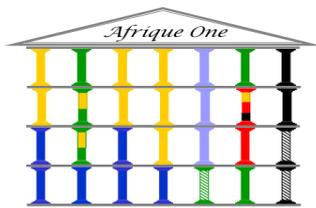


# AFRIQUE ONE



***SUSTAINABLE AFRICAN RESEARCH CAPACITY IN  
ONE HEALTH  
FOR A CREDIBLE EVIDENCE BASE***

STRATEGIC PLAN FOR THE PERIOD 2013 – 2017

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## ACRONYMS

AU	African Union
BecA	Biosciences Eastern and Central Africa
CAADP	Comprehensive Africa Agricultural Development Programme
CARTA	Consortium for Advanced Research Training in Africa
CSRS	Swiss Centre of Scientific Research
EISMV	Interstate School of Veterinary Science and Medicine of Dakar
FAO	Food and Agriculture Organization of the United Nations
IIDP	Research Institute for Infectious Diseases of Poverty
LRZV	Laboratoire de Recherche Zootechnique et Vétérinaire de Farcha
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MUHAS	Muhimbili University of Health and Allied Sciences
NEPAD	New Partnership for Africa's Development
NMIMR	Noguchi Memorial Institute for Medical Research
OIE	Office International des Epizooties: World Organisation for Animal Health
PDF	Post-Doctoral Fellow
PI	Principle Investigator
SACIDS	Southern African Centre for Infectious Disease Surveillance
SACORE	Southern Africa Consortium for Research Excellence
SNOWS	Strengthening Research Capacity in Environmental Health
SUA	Sokoine University of Agriculture
SWOT	Strengths, Weaknesses, Opportunities, Threats
TAWIRI	Tanzania Wildlife Research Institute
THRIVE	Training Health Researchers into Vocational Excellence in East Africa
WHO	World Health Organization
WT	Wellcome Trust

# ABOUT AFRIQUE ONE

## The growing demand for health research in Africa

Africa has a crisis in the delivery of its health care, and in developing the evidence-base to support its policies, strategies and programme implementation. Central to this crisis is the weakness in health research capacity in Africa at both institutional and scientist levels, the absence of a sound understanding of the drivers of poor health in this era of dramatic economic and demographic change, and the weakness of sustainable incentives for quality and competitive edge in African health institutions and health scientists.

The international momentum provided by the One Health initiative<sup>1,2</sup> offers an opportunity to unite the multiple disciplines involved in health research, including medical, veterinary, ecological and social sciences, to join forces in tackling these weaknesses. This is particularly important in the changing face of Africa's health challenges; while infectious diseases still account for almost 70% of deaths in the continent, age specific mortality rates from chronic diseases as a whole are actually higher in sub-Saharan Africa than in virtually all other regions of the world, in both men and women. The changing dynamics of Africa's health challenges are driven by multiple factors including increased life expectancy, changing lifestyle practices, urbanisation and globalisation. Changing disease dynamics require changing systems to respond to them, and much greater attention will need to be given to preventive medicine programmes<sup>3</sup> and early warning systems, all supported by a sound multidisciplinary evidence base. The health development theme of the New Partnership for Africa's Development (NEPAD)<sup>4</sup> has developed a partnership with the Council on Health Research for Development (COHRED) to strengthen health research capacity for an evidence base<sup>5</sup>.

## The African Institutions Initiative

Afrique One<sup>6</sup> was born in 2009 as one of the seven research capacity enhancing consortia funded by the Wellcome Trust in the UK under their African Institutions Initiative<sup>7</sup>. The five year £30 million initiative aims to strengthen Africa's universities and research institutions through the development of research networks which support, promote and conduct health-related research vital to enhancing people's health, lives and livelihoods. The African Institutions Initiative builds on, and supports the principles of, other Africa-wide strategic initiatives such as the Initiative to Strengthen Health Research Capacity in Africa<sup>8</sup> (ISHReCA), endorsed by World Health Organization (WHO)-hosted Special Programme for Research and Training in Tropical Diseases (TDR)<sup>9</sup>.

Over 50 institutions from 18 African countries have been partnered in seven funded consortia. Each has been led by an African institution and has included research and higher education partners as

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<sup>1</sup> <http://www.onehealthinitiative.com/>

<sup>2</sup> [http://en.wikipedia.org/wiki/One\\_Health](http://en.wikipedia.org/wiki/One_Health)

<sup>3</sup> [http://www.managementthinking.eiu.com/sites/default/files/downloads/EIU-Janssen\\_HealthcareAfrica\\_Report\\_Web.pdf](http://www.managementthinking.eiu.com/sites/default/files/downloads/EIU-Janssen_HealthcareAfrica_Report_Web.pdf)

<sup>4</sup> <http://www.nepad.org/humancapitaldevelopment/health/about>

<sup>5</sup> <http://www.cohred.org/perspectives/strengthening-health-research-capacity-for-an-african-evidence-base/>

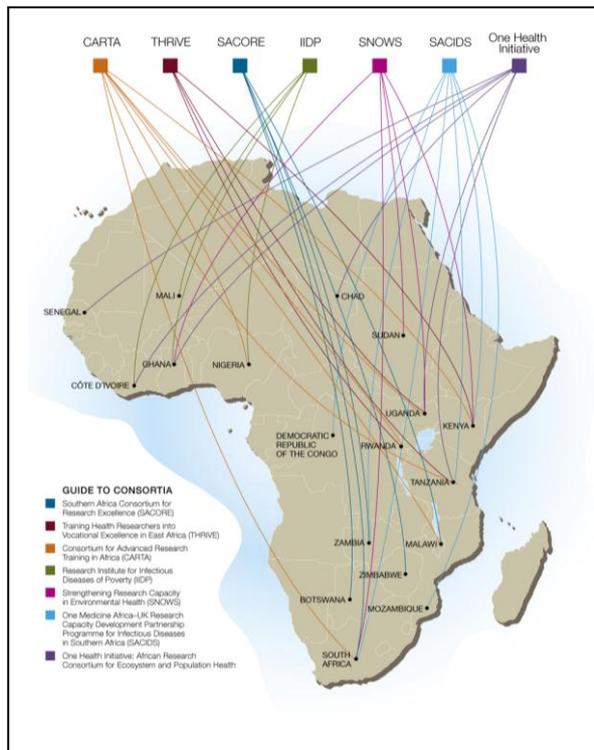
<sup>6</sup> <http://www.afriqueone.net/>

<sup>7</sup> <http://www.africaninstitutionsinitiative.org/consortia-and-institutions>

<sup>8</sup> <http://ishreca.org/index.php/about-us>

<sup>9</sup> <http://www.who.int/tdr/partnerships/initiatives/ishreca/en/>

well as research institutes from Europe, the US and Australia. Each of the consortia operates independently with its own capacity building and research agenda.



African Research Consortium for Ecosystem and Population Health (Afrique One): Ivory Coast, Chad, Senegal, Ghana, Tanzania, Uganda, UK, Switzerland and Norway

Consortium for Advanced Research Training in Africa (CARTA) Kenya, South Africa, Tanzania, Uganda, Malawi, Nigeria, Rwanda, USA, Australia, Switzerland, UK

One Medicine Africa-UK Research Capacity Development Partnership Programme for Infectious Disease Surveillance in Southern Africa (SACIDS): Tanzania, Mozambique, Democratic Republic of Congo, Zambia, South Africa, Kenya, UK

Research Institute for Infectious Diseases of Poverty (IIDP) Ghana, Ivory Coast, Mali, Nigeria, UK, Switzerland

Southern Africa Consortium for Research Excellence (SACORE) Malawi, Zambia, Zimbabwe, Botswana, South Africa, UK

Strengthening research capacity in environmental health (SNOWS): Kenya, Ghana, Uganda, South Africa, Sudan, Denmark, UK

Training Health Researchers into Vocational Excellence in East Africa (THRIVE): Uganda, Rwanda, Tanzania, Kenya, UK.

## Afrique One

Afrique One was launched in August 2009 for a period of five years, and set itself three goals. These were:

1. To generate a critical mass of internationally-competitive African scientists and research groups within leading African universities and research institutions with a focus on zoonotic diseases
2. To strengthen research and training links between African universities and research institutions, African institutions and northern partners, and between Francophone and Anglophone countries in Africa
3. To develop more robust research support and research administration infrastructures.

In the project document, it was envisaged that the three goals would be achieved through five activities:

- a. Establishment of eleven comprehensively funded Post-doctoral Research Fellowships
- b. A programme of short-term 'teaching' buy-out grants available to promising early-career lecturers already working within universities to develop research proposals
- c. Appointment of suitably qualified and experienced technical consultants to support the research fellowship programs and provide more general training to the consortium
- d. A programme of short-term visits to enhance complementary skills for ecosystem health and provide opportunities to build management capacity

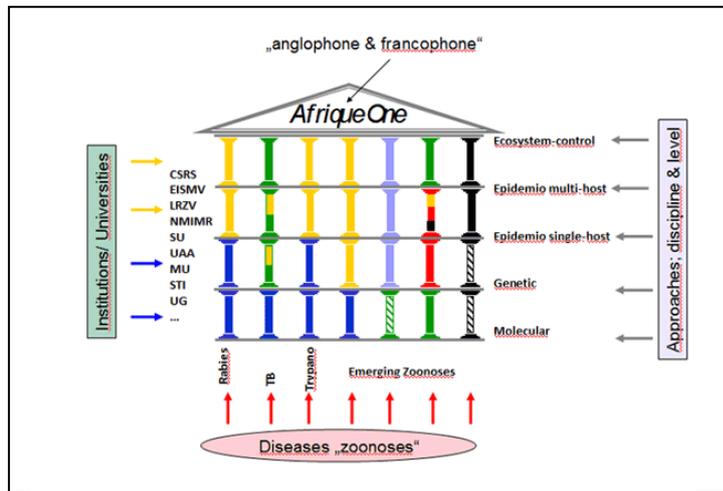
- e. Establishment of a modest infra-structure and equipment support fund.

The consortium is made up of core institutions, three northern (non-African) partners, and eleven satellite institutions, which have been building their collective human and technical capacities through structured and well integrated training and investment programmes. The consortium has also been progressively orientating its research focus on key priorities of the partner countries and regions, while at the same time building generic platforms which respond to the challenges of zoonotic and other diseases at the human, animal and environment.

TABLE 1. CONSORTIUM RESEARCH INSTITUTIONS, CURRENT RESEARCH ACTIVITIES, AND ASSOCIATED SATELLITE INSTITUTIONS

REGION	INSTITUTIONS	CURRENT RESEARCH FOCUS	SATELLITE INSTITUTIONS
WEST AFRICA	Centre Suisse de Recherche Scientifique en Côte d'Ivoire (CSRS)	Transmission and infection dynamics of Mycobacterial infections; epidemiology of Buruli ulcer	-Accra Veterinary Laboratory, Veterinary Services Directorate
	Laboratoire de Recherche Zootechnique et Vétérinaire de Farcha, Tchad (LRZV)	Transmission and infection dynamics of Mycobacterial infections; epidemiology of bovine tuberculosis	- Station de Recherche en Elevage, Centre National de Recherche Agronomique, Côte d'Ivoire
	University Nangui Abrogoua, Côte d'Ivoire	The infection dynamics of diseases of the greater cane rat ( <i>Thryonomys swinderianus</i> ) and their public health importance	- Laboratoire Central Vétérinaire, Mali
	Ecole Inter-Etats des Sciences et Médecine Vétérinaires de Dakar (EISMV), University of Dakar, Senegal	The infection dynamics of neosporosis, toxoplasmosis and sarcosporidiosis in West and Central Africa	- Centre International de Recherches Médicales de Franceville, Gabon
	Noguchi Memorial Institute for Medical Research (NMIMR), University of Ghana	The immunology and infection dynamics of Mycobacterial infections of animals and humans	- Faculté des Sciences de la Santé, Université de N'Djaména
EASTERN AFRICA	Sokoine University of Agriculture (SUA), Tanzania	Zoonotic diseases at the human, livestock and wildlife interface	- Clinique des Maladies Infectieuses, CHNU de Fann, Université Dakar
	National Institute of Medical Research, Tanzania	Epidemiology of lung diseases in Agro-pastoral societies in Tanzania	- Member States of EISMV, Dakar
	University of Dar es Salaam, Tanzania	The epidemiology, burden and impacts of cysticercosis in regions of Tanzania	-Central Veterinary Laboratory, Ministry of Livestock and Fisheries Development, Tanzania
	Makerere University, Uganda	Immune responses to <i>Trypanosoma brucei rhodesiense</i> and the implications for the pathogenesis of human trypanosomiasis	- Hubert Kairuki Memorial University, Tanzania
	Muhimbili University of Health and Allied Sciences (MUHAS), Tanzania	The control of Rift Valley fever; understanding the incentives for integrated response between health scientists and communities	- Weill Bugando University College of Health Sciences, Tanzania
	Tanzanian Wildlife Research Institute (TAWIRI)	Epidemiology and ecology of Rift Valley fever at the human-livestock-wildlife interface in the Serengeti ecosystem	- Makerere University School of Public Health, Uganda
NORTHERN PARTNERS	University of Glasgow, Centre for International Development		
	Swiss Tropical Institute, Basel		
	University of Bergen, Centre for International Health, Bergen	Mycobacterial infections	

The hallmark of Afrique One has to date been a focus on zoonotic diseases (generally grouped into endemic, epidemic and emerging; see for example Grace et al., 2012<sup>10</sup>), which remain of particular importance to processes of poverty reduction in Africa. This has been undertaken within an interdisciplinary and inter-institutional partnership, promoting an ecosystems approach and placing itself squarely on the global One Health agenda. It has represented this in the matrix format logo<sup>11</sup> depicted below.



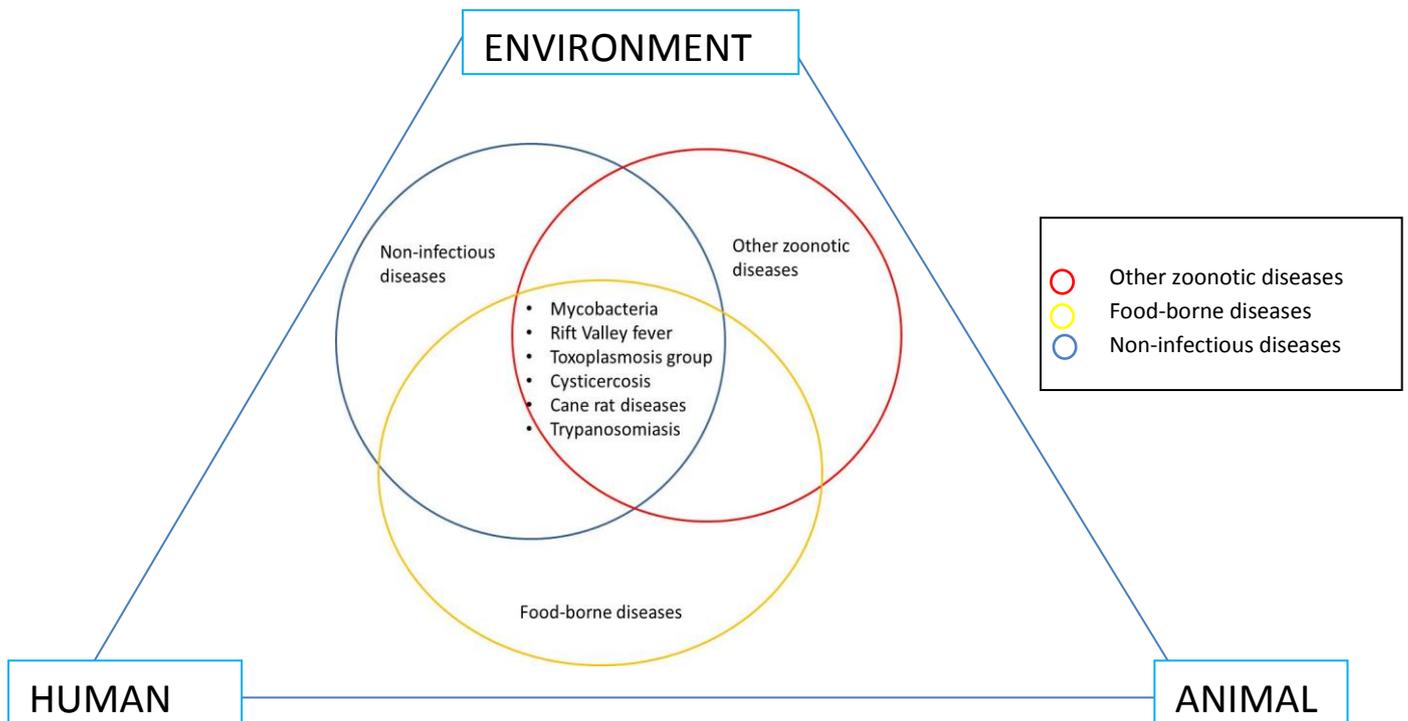
The consortium has developed a set of post-doctoral fellowships, initially structured around the research strengths of the participating institutions in the field of zoonotic diseases. In broad terms these research clusters are grouped by causation into bacterial (human tuberculosis, bovine tuberculosis and non-tuberculous *Mycobacteria* spp.), parasitic (neosporosis, toxoplasmosis, sarcosporidiosis, trypanosomosis and cysticercosis) and other infections (Rift Valley fever and the human non-malarial fevers).

Each research cluster benefits from the multidisciplinary approaches taken to key research questions, including immunology (the role of T-helper cell responses in immunity to human trypanosomosis); chemotherapy (the resistance to chemotherapy of mycobacterial infections in humans and animals); infection transmission dynamics (the persistence and emergence of Rift Valley fever in the Serengeti ecosystem); disease ecology (the persistence and dynamics of mycobacterial infections in urban and rural environments, and the role of wildlife and arthropods); and human behaviour (the degree of communication and collaboration in developing responses to RVF outbreaks among medical, veterinary and wildlife practitioners and local populations). The research clusters have built strengths in both laboratory capacity and investigative epidemiology.

<sup>10</sup> [http://mahider.ilri.org/bitstream/handle/10568/21161/ZooMap\\_July2012\\_final.pdf?sequence=4](http://mahider.ilri.org/bitstream/handle/10568/21161/ZooMap_July2012_final.pdf?sequence=4)

<sup>11</sup> The consortium logo: the consortium efforts were likened to that of building a house. Understanding higher-level population and ecosystem processes rests hierarchically on sound understanding of simpler processes. Vertically aligned sets of pillars, each representing different zoonotic diseases, support these different levels of our understanding of ecosystem health - the same disease potentially contributing to understanding at different levels. Different colours represent the contributions of different institutions to this understanding; some pillars are multi-coloured, and of course some pillars await construction.

The figure below illustrates the current disease focus within the human/animal/environment interface. The figure illustrates the wide applicability of the various cross-cutting platforms that have been established, or are in the process of being established, to other priority disease groupings.



## OUR FUTURE

Afrique One now looks to the future with a Strategic Plan for the period 2013 – 2017. This has been undertaken through a highly participatory process, designed to capitalise fully on the bold initiative taken by the Wellcome Trust and on the enthusiasm, commitment and experience of Afrique One scientists, establishing a programme merit worthy of new investment by health sponsors, including the Wellcome Trust. The Wellcome Trust funding for the consortium has sown the seed of partnership and of trans-disciplinary research approaches to tackling zoonotic diseases in Africa. The consortium is now realigning its status from a project-based approach to a longer term institutional partnership model. It seeks to extend its focus on zoonotic diseases to a wider mandate of the successful control of zoonotic and other diseases at the human, animal and environment interface in Africa. As collaborations and capacity building programmes develop between and beyond its current membership, Afrique One seeks to promote and personify the sustainable institutionalisation of African research capacity in health research, and in security of funding beyond the initial five year funding provided by the Wellcome Trust. This will involve paying greater attention to the priority human and livestock research constraints of Africa, the development of a more strategic approach to the use of One Health approaches in health research, and the development of strong and functional partnerships to ensure the relevance and impacts of its research products. In addition, Afrique One aims to bring its research endeavours and products more in line with the actionable development needs of the continent.

The Strategic Plan drafting process has generated a broad vision and mission, based on a set of core values that are clearly articulated below.

The process has then undertaken a critical situational analysis (a classical SWOT review of strengths, weaknesses, opportunities and threats), evaluating internal strengths and opportunities, and reviewing external weaknesses and threats.

This has led to the articulation of a clear set of goals for the coming five years, carefully framed strategies to achieve each goal, and an inventory of activities that we form the basis of each strategy. Beyond this, the Strategic Plan framework sets out some key indicators that will be used to monitor and evaluate the performance on the consortium.

## **VISION<sup>12</sup>**

**A continent in which ecosystem and population health research excels, is globally recognized, and makes significant contributions to the health and well-being of Africa's human and animal populations**

## **MISSION<sup>13</sup>**

**To establish and sustain a successful culture of continent-wide research partnerships which develop and make available appropriate approaches and tools for the successful control of zoonotic and other diseases at the human, animal and environment interface in Africa**

## **CORE VALUES<sup>14</sup>**

- Fostering the sustainable institutionalisation of scientific excellence among collaborating African partner universities and research institutes
- Responding to priority regional research needs in the field of zoonotic and other diseases at the human, animal and environment interface in Africa
- Fostering scientific leadership by African scientists and institutions
- Fostering accountability and sound management of research funding
- Promoting demand-led, impact-orientated and transparent research agendas
- Establishing bridges between disciplines, geography, institutions and languages

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<sup>12</sup> Our vision describes in graphic terms where Afrique One wants to see itself in the future. It describes how we see events unfolding over 20 years all goes as hoped; it does not include a time frame. Compared to the mission, it is more specific in terms of objective and future state and is related to envisaged achievement if successful.

<sup>13</sup> Our mission describes how the vision will be achieved. It serves as an on-going guide without time-frame.

<sup>14</sup> The expression of beliefs which we expect members of the consortium as a whole to uphold; these are the principles by which Afrique One will abide.

# SITUATIONAL ANALYSIS

The situational analysis<sup>15</sup> has been undertaken in the three main pillars of Afrique One, namely research, capacity building and administration and networking. The key strengths, weaknesses, opportunities and threats are provided below; a full listing of them is tabulated in Annex 1.

## STRENGTHS

- Consolidation of the first step towards institutionalising post-doctoral scientist in African research institutions
- Development of an African-led multi-country and multi-institutional partnership with collaboration in many key public health areas
- The acquisition of a global research and partnership profile under the One Health agenda
- The provider of a range of key training programmes in different aspect of the health sciences, and in financial and administrative management
- Sound financial management system in place in the lead institute, with the capacity to manage large grants

## WEAKNESSES

- Language barrier limits some partnerships
- Research portfolio of consortium not necessarily based on national and regional priorities
- Recruitment of well qualified and highly motivated post doc and PhD candidates a challenge
- Financial management procedures too complex for some participating institutions
- Slow flow of funds

## OPPORTUNITIES

- Stronger research collaboration with Northern partners; the scaling up of collaborations with global partners
- The availability of lecture buy-out and exchange visits, within and outside the consortium
- More lucid articulation of the consortium's goals and programmes under the One Health umbrella; greater exploitation of this approach
- Greater emphasis on the transition from research to intervention
- An opportunity to continue to break the language and cultural barriers between west and east, and Francophone and Anglophone Africa
- Greater recognition and definition of post-doctoral positions in Africa

## THREATS

- Political instability
- Departmental turnover, and replacing departing staff in partner institutions

The situational analysis has been used as one of the key inputs into developing a new framework for the strategic plan, building on strengths and opportunities, and developing new approaches to tackle weaknesses and threats.

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<sup>15</sup> This refers to a SWOT analysis, assessing strengths, weaknesses, opportunities and threats.

## STRATEGIC PLAN FRAMEWORK

We have developed and built our strategic plan through a highly interactive process involving all of the eleven partner institutions, together with contributions from the northern partners and the satellite institutions. We have used a framework which identifies ten Strategic Objectives<sup>16</sup>, each central to achieving our Vision. These are divided into three pillars: capacity building, research, and programme administration strengthening and networking. The framework is presented below in Table 3.

TABLE 3. Framework for Afrique One’s Strategic Plan, built on the defined vision, mission and core values identified above.

PILLARS	STRATEGIES <sup>17</sup>	ACTIVITIES <sup>18</sup>	KEY PERFORMANCE INDICATORS <sup>19</sup>
Capacity building			
Research			
Programme administration strengthening and networking			

We next present the summary programme of 10 Strategic Objectives covering the three areas of research (4), capacity building (1) and programme administration strengthening and networking (5). It is important to recognise that the three areas are not mutually exclusive; there is considerable overlap between them in contributing to our vision. Under each objective we outline the key strategies planned. The full tabulation, which includes an inventory of activities within each strategy, is presented in Annex 2.

OBJECTIVES	STRATEGIES
<b>PILLAR 1. CAPACITY BUILDING</b>	
<b>GOAL 1.</b> To generate by 2017 a critical mass of African research scientists under the One Health concept dedicated to the prevention and control of zoonotic diseases	Institutionalisation of PDF positions in research through incentive driven schemes
	Strengthening of partnership, collaboration and networking between consortium institutions, and between departments within institutions
	Minimise the impact of the language barrier on scientific communication
	Establish regional research platforms linked to specific topics
	Host regional conferences on zoonotic and other diseases at the human, animal and environment interface of in Africa
<b>PILLAR 2. RESEARCH</b>	
<b>GOAL 2.</b> To develop by 2015 a well-informed and integrated	Review and revise current research themes in a one health concept
	Identify and characterise research capacity assets and needs

<sup>16</sup> **Definitions** of strategic objectives vary widely and a variety of similar terms are used to mean the same thing. For the present purpose we are defining them as ‘objectives that are measurable, time-bound and agreed upon, the achievement (or not) of which can be clearly determined’. They are the “what” rather than the “how”.

<sup>17</sup> **Definition:** A broad statement of how a specific objective will be achieved.

<sup>18</sup> **Definition:** the specific actions or projects within a strategy that will contribute to the achievement of the objectives

<sup>19</sup> **Definition:** the measurable indicators by which the success or otherwise of activities and strategies will be evaluated.

multi-disciplinary research agenda on zoonotic diseases	Progressively align research portfolio with research priorities at national, regional and international level
	Revise and enhance the thematic structure of research team
	Assign well-resourced research coordination to research teams
<b>GOAL 3.</b> To set an Africa-wide standard for zoonotic disease research using the One Health approach	Re-evaluate and assess the norms and standards for conducting multidisciplinary zoonotic disease research (including the involvement of different professions, inter/trans disciplinary collaboration, etc.)
	Standardize and optimize research protocols deployed by consortium partners (in both laboratory and field settings)
<b>GOAL 4.</b> Through active engagement with stakeholders and beneficiaries, to ensure that research products contribute to public health policies and strategies at local, national and international level, as deemed appropriate	Ensure / cultivate recognition by beneficiaries and other stakeholders as <i>bona fide</i> provider of those products through performance and dialogue
	Develop a reputation as provider of demand driven research products
	Establish regular engagement with users and stakeholders
<b>GOAL 5.</b> To become a role model for South-South and South-North research partnerships in zoonotic diseases	Advocate urgency and rigour in communication and engagement with actual and potential partners both within and beyond Africa
	Build confidence and capability among consortium members in science communication
	Foster collaborations and exploit a wide range of partnership opportunities
	Build sustainable links with appropriate centres of excellence in zoonotic diseases and one health research worldwide
<b>PILLAR 3. PROGRAMME ADMINISTRATION STRENGTHENING AND NETWORKING</b>	
<b>GOAL 6.</b> To strengthen research administration and management systems in all partner African institutions	Create transparency and accountability in research admin/management
	Prioritise and target the use of core funding
<b>GOAL 7.</b> To strengthen the research and leadership capacity of research groups within partner institutions and universities	Attract, foster, train and retain post-doctoral fellows
	Foster incentives and motivation post-doctoral scientist career development in partner institutions
	Link research expertise between research institutes and universities
<b>GOAL 8.</b> To develop appropriate resource platforms accessible to different research groups	Create selected areas of specific technical research support to the consortium portfolio
	Develop strategic cross-institutional thematic working areas
	Seek options for the evolution of Afrique One from a research project into a Trust or other such institutional framework
<b>GOAL 9.</b> Through the development of a communications strategy, to improve research communication with the public, media and policy makers	Develop a communications strategy for the consortium to improve the communication skills and performance of researchers and communication officers
	Engage target media in science communication opportunities
<b>GOAL 10.</b> Enhance effective scientific communication and partnership between institutions	Adopt and implement the principles of research partnership

## **KEY INSTITUTIONAL MECHANISMS NECESSARY TO IMPLEMENT THE STRATEGIC PLAN**

Afrique One will progressively initiate a series of institutional and communications strengthening measures to consolidate progress made under the Wellcome Trust funding, setting the scene for a post-WT funding era. It is assumed that this era could well include new WT funding as part of any second generation initiative which may emerge under the current African Institutions Initiative, or indeed any other African institutional strengthening opportunities that WT might introduce. It could also include a new funding from a variety of other sources to consolidate and build on the successes of Afrique One to date.

### **Establishment of the Afrique One Alliance**

Afrique One will seek to establish itself as an independent non-profit Alliance or charitable trust with a Board of Directors during 2013. As part of this process it will develop a Business Plan, which will include the mechanisms for resource mobilisation, both for research by the Alliance and for its operational needs. Afrique One will develop a range of resource mobilisation options which will expand the capacity building operations of the consortium, through the running of courses, and the offering of technical and support services within areas of its core competencies.

### **Afrique One partnership members**

Afrique One will move progressively towards a more coherent demand-driven research portfolio, enhancing capacities in the medical, veterinary and environmental sciences, and delivering research products to meet the needs of its clients and beneficiaries. To this end, the institutional participation in Afrique One will adapt to meet these needs, ensuring that scientists, institutions, research tools engaged as partners in the consortium are all fit for purpose.

### **Links to priority setting bodies**

Afrique One will ensure that within its new charter as an Alliance it establishes links with animal and human health research and development policies and strategies to ensure its relevance to national and regional African partners, and to foster an approach of responsiveness to current and emerging health priorities.

### **Links to international organisations**

Afrique One will strengthen its partnership with African Organisations (the African Union, AU; the NEPAD and CAADEP programmes of the AU; relevant divisions of the AU such as the Inter-African Bureau of Animal Resources) and international development and health related organisations (such as the WHO, FAO and OIE) in order to place itself squarely as a lead player in One Health initiatives in Africa.

### **Monitoring and evaluation**

Afrique One will build on the principles of openness and transparency which have been fostered by the WT project, and adopt a system of Monitoring and Evaluation (M&E). This will draw on the

experiences of RAND Europe, the agency undertaking the M&E for the African Institutions Initiative. It will respond to the day-to-day needs of financial and managerial ethics, and to the longer term guidance on all scientific and academic matters, supporting the development of Afrique One's research strategy. The longer term duties will be undertaken through a Scientific Advisory Board, which will meet annually to review progress of the alliance.

## **ROLE OF GLOBAL PARTNERS**

Three Northern Partner institutions (Universities of Glasgow and Bergen, and the Swiss Tropical and Public Health Institute) have played an important role in the design and facilitation of Afrique One. By design, as the consortium has strengthened in capacity and confidence, the Northern Partners have turned their contributions to strategic support in areas in which they have certain capacities and on request from Afrique One partner institutions. In the Strategic Plan, we see Northern Partners evolving into a larger group of Global Partners (bringing in the specific technical expertise necessary to support specific research areas or disease complexes), and taking on much more specific roles in the areas of mentoring, fund seeking and advocacy.

## ANNEX 1. FULL SITUATIONAL ANALYSIS OF AFRIQUE ONE

### Internal

RESEARCH STRENGTHS	RESEARCH OPPORTUNITIES
Independence as a recognised research body	The facilitation of regular thematic research dialogue and seminars across the consortium
A developing capacity to address a range of different and relevant health challenges within a continental consortium framework	The strengthening of existing links with current Northern partners and the scaling up of research partnerships at global level with a wider spectrum of scientists and institutions
A consolidation of the first step towards the institutionalization of PDF programmes in African research institutions	To exploit the potential for further WT funding, and beyond that, for a much stronger research funding base
A multi-country and multi-institutional partnership, with involvement and collaboration in many of the research topics	The availability of lecturer buy-out and exchange visits both within and outside the consortium
An African-led research and development initiative	More lucid articulation of the consortium's goals and programmes under the One Health umbrella, and greater exploitation of this approach
The pioneering of WT grant management in African institutions	The greater exploitation of potential contributions by other African institutions to support research and training (e.g. Biosciences for Eastern and Central Africa, BecA, for laboratory platforms)
The acquisition of a global research and partnership profile under the One Health agenda	The expansion of the research mandate into food-borne diseases and other non-infectious diseases
The engagement in research which has the potential for impact on improving public health	The potential for greater emphasis on the transition from research to intervention

CAPACITY BUILDING STRENGTHS	CAPACITY BUILDING OPPORTUNITIES
A PI, PDF, supported by PhD, MSc and technician(s), are in place in all partner institutions	A wider range of training in different disciplines and techniques
The consortium has provided a range of training programmes	Diversity of institutions, individuals and research provides an opportunity for much more sharing of experiences, resources, mutual support, etc.)
A strong research team has been established in each institution, and across institutions in certain cases	The establishment of more specialist research teams
The PDF benefits from having a research budget, and for refurbishing equipment in the previously existing laboratories	It is a great opportunity for African researchers to demonstrate their credibility through publications and grants
The consortium has also provided training in financial and administrative management. This	There is an opportunity to generate more innovative research ideas and build stronger

training has built an across-the-board understanding of the consortium and its objectives	collaborations and networks
There is a highly committed group of PIs, researchers and support staff	An opportunity to continue to break the language and cultural barriers between west and east, and Francophone and Anglophone Africa
The satellite institutions are all committed	
Training of personnel from satellite institution on research skills (e.g. bioinformatics, GIS, etc.) has taken place	

<b>ADMINISTRATION AND NETWORKING STRENGTHS</b>	<b>ADMINISTRATION AND NETWORKING OPPORTUNITIES</b>
The lead institution now has a sound financial management system in place	Even stronger financial management system in sub-awardees for finance procedures to attract future funding
Partners show a capacity to adapt to new circumstances	Further training in project and funding management
Substantial flexibility for the sub-awardee financial institution	Build greater trust between WT and lead institution
Capacity to manage large grants	Opportunity for more direct interaction between WT and sub-awardee institutions
Proven effective banking system now in place	Stronger communication network
Highly committed Director	Greater recognition and definition of PDF position in Africa
Regular dissemination of calls and grants	Stronger and more effective communication tools
Communication tools in place (website, newsletter, brochures, posters, etc.)	
The research group is growing	

## External

<b>RESEARCH WEAKNESSES</b>	<b>RESEARCH THREATS</b>
Language barrier remains a challenge	Termination of the WT grant
The diverse research topics; a perceived lack of focus and strategic framework by some	Political instability
Wide range of other institutional responsibilities of PDFs diverts attention from core functions	Competition between WT-funded consortia
Inefficient disbursement of funding	
Inadequate understanding of the PDF concept, including roles and responsibilities of PDF	
Research portfolio of the consortium not necessarily based on national or regional research priorities	
Scientific interaction (interdisciplinary and inter-institutional exchange) is still weak	
Consortium and inter-institutional engagement	

is predominantly at the lower institutional level (e.g. departmental)	
Substantial bureaucracy within the participating partner institutions	
A multi-pathogen approach to research on food-borne diseases is still weak despite its importance in Africa	

<b>CAPACITY BUILDING WEAKNESSES</b>	<b>CAPACITY BUILDING THREATS</b>
Inadequate follow-up in reporting back on training sessions to partner and satellite institutions and beyond	The language barrier
Recruiting well qualified candidates for PhD and PDF positions remains a challenge	Insufficient funds for capacity building
Some PDFs are not fully committed	Recruitment of suitable candidates
Full communication difficulties between member institutions, especially due to the language barrier	Coping with departmental turnover, and replacing departing staff in partner institutions
Insufficient qualified personnel in all areas (researchers, financial management staff, administration, etc.)	
The financial management procedures are too complex for many institutions	

<b>ADMINISTRATION AND NETWORKING WEAKNESSES</b>	<b>ADMINISTRATION AND NETWORKING THREATS</b>
Slow flow of funds	Further delays in cash flow
Lack of full-time finance officer/accountant	Termination of finance due to crisis or other reasons
Inadequate involvement of finance officer in project design	Missing important key public or international events
Irregular cash flow and pre-financing of activities by the lead institution	
Part time (not full time) Director	
Incompatibility between the financial system of the WT and that of the lead institution	
University financial systems are more difficult than those of research institutions	
Lack of communication between the sub-awardees and the institution communication officer	
Inadequate visibility	
Inadequate budget for communications	
No PDF structure in some institutions	
Lack of seed money	
Weak involvement of satellite institutions	

## ANNEX 2. STRATEGIC PLAN FRAMEWORK

GOALS	STRATEGIES	ACTIVITIES
<b>GOAL 1.</b> To spawn a critical mass of African research scientists under the One Health concept dedicated to the prevention and control of zoonotic diseases	Institutionalisation of PDF positions in research	<ul style="list-style-type: none"> <li>• Establishment of a PD fellowship</li> <li>• Appointment of suitably qualified and experienced technical consultants to support the research fellowship programme</li> <li>• Appointment of mentors</li> <li>• Development of a structured mentorship programme (involving training courses, exchange visits and grant application plans =&gt; indicators )</li> <li>• Lecturer buy-out/short term teaching that will enhance complementary skills</li> <li>• Meeting between consortium members including PIs, Postdocs, PhD students</li> <li>• Research meetings with other research groups within consortium institutions – i.e. expanding the zoonotic research group beyond the PI, post-doc, PhD focus – try to stimulate collaborations within institutes</li> <li>• Establishment of an expertise directory in each country member of the consortium to be posted on Afrique One website</li> <li>• Establishment of an expertise directory in each country member of the consortium to be posted on Afrique One website</li> <li>• Meetings between consortium members</li> <li>• Language studies</li> <li>• Acquisition of infrastructure and equipment support funds</li> </ul>
	Improvement of partnership, collaboration and networking between consortium institutions, and between departments within institutions	
	Breaking the language barrier	
	Establishment of regional research platforms linked to specific topics	
	Host regional conferences on zoonotic and other diseases at the human, animal and environment interface of in Africa	
<b>GOAL 2.</b> To develop a well-informed and integrated	Review and revise research themes in a one health	<ul style="list-style-type: none"> <li>- Conduct expert group meeting</li> <li>- Engagement of consultant</li> </ul>

multi-disciplinary research agenda on zoonotic diseases	concept	- Commission peer review
	Identify research capacity assets and needs	- Inventory of staff, equipment, technologies within the partner institutions beyond the PIs
	Alignment with research priorities at national, regional and international level	Acquire and analyse documents of research priorities within countries region, and beyond
	Revise and enhance the thematic structure of research team	-Conduct thematic meetings of research team - Engage international experts to advise on formation of research team
	Assign well-resourced research coordination to research teams	-Identify a well resource individual/institution -Allocate resource for coordination
<b>GOAL 3.</b> To set an Africa-wide standard for zoonotic disease research using the One Health approach	Re-evaluate and reassess the standards for conducting zoonotic disease research (involvement of different professions, inter/trans disciplinary)	Options include: -Conduct expert group meeting - Engagement of consultant - Commission peer review
	Standardizing and optimizing of research protocols (in lab and field)	-Review the protocols -Update and standardize -Reintroduce the protocols in lab and field
<b>GOAL 4.</b> To ensure that research products contribute to public health policies and strategies at local, national and international level, as deemed appropriate	Ensure / cultivate recognition by beneficiaries and other stakeholders as <i>bona fide</i> provider of those products	Dissemination of information about research products (peer review journals, local journal, media, policy briefs, manuals) effective media (e.g. FAO VPH bulletin)
	Develop a reputation as provider of those research products	-Regular update to end users -Develop best practices for each of research products -Develop SOPs
	Regular engagement with users and stakeholders	-Set up forum for engagement with end users -Attendance to international meeting or conference of relevance to Afrique One
<b>GOAL 5.</b> To become a role model for South-South and South-North research partnerships in zoonotic diseases	Advocate urgency and rigour in communication with actual and potential partners within and beyond Africa (consideration of resource allocation, updating communication technology, clear role and responsibilities)	-Make an inventory of partners -Communicate with partners - Provide resources for communication
	Build confidence in science communication	-Enhance skills and experience with media communication - Register Afrique One on Wikipedia
	Foster collaboration and create awareness and build partnership opportunities	Organize international conferences, seminars and/or symposia where Afrique one will disseminate research products
	Build sustainable links with appropriate centres of excellence in zoonotic diseases research worldwide	-Identify centres of excellence -Identify approachable individuals -Allocate responsibility to key consortium individuals -Develop mechanisms for engagement with the centre of excellence
<b>GOAL 6.</b> Strengthen research administration and management systems in African institutions	Creation of transparency and accountability in research admin/management	Training of existing and new staff on research administration/ management
	Targeting the use of core funding	Development of guidelines for the generation and utilization of institutional core funding
<b>GOAL 7.</b> Strengthen the	Attract, foster, train and	Establishment of the Post-Doc position and career

capacity of research groups within research institutions and universities	retain Post doc fellows	pathway in African Institutions
	Provide motivation and adequate incentives for Post doc career development	Identify needs, facilitate and undertake continuous training of research groups
	Link research expertise between research institutes and universities	
<b>GOAL 8.</b> Develop appropriate resource platforms accessible to different research groups	Create specific areas of technical and research support	-Develop Afrique One NGO/Scientific interest group/trust/options -Pool and upgrade research resources platforms in African institutions
	Develop thematic working areas across institutions	-Develop a sharing modality of research platforms
	Seek options for the evolution of Afrique One from research project into a Trust, or other such institutional mechanism	-Recruitment of competent support staff -Training and refresher courses for support staff -Establishment of maintenance service plan within and across institutions
<b>GOAL 9.</b> Improve research communication with the public, media and policy makers	Improve communication skills of researchers and communication officers	-Development of the communication plan within the institutions and across the consortium -Training of communication officers and consortium members
	Engaging media in science communication	-Production of communication materials
<b>GOAL 10.</b> Enhance effective scientific communication and partnership between institutions	Adopt and implement the principles of research partnership e.g. KFPE 1998	-Conduct exchange visits and lecturer buy outs -Creation of a joint database for sharing data and research collaboration -Develop partnership MOU between institutions

### ANNEX 3. BUDGET

Details	Qty (years)	Unit cost (Pounds)	Amount (Pounds)	Details	Qty (years)	Unit cost (Pounds)	Amount (Pounds)
Executive Secretariat	5	20 000	100 000	Head institution support	5	2 500	12 500
Communication & Fund raising	5	10 000	50 000	Registration fees (12*5)	60	1 500	90 000
Conferences support & Board meetings	2	20 000	40 000	Training offered	5	10 000	50 000
Capacity building and training program	5	15 000	75 000	Consultancy	5	5 000	25 000
Monitoring/ Evaluation/Advisory	2	10 000	20 000	Gift & External support	5	5 000	25 000
Sub-total			285 000	Sub-total			202 500
Administrative cost	10%	285 000	28 500	Gap to find			111 000
Total			313 500	Total			313 500

## ANNEX 4. PROPOSAL

Pillars	Objectives	Year 1:2013	Year 2: 2014	Year 3:2014	Year 4: 2015	Year 5: 2016
Capacity building						
	Critical mass of African researchers	Postdoc fellowship and needs	Strengthen exchange visits and lecturer buy out	Distance One Health learning	Curricula for support staff	Monitoring
Research	One Health concept	Training module	Identification of topics	Training of trainers		Implementation of Master in One Health
	Intervention research on One Health	Develop standards methods and research protocols	Engagements	Expert group consultations	Protocols review	Monitoring
	Policy influencing	Decision makers mapping	Policy message dissemination tools		International conference	Open access journal on One Health / Trans disciplinary research
Administrati on and Networking	Partnership principles application	Partners mapping, resources for communication	Application of the principles		Set up Centre of excellences	Adaptation of communication tools
	Partnership development	Update Network maps	Capacity in finances	Research support units	Distance One Health learning	Master in Research Management & Administration