purpose and Objectives
The purpose of the Animal Health Systems Strengthening (AHSS) Oversight Board is to act as the main due diligence mechanism for the delivery of the Animal Health System Strengthening project. This ODA funded project will work with responsible authorities in Lower- Middle Income Countries (LMICs) to build resilient health systems by strengthening animal health systems capabilities, to better protect detect and respond to known and emerging diseases through a one health, all-hazards, system strengthening approach, improving livelihoods, enhancing global health security, and working towards preventable deaths.

Given the overlap of membership between AHSS project, and the One Food (OF) project Board meetings will be held to align with One Food Board Meeting and will run 70 minutes preceding One Food Board meetings.

2) The remit of the Animal Health Systems Strengthening Oversight Board includes:
   a) Review and approval of annual workplans
   b) Final decision making on list of focal countries
   c) Project Finance
   d) Project Progress
   e) Project Risks and Issues
   f) Spending approval for ad-hoc work
   g) Acting as an escalation point and conflict resolution mechanism for any issues arising during the project
   h) Providing strategic oversight of relevant issues within Defra and across Whitehall.

3) Proposed Agenda
   a) Review of actions
   b) Delivery Plan
   c) Forward Look
   d) Risks & Issues
   e) Project Finance
   f) [Reserved for specialist updates/papers]
   g) AOB

4) Frequency: Once every 2 months

5) Proposed Attendees
   a) GAH Senior Leadership Team (International Engagements and One Health Lead/AHSS SRO, Global Animal Health Deputy Director and AHSS Technical Advisor)
   b) GAH Programme Manager (Defra)
   c) Global Health Security Lead (FCDO)
   d) United Kingdom Health Security Agency (UKHSA)
   e) Delivery Lead (alternating between APHA and VMD)
   f) Secretariat (GAH)
   g) ODA Hub Representative
   h) Other - invited for relevant discussions.

6) Key Principles
   a) The board provides strategic direction and ultimate decision-making authority
   b) Attendees that are unable to attend should send a sufficiently empowered deputy
   c) Non-attendance (without a nominated deputy) counts as approval for decisions being made
   d) In order to be quorate, a minimum of the chair plus one core attendee from one other member of the GAH-ODA Senior Leadership Team, delivery lead must be in attendance
   e) The general approach to discussion and decisions will be focused on positive problem solving and finding solutions to issues.

7) Inputs
   a) Project overview update, including project finances, RAID log, high level summary across all workstreams and up to date delivery plan
   b) Updates/papers as agreed by the chair and secretariat
   c) A notice of meeting confirming the time, date and location three working days prior to the meeting.

8) Outputs
   a) Minutes detailing salient points, decisions and actions following each meeting will be produced and circulated by the secretariat once signed-off by the Chair
   b) Key decisions to be added to the project RAID log
   c) Agreement of current delivery plan
   d) Approval of items (subject to agreed changes) requested by Animal Health Systems Strengthening Technical Working Group.

9) Roles and Responsibilities
Chair
Senior Responsible Officer (SRO)
Project Responsible Officer (PRO)
Secretariat - GAH-ODA

Animal Health Systems Strengthening
Technical Working Group Terms of Reference

1. Overview

This AHSS project will work with responsible authorities in Lower- Middle Income Countries (LMICs) to build resilient health systems by strengthening animal health systems capabilities, to better protect detect and respond to known and emerging diseases through a one health, all-hazards, system strengthening approach, improving livelihoods, enhancing global health security, and working towards preventable deaths

2. Purpose

The Technical Working Group (TWG) will meet on a regular basis and bring together experts from technical areas involved in the delivery of the project, from Defra group (including animal and plant health, veterinary medicines, exotic disease control) along with in-country staff, in partnership with external organisations and academia (where relevant), to plan, discuss and review delivery including progress towards key milestones, to ensure coherence across the project. The TWG will evolve from the Technical Advisory Group (interim structure involving GAH-ODA, VMD, Cefas and APHA responsible for informing the development of the project from initial concept to business case). The TWG will provide a forum to facilitate collaborative working across the project. Decision making for delivery will be informed by existing governance structures for APHA and VMD as defined in appendix IV and V.

3. The remit of the Animal Health Systems Strengthening TWG includes:

- The monitoring, assessment and reporting of progress of the work to ensure timely and correct dissemination of information to APHA/VMD Senior Management, APHW and Defra's Central ODA team

- The identification of key partners and stakeholders to enable delivery of the AHSS Programme

- The development of a strategic level approach to country and regional engagement

- The demonstration and sharing of impact and success, and development of a sustainability plan for the programme

- Helping resolve conflicts, should they arise.

4. Proposed rolling agenda items
- Actions from the previous meeting
- One Health ODA strategy including collaboration with OGDs
- Covid-19 Proposals

5. Frequency: Every month

6. Proposed Attendees
   a. VMD Project Lead
   b. APHA Project Lead
   c. Ghana resident based technical lead

     d. Nigeria resident-based technical lead.

7. Key Principles
8. Inputs
9. Outputs
10. Roles and Responsibilities

APHA Internal Governance

APHA has well-developed internal project management procedures, which are ISO 9001 accredited. They successfully manage and deliver complex projects for a wide range of customers including Defra.

APHA has the following management systems in place:

- The Single Operating Platform (SOP) is run by our shared service provider, Shared Services Connected Ltd (SSCL) – a platform that all staff use for time recording to projects, procurement requests and procurement authorisation, ensuring budgetary control.
- Project Management – Time, quality and cost parameters are agreed with the customer and controlled internally to enable the project to be managed efficiently, and to ensure that these criteria are met. This has to be approved by the Commercial and Science Project Approval Group (CASPA).
- Staff management systems – Staff are set individual objectives that are updated during the year through performance management, which helps to ensure contracts are delivered on time to a high standard.

Within APHA each new project is placed into a Portfolio with Commissioning, Agreements & Project Support team (CAPS), part of the Science, Strategy and Planning (SSP) team. The SSP team assigns a Project Manager. The Programme Manager, Project Leader (PL) and Project Manager (PM), and the Task Leads work together to deliver all elements of the project. The PL is responsible for implementing an appropriate project plan, data plan, risk register and project schedule (including tasks, deliverables, milestones, and meetings (internal and external) as well as managing the agreed budget). The PL will report to the Animal and Plant Health Welfare ODA Technical Advisory Group monthly. The PL is responsible for ensuring resources required for project completion are scheduled, trained, and available; briefing team members so they are fully aware of their roles and responsibilities and holding project team meetings as necessary; Both the PM and PL are responsible for ensuring project reviews are conducted for all deliverables and substantive client and stakeholder communications; and ensuring appropriate contracts are in place and signed before work commences.

The proposed team for this project consists of experienced, permanent staff with significant scientific and programme management experience in the areas covered by the project. In addition, the project team have, for several years, contributed to the delivery of other important, and highly visible, international projects for Defra and other government customers.

Stakeholder engagement will be undertaken. A communications plan will be put in place detailing all key actors, their roles and influence to ensure the project objectives are achieved.

This project will follow the APHA project management guidance, policies, and procedures. First, the Lead Scientist will make an outline business case consisting of cost analysis, strategic importance, and benefits, to CASPA for approval to agree that the project is financially, strategically, and logistically viable. This forms the first approval stage of the project.

With this approval, Lead Scientist and Programme Manager engagement with appropriate APHA leads begins. This includes working with people managers, resource managers,

technical experts, commercial teams, health and safety, business development and science colleagues, to expand the business case and agree a suitable programme of work. This will form the detailed business case or 'bid' which will then go through a proposal review and submission.

Once through this stage, if approved, the PL will commence a project start up meeting to discuss and set the implementation/execution stage of the project. The project will then start delivering as per the programme of work defined in the business case. The PM will execute the project management plan, tracking progress, budget and milestones. At set points in the project, as agreed with the Programme Manager, the project will undergo project reviews/evaluations to report the situation and 'health' of the project. A decision will be made to continue work or stop depending on the outcome. This process will continue until all milestones and deliverables are complete.

Finally, the project will enter the handover and closure stage. If the Programme Manager is content that delivery and milestones are achieved the end product(s) will be handed over to the end user who will also be expected to officially approve that the project outputs meet specification and are fit for purpose. If these criteria are met, the PL will initiate the post-project review. Lessons learned will be collated and shared with the wider teams and feed into continuous improvement systems. Benefits realisation will be done by the Defra ODA team if no further budget is available past project completion.

VMD Internal Governance

VMD has well-developed internal project management procedures; we are ISO 9001 and ISO 27001 accredited. They successfully manage and deliver complex projects for a range of customers including The Bill & Melinda Gates Foundation and The World Bank.

VMD has the following management systems in place:

- Financial Management – a dedicated finance team that work with project managers to monitor project spend
- Project Management – Time, quality and cost parameters are agreed with the customer and controlled internally to enable the project to be managed efficiently, and to ensure that these criteria are met.
- Staff management systems – Staff are set individual objectives that are updated during the year through performance management, which helps to ensure contracts are delivered on time to a high standard.

Within VMD the project is assigned to the Project Lead (Sponsor); Head of VMD's International Office, IO; a Project Manager (PM) within the IO; and relevant Technical Leads from across the organisation. The PM and Technical Leads work together to deliver all elements of the project. The PM is responsible for implementing an appropriate project plan, risk register and project schedule (including tasks, deliverables, milestones, and meetings (internal and external), managing external contractors, as well as managing the agreed budget. The Technical Leads are responsible for ensuring internal technical resources required for project completion are available and briefing team members, so they are fully aware of their roles and responsibilities. The PM is responsible for ensuring project reviews are conducted for all deliverables and substantive client and stakeholder communications; and ensuring appropriate contracts are in place and signed before work commences. The PM reports on project progress to the internal International Development and Training Forum (IDTF), a board composed of technical, operational, and finance representatives that will review progress, are responsible for proposing mitigation action in the event of delivery risk, and ultimately refer to the International Steering Committee.

This project will follow the VMD project management guidance, policies and procedures which follow project management principles set out by the Association of Project Management (APM). The Project Lead makes an outline business case to VMD Senior Leadership team who will (and have) review the aims and objects of the project and approve it to progress to the development stage, if they agree the project is financially, strategically, and logistically viable. This first approval stage of the project has been completed.

With this approval, and once funding is secured, the assigned project manager will expand the business case and develop the programme of work, in consultation with Technical Leads and operational units. This will form the detailed business case which will then go through a review by the Project Lead before submission to the SRO (Director of Authorisations) who then decide whether to progress with the project based on defined criteria e.g., strategic importance, cost/benefit, risk.

Once through this stage the PM will commence a project start up meeting to discuss and set the implementation/execution stage of the project. The project will then start delivering

as per the programme of work defined in the business case. The project manager will execute the project management plan, tracking progress, budget, and milestones. At set points in the project, as agreed with the Project Lead, the project will undergo project reviews/evaluations to report the situation and 'health' of the project. A decision will be made to continue work or stop depending on the outcome. This process will continue until all milestones and deliverables are complete.

In addition, the project performance will be discussed during existing monthly APHW ODA Technical Advisory Group meetings. This will allow for delays, risks, and potential problems to be managed.

Finally, the project will enter the closure stage. If the Project Lead and SRO are content that delivery and milestones are achieved and the end product(s) are officially approved, the project manager will initiate the post-project review. Lessons learned will be collated and shared with the wider teams and feed into continuous improvement systems.

Cefas Internal Governance

Cefas has well-developed internal project management procedures, which are ISO 9001 accredited. They successfully manage and deliver complex projects for a wide range of customers including Defra, FCDO, The Environment Agency, The World Bank, and the European Commission.

Cefas has the following management systems in place:

- Agreso – a comprehensive financial, projects and HR management information system, ensuring budgetary control and delivery.

- Project Management – time, quality and cost parameters are agreed with the customer and controlled internally to enable the project to be managed efficiently, and to ensure that these criteria are met.

- Staff management systems – staff are set individual objectives that are updated during the year through performance management, which helps to ensure contracts are delivered on time to a high standard.

Within Cefas each new project is placed into a Portfolio. The Portfolio Lead (Sponsor) assigns a Project Manager and a 'Principal Investigator' (Lead scientist). The Project Manager (PM) and Principal Investigator (PI) work together to deliver all elements of the project, The Project Manager is responsible for implementing an appropriate project plan, data plan, risk register and project schedule (including tasks, deliverables, milestones and meetings (internal and external)) as well as managing the agreed budget; The Principal Investigator is responsible for ensuring resources required for project completion are scheduled, trained, and available; briefing team members so they are fully aware of their roles and responsibilities and holding project team meetings as necessary; Both the PM and PI are responsible for ensuring project reviews are conducted for all deliverables and substantive client and stakeholder communications; and ensuring appropriate contracts are in place and signed before work commences.

The proposed team for this project consists of experienced, permanent staff with significant scientific and programme management experience in the areas covered by the project. In addition, the project team have, for several years, contributed to the delivery of other important, and highly visible, international projects for Defra and other government customers.

Stakeholder engagement will be undertaken in Pillar 1 of the project. A communications plan will be put in place detailing all key actors, their roles and influence to ensure the project objectives are achieved.

This project will follow the Cefas project management guidance, policies and procedures which follow project management methods set out by the Association of Project Management (APM). Initially, the project will be assigned a project manager, portfolio lead/sponsor (SRO) and a principal investigator. First, the project manager will make an outline business case consisting of risk assessment, cost analysis, strategic importance, and benefits, to the portfolio lead. They will put the project forward to Cefas Senior Leadership team who will (and have) review the aims and objects of the project and approve

it to progress to the development stage (which has happened), if they agree the project is financially, strategically, and logistically viable. This forms the first approval stage of the project.

With this approval, the project manager will start working through an internal 'bid proposal checklist'. This will include working with people managers, resource managers, technical experts, commercial teams, health and safety, business development and science colleagues, to expand the business case and agree a suitable programme of work. This will form the detailed business case or 'bid' which will then go through a proposal review and submission which required a technical and editorial QA. The SRO (approver depending on project overall risk level) will then decide whether to progress with the project based on defined criteria e.g., strategic importance, cost/benefit, risk.

Once through this stage, if approved, the project manager will commence a project start up meeting to discuss and set the implementation/execution stage of the project. The project will then start delivering as per the programme of work defined in the business case. The project manager will execute the project management plan, tracking progress, budget, and milestones. At set points in the project, as agreed with the SRO, the project will undergo project reviews/evaluations to report the situation and 'health' of the project. A decision will be made to continue work or stop depending on the outcome. This process will continue until all milestones and deliverables are complete.

**Senior Responsible Owner (SROs) and Programme Responsible Owner (PROs)
Role Profiles and Responsibilities
Defra ODA Programming**

This note is designed to help inform appointments at the programme/project and leadership level based on the FCDO Programme and Operating Framework (PROF)

- **All DEFRA ODA programmes must have a named Senior Responsible Owner (SRO).**
- The SRO is accountable for a programme or project meeting its objectives, delivering the required outcomes and making the expected contribution to the higher-level objectives.
- **The SRO is supported by a Programme Responsible Owner** (Defra Project Manager). The PRO is accountable to the SRO for driving on a day-to-day basis, the delivery of the programme outcomes within the agreed time, cost and quality constraints. This includes effective management of risk, compliance with the rules, objectivity about performance and design and adaptation of the programmes to uncertain of changing contexts.

Principles for assigning the SROs roles

The assignment of SRO and Project roles should ensure clarity on who is accountable for projects and programmes, what they are accountable for, and what decisions they are able to take.

Further useful information on selection principles can be found here FCDO PRoF Guide.

Programme SRO Role Profile

Accountabilities

The SRO for a programme/project is accountable for a programme meeting its objectives, delivering the required programme outcomes and making the expected contribution to ODA outcome and Defra's Outcome Delivery Plan (ODP).

Specifically, the SRO is expected to ensure:

1. The programme/project makes the expected contributions to programme outcomes and Defra's wider ODA outcomes in the Outcome Delivery Plan that the programme is designed to contribute to.
2. The strategic direction of the programme/project remains aligned with Defra, ODA and ODA/ICF (where appropriate) priorities.
3. That HMG Country Offices are aware and content with programmes/projects working in respective countries.
4. The programme/project is sufficiently resourced to enable effective and efficient delivery, taking into account the complexity of the programme.
5. There is a clear understanding of the programme/project risks, and an agreed risk appetite.
6. Any significant concerns about feasibility, value for money, or risks that crystallise or exceed the agreed appetite, are escalated through the appropriate channels.
7. Defra expectations of implementing organisations are clearly communicated and reflected in the partner funding arrangements

8. All ODA spend is compliant with the Official Development Assistance rules and all spend represents value for money.

The programme SRO is accountable to the relevant deputy director.

Responsibilities:
- The SRO for a programme is responsible for strategic oversight of the programme they are accountable for, holding the programme team to account in ensuring effective delivery, and providing overall leadership, decisions and direction.
- Owning the vision for the programme, ensuring there is clarity in the team about the policy objectives and outcomes the programme is expected to contribute to.
- Ensuring the capability and capacity needed to manage the programme are identified in the management section of the Business Case.
- Ensuring programme complexity is managed with the right expertise and experience within the team.
- Ensuring any concerns, sensitivities or risks in the programme are understood by the team, with clear processes for managing and escalating them.
- Challenging the programme team on whether the programme is making the expected contributions to higher-level outcomes, and the evidence for that contribution.
- Ensuring a professional handover of role of SRO when moving posts.**.**

Capabilities required in SROs roles
As far as possible, programme and project SRO roles should be assigned to people who have experience in a number of the key competencies which include:
- Technical/ programme experience in the programme's area of work.
- Organisational awareness and understanding of how the programme can contribute to Defra's strategic objectives and wider HMG ODA objectives.
- Policy influencing and diplomatic skills, including strategic negotiation with suppliers and stakeholders.
- Understanding of Defra's operating and policy framework and ODA delivery.
- Core civil service competencies.
- Financial and commercial awareness.
- Programme management awareness.

The SRO does not need to be an expert in all of these areas, and the balance of experience and competence required will depend on the complexity of the programme and the stage of implementation.

Effective behaviours of SROs include:
- Takes a strategic view of how the programme can best contribute to the objectives and goals of their division, ODA outcomes, Defra's Delivery Plan, and relevant plans at a country level.
- Challenges the programme to maximise its contribution to those objectives.
- Creates a safe environment based on trust for constructive working relationships.
- Generates open dialogue on lesson learning and failure and sharing across Defra.
- Enables and challenges the programme to adapt and respond to change.
- Is comfortable and confident in engaging with, listening to and learning from internal and external stakeholders, constituents and delivery partners.
- Is creative to maximise the resources available.
- Values scrutiny and assurance and is open to challenge.

- Shows the commitment to their personal and professional development and the development of those around them.

Programme Responsible Owner (PRO)/ Defra Project Manager Role Profile

It is helpful to set compare the SRO role alongside the Project Manager role. This is based on the FCDO's PRO role profile. All Projects should have a PRO function.

Accountabilities

- Drive delivery of outputs and achievement of the outcomes set out in the programme's approval documents (Strategic Outline Case, Business Case), within the agreed time, cost and quality constraints.
- Design and adapt programmes to changing contexts, based on learning and feedback, including from beneficiary and constituent engagement.
- Ensure the programme is implemented on in compliance with the Defra ODA operating guidance and Defra controls and assurance processes.
- Take stock, at regular intervals, on the continued relevance of the programme, taking action to improve, restructure or close where appropriate.
- Ensure that the main risks associated with the programme are documented, mitigated where it is proportionate to do so, monitored and escalated promptly where necessary.

The project manager/ PRO is accountable to the Senior Responsible Owner for the programme or the appropriate senior delegate.

PRO Responsibilities

The programme SRO should have strong oversight and provide the appropriate amount of support and guidance to the PRO/ Programme Manager. The programme manager/ PRO is responsible for leadership within the programme team. Specifically:

- Providing overall direction throughout the programme cycle.
- Ensuring a clear theory of change links the programme activities to the intended outcomes and impact, recognising where there is uncertainty, and an adaptive approach might be needed.
- Being realistic regarding the results, risks, costs, value for money and timings in programme design and delivery (accountable to the SRO).
- Engagement with delivery partners, government partners, communities, and other stakeholders to ensure changing local contexts drive delivery decisions.
- Monitoring the delivery of objectives and results, ensuring annual and programme completion reviews are based on evidence and give an objective account of programme performance, and ensuring recommendations from the reviews are followed up and implemented.
- Ensure that the main risks associated with the programme are clearly articulated in the Business Case and documented in a risk register, that proportionate mitigating actions are implemented to reduce the risks, that regular monitoring of risks and mitigations is conducted and documented and that risks are promptly escalated where they are rated major/severe; exceed risk appetite or cannot be resolved by the team without wider support.
- Being objective about areas of under-performance, taking appropriate action to improve, restructure of close.

- Adapting programmes to changing contexts, based on learning, performance and feedback.
- Full compliance to ODA and Defra operating manual rules and remaining on top of regular updates.
- Ensure that there is effective financial management of programmes – including accurate forecasting, budget profiling, and effective controls over expenditure.
- Ensuring the programme team maintain accurate and up to date records and key documentation, ensuring that publication of programme information is done in accordance with ODA/Defra transparency policy, and the agreed processes for managing security concerns or sensitivities in the programme.
- Ensure professional handover of the programme management/ responsible owner when role moving posts.

PRO/Programme/Project Manager Competences
The PRO (senior PM) is a day-to-day leadership role within a programme team. The depth of competencies required will depend on the scale and complexity of the programme for which they are responsible, and other skills and expertise within the programme team.

Key competencies include:
- Technical/ management expertise in the programme's area of work.
- Policy influencing and diplomatic skills, including strategic negotiation with suppliers and stakeholders.
- Understanding of Defra's and ODA operational framework.
- Core civil service competences.
- Financial and commercial knowledge and experience.
- Programme management knowledge and experience.

Effective behaviours of programme managers include:
- Takes personal responsibility for programme decisions and feels empowered to choose the right approach for the individual programme in collaboration with the SRO.
- Works with teams/colleagues and SRO to ensure clarity regarding roles and responsibilities for delivering the programmes (setting the priorities for programme delivery, while creating the space for others to manage day to day programme management).
- Creates a safe environment based on trust for constructive working relationships with partners and colleagues.
- Generates open dialogue on lesson learning and failure and sharing across Defra.
- Enables and challenges the programme to adapt and respond to change.
- Is comfortable and confident in engaging with, listening to and learning from external stakeholders, constituents and delivery partners.
- Is creative to maximise the resources available.
- Sees risk management as a behaviour rather than a compliance task.
- Values scrutiny and assurance and is open to challenge.
- Shows commitment to their personal and professional development and the development of those around them.