



AFRICA CDC
Centres for Disease Control and Prevention
Safeguarding Africa's Health



100
FIRST DAYS

Africa CDC 2.0
Delivering the
New Deal

H.E. Dr Jean Kaseya,
Director General, Africa CDC

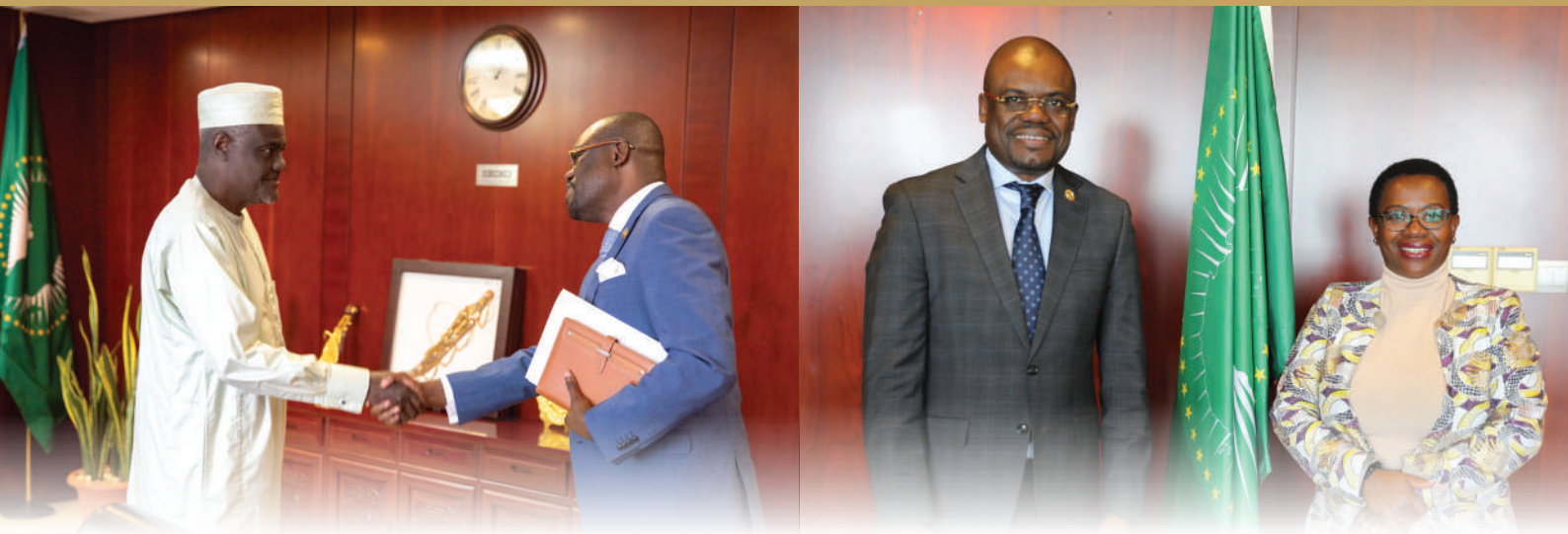




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Executive Summary

H.E. Dr. Jean Kaseya was appointed as the first Director General of Africa Centres for Disease Control and Prevention (Africa CDC) in February 2023 by the 36th Africa Union (AU) Assembly of Heads of State and Government. Upon assuming office on the 20th April 2023, he committed to three fundamental priorities: **strengthening the institution** by implementing robust governance, fostering technical expertise, and establishing clear authority; **ensuring financial sustainability through effective innovative fund generation and effective utilization** to achieve tangible outcomes; and **enhancing New Public Health Order interventions** by enabling swift and effective on-the-ground responses to outbreaks and health-related emergencies faced by our Member States.

This report provides a comprehensive overview of the milestones, progress and achievements realized under the leadership of the Director General in his first 100 days in office.

As of July 2023, **key governance milestones** achieved include (1) the establishment and inaugural meetings of the new Africa CDC Advisory and Technical Council (ATC); (2) the constitution of the new Governing Board for Africa CDC; (3) the approval of the new Africa CDC structure via the successful engagement with African Union (AU) organs through the Permanent Representatives' Committee (PRC) and the Executive Council of Foreign Ministers. The new structure increases from 300 positions to 970 positions with regular positions moving from 72 positions approved in February 2023 to 155 in July 2023.

Africa CDC 2.0

... a win for the African people, a win for our implementing partners, a win for our donors, and a win for Africa CDC

Africa CDC Staff at Africa CDC headquarters, August 2023



Key strategic milestones include (1) the approval of the 2023 – 2027 strategic plan for Africa CDC by the Governing Board; (2) the strategic reorientation of the Saving Lives and Livelihoods initiative, this partnership of \$1.5 billion between Africa CDC and Mastercard Foundation, to focus now on the vaccination of high-risk populations, integration of COVID-19 response into routine immunization and primary health care (PHC), and proactive preparation for potential future pandemics on the continent; (3) the strengthened partnership with the World Health Organization (WHO) with the launch of the Joint Action Plan for Pandemic Preparedness, Prevention and response (with WHO AFRO and EMRO) and alignment to Africa CDC's mandate to declare Public Health Emergencies of Continental Concern as included in the new Statute of Africa CDC approved by Heads of State in 2022; (4) the strengthened partnership with Gavi with signing of a MOU to support the agenda of immunization in Africa, and strong advocacy to the Gavi Board to allocate at least US\$1 billion for African manufacturers from the remaining COVAX funds. Gavi has made a firm commitment to support African vaccine manufacturers; (5) the launch of the new vision for Community health Workers in Africa; (6) the support to African negotiators and Member States for the negotiation of the Pandemic treaty and the new International Health Regulations; and (7) the operationalization of the financial sustainability and independence of Africa CDC with the finalization and submission of the governance and operational arrangements for the African Epidemics Fund, along with the Africa CDC financial sustainability plan to secure adequate, predictable, and sustainable funding.

In addition, notable progress has been made towards the **implementation of the five strategic pillars of the New Public Health Order** by the various Africa CDC technical programmes detailed in this report. This includes the strengthening of National Public Health Institutes (NPHI) coupled to Emergency Operating Centres (EOC) and Biosafety laboratories in 20 AU Member States; delivery of pathogen genomic sequencing and automation systems, equipment, and reagents to 14 AU Member States by the Africa Pathogen Genomics initiative; launching resources such as the Event-based Surveillance (EBS) framework, Event Management System (EMS), and Health Information Exchange (HIE) standards, alongside supporting five AU Member States in establishing functional EBS systems and training 250 technical officers as EBS trainers; validation and official launch of Africa CDC's strategic priorities on reproductive health; signing of a Memorandum of Understanding (MOU) with Gavi which offers new opportunities to expand regional manufacturing capabilities for vaccines and diagnostics; celebrating the graduation of the 2nd Cohort of the Kofi Annan Global Health Leadership Fellowship Programme; and publishing the report of the 2nd Conference on Public Health in Africa (CPHIA 2022).

The first 100 days in office of the Director General indicate a promising and exciting future, not just for Africa CDC, but also for our esteemed Member States, valued partners, African Communities and the World.

With motivation, determination, and a focus on delivery, we will make the vision of Africa CDC 2.0 a reality and achieve the four wins: a win for the African communities, a win for our Member States, a win for our donors and partners, and a win for Africa CDC





1. Introduction

In 2017, The Africa CDC was established as a technical agency of the Africa Union commission (AUC) with the mandate to safeguard the health security of Africa.

In 2023, six years since its establishment, Africa CDC is now an autonomous Public Health Institution of the AU. Africa CDC is mandated to drive the fundamental systemic changes needed to guarantee Africa's preparedness in preventing, detecting, and responding to any health threat including the next pandemic.

Aligned with the AU Agenda 2063, Africa CDC envisions a safer, healthier, and prosperous Africa, where Member States are prepared to proactively address public health threats and outbreaks in a timely manner. Its mission is to strengthen the capacities, capabilities, and partnerships of Africa's public health institutions and systems, enabling them to efficiently prevent, detect, and respond to public health challenges based on evidence-based policies, programs, and interventions. Its aspiration is to become a world-class, self-sustaining, and agile institution that champions African health security, sets the African public health agenda, and leads and coordinates continental efforts driven by a One Health approach.

"My primary goal as the Director-General of Africa CDC is to transform the institution in three fundamental aspects. Firstly, I aim to strengthen the institution by implementing robust governance, fostering technical expertise, and establishing clear authority. Secondly, I will prioritize efficiency, focusing on generating funds effectively and utilizing them to achieve tangible results. Lastly, I am committed to enhancing reliability by ensuring a swift and effective on-the-ground response during outbreaks and health-related emergencies faced by our Member States."



AFRICAN UNION CENTRE FOR
DISEASE CONTROL AND PREVENTION
CENTRE AFRICAÏN POUR LE
CONTRÔLE ET LA PRÉVENTION DES
MALADIES DE L'UNION AFRICAÏNE



The appointment of the first Director General of Africa CDC, H.E. Dr. Jean Kaseya in February 2023, marked a key milestone in the growth of Africa CDC as an autonomous institution. Bringing a wealth of expertise in public health, strong political and strategic skills, as well as a deep-rooted understanding of the African public health landscape and its complexities, Dr. Kaseya has managed his first 100 days in office with passion, dedication and determination supported by a motivated team of experts. The achievements in this report bear testimony to it.

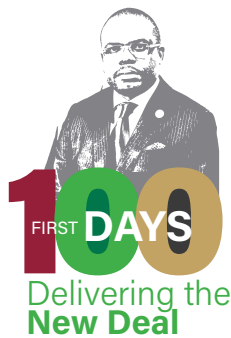
Having officially assumed his duties on 20 April 2023, Dr. Kaseya has embarked on implementing his vision for Africa CDC. During his first 100 days, the Director General committed to 5 achievements:

- Listening to all staff and engaging in dialogues with the AU Commission, Member States, and partners to understand existing realities and expectations, capitalize on good practices, communicate the new vision, and serve as a competent and responsive leader who builds trust for ownership among all.
- Initiating decisions to quickly correct deficiencies and restore the organization's credibility.
- Launching a 'replenishment meeting', which gathers representatives from all Member States, partners, and community organizations to raise funds and develop a fresh resource-mobilization pathway, facilitating the successful implementation of the new strategic plan.
- Launching the New Deal and implementing mechanisms for strengthened governance, performance, and accountability based on the revised resource-mobilization document.
- Responding effectively to any arising emergencies (epidemics) and requests from countries, in collaboration with the various technical and financial partners.

This report presents the Director General's feedback to all of you regarding the commitment he made during his 100 days in office. These include addressing deficiencies, restoring the organization's credibility, developing a new resource-mobilization pathway, and launching **'the New Deal'** to ensure strengthened governance, performance, and accountability as Africa CDC implements the **New Public Health Order**.

2. Main Achievements

In his first 100 days in office, the Director General has prioritised the enhancement of Africa CDC's capacity, ensuring that an adequate and skilled workforce can be employed with increased presence in AU Member States. Additionally, he has focused on establishing the necessary governance structures to oversee the institution. Another priority has been the new strategic direction for Africa CDC over the next five years, maintaining strategic engagements for major initiatives and key partnerships, as well as ensuring the financial sustainability of Africa CDC. The diagram below provides a summary of the major milestones.



Governance and Strategic milestones during the Director General's first 100 days in office

Governance

Strategic Actions

Successful engagement and advocacy with the AU Policy Organs for the unprecedented approval of the **new structure** (with 155 regular positions) by the AU Executive Council comprised by Ministers of Foreign Affairs during the 5th Mid-Year Coordination meeting in Nairobi, Kenya

1st convening of the newly constituted **Africa CDC Governing Board**, Nairobi, Kenya.

Inaugural meeting of the newly established **Africa CDC Advisory and Technical Council**, Nairobi, Kenya

July
2023

Successful advocacy conducted with H.E. President Ruto (Kenya) who **provided land** and committed **\$2 million** for the construction of the new building for the RCC Eastern Africa. Ongoing advocacy with other countries of the region to provide the gap.

From May to July 2023, **meeting with 18 Heads of State and Government** and **32 Ministers of Health** to enhance responsiveness and foster the engagement of Member States

Development of the Africa CDC Strategic Plan 2023-2027 that received inputs from AU Member States, key Health partners, and CSOs. The Strategic Plan was endorsed by the ATC and approved by the Governing Board.

For the first time in Africa, creation of a common social platform **connecting all Ministers, Deputy Ministers, and Permanent Secretaries/ Director Generals/Secretary Generals** from the **55 countries of Africa**. This is the largest network of its kind promoting swift information exchange and decision making.

June
2023

Charted a **clear vision** for the **5 Regional Coordinating Centres** of Africa CDC, as well as the introduction of Country Teams.

Secured a seat as **full member of the Gavi Research and Institutes constituency** and observer member in the Gavi Governing board.

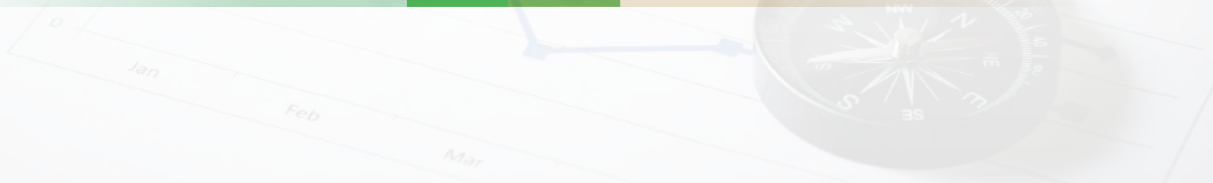
Conducted **strategic discussions** with GAVI and facilitated the advocacy of **\$1.1 billion** for African Manufacturers

Revitalized **strategic partnership** with various Health Partners and donors, and launched the **Joint Action Plan Africa CDC-WHO AFRO-WHO EMRO** on the Pandemic Preparedness Prevention and Response during the World Health Assembly (WHA)

May
2023

Developed and submitted the **governance and operational arrangements for the Africa Epidemics Fund** and Africa CDC's Financial Sustainability Plan

Initiated a **strategic reorientation of Africa CDC's major initiatives**, including the Saving Lives and Livelihoods Program, to optimize funding impact and focus on strengthening health systems across the continent



2.1 Key Governance Milestones in 100 Days

2.1.1 Africa CDC Organisational Structure

Since assuming duty at Africa CDC, the Director General prioritized reassessing the institution's organizational structure to ensure optimal fulfilment of its mandate. Alongside the Africa CDC management team, he conducted a thorough review of the existing structure, identifying areas for improvement. The objective was to strengthen management, enhance technical expertise, and establish a structure that grants greater autonomy in fulfilling the mandate. This initiative represents a crucial step in building a stronger and more efficient Africa CDC to tackle future health challenges on the continent. After undergoing a comprehensive review by AU Policy Organs through the Permanent Representatives Committee (PRC) of Ambassadors and the Executive Council of Foreign Ministers, the new structure and 155 regular positions were approved, an unprecedented increase from 72 regular positions approved in February 2023, just 4 months ago. We have now initiated the recruitment process, with the aim to onboard most of the approved positions before the end of the year. The Director General has assured that adequate gender, regional and linguistic representation are his top priorities in the implementation of the new structure. Empowerment of women in science and public health is a key priority for Africa, and the leadership of Africa CDC will reflect these continental efforts.

2.1.2 Africa CDC Strategic Plan 2023 - 2027

The Second Strategic Plan of Africa CDC, spanning from 2023 to 2027, plays a crucial role as a roadmap in our mission to build a healthier and more resilient continent. It was developed through an inclusive consultative process that involved key stakeholders at all levels, including the divisions and units within Africa CDC, all 55 Member States, and key partners. They conducted a comprehensive review, ensuring its alignment with the realities of Africa. The aim was to develop a revised plan that effectively addressed the current and emerging health challenges on our continent, offering a clear and actionable roadmap responsive to the needs of Member States. The Second Strategic Plan received approval during the Africa CDC Governing Board's inaugural meeting in Nairobi, held on the 12th of July 2023. Africa CDC extends its heartfelt appreciation to our Ministers of Health and esteemed partners for their valuable guidance and contributions throughout the process, leading to its approval.

The 2023-2027 strategic plan will provide strategic direction and support Member States, as well as regional and continental public health institutions and programmes, through six programmatic priorities and seven enablers shown in the figure on page 8.

*Africa CDC's Governing Board,
11th Ordinary Session, 12th July
2023, Nairobi*



Vision

A safer, healthier, and prosperous Africa, in which Member States are prepared to timely prevent, detect, and respond effectively to public health threats and outbreaks

Mission

Strengthen Africa's public health institutions and systems' capacities, capabilities, and partnerships to timely prevent, detect, and respond effectively to public health threats and outbreaks based on evidence-based policies, programmes, and interventions

Aspiration

To become a world-class, self-sustaining, and agile institution that champions African health security, sets the African public health agenda, and leads and coordinates continental efforts driven by a One Health approach

Priorities for 2023-2027

Strengthen integrated health systems to prevent and control high-burden diseases

1

Build up proactive surveillance, intelligence gathering, and early warning systems

2

Ensure robust emergency preparedness and response capabilities for all public health emergencies

3

Strengthen National Public Health Institutes

4

Expand clinical and public health laboratory systems and networks

5

Expand health product and technology innovation and manufacturing

6

Enablers for 2023-2027

- A. Enhanced and integrated digital and analytics approaches to public health in Africa
- B. Scaled and best-in-class African public health workforce
- C. Secured and sustainable financing for public health in Africa
- D. Strengthened public health research and innovation to improve public health decision-making and practice
- E. Coordinated, respectful and action-oriented public health partnerships and strengthened engagements with communities on public health needs
- F. Strengthened engagement and support of Member States through RCCs and in-country presence
- G. Strengthened governance, internal structures, processes, and capacity, enabling Africa CDC to deliver on its mandate

Africa CDC 2023 – 2027 Strategic Plan: Priorities and Enablers

2.1.3 Engaging African Leaders

Over the past three months, the Director General has had the privilege to meet with 18 African Heads of State, engaging with them on various critical issues related to the operationalization and optimal function of Africa CDC, as well as support to the agenda of local manufacturing, and support to the and innovative and domestic funding to strengthen African health systems for critical health threats to Africa's health security.

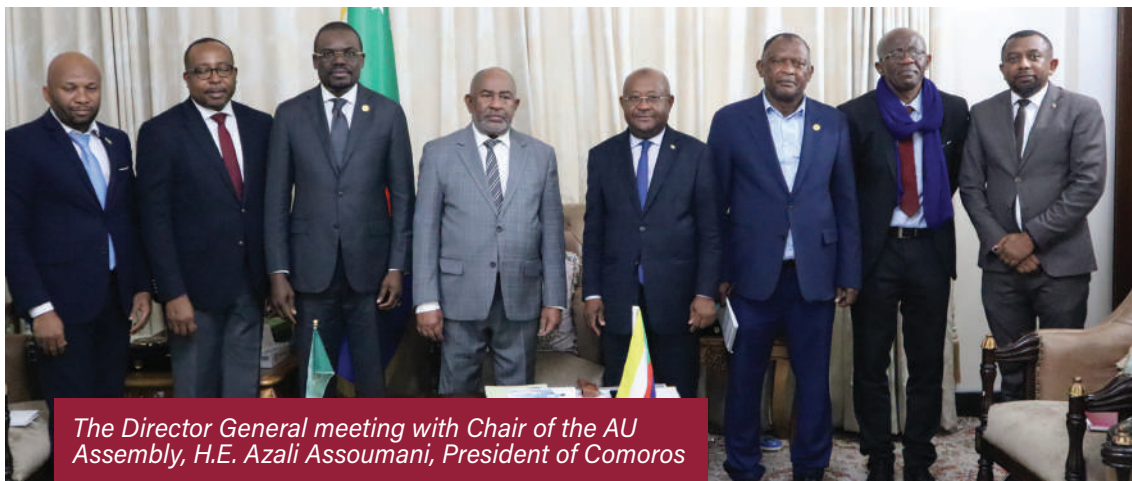
The Africa CDC Director General in attendance at the 22nd COMESA Summit, Lusaka, Zambia



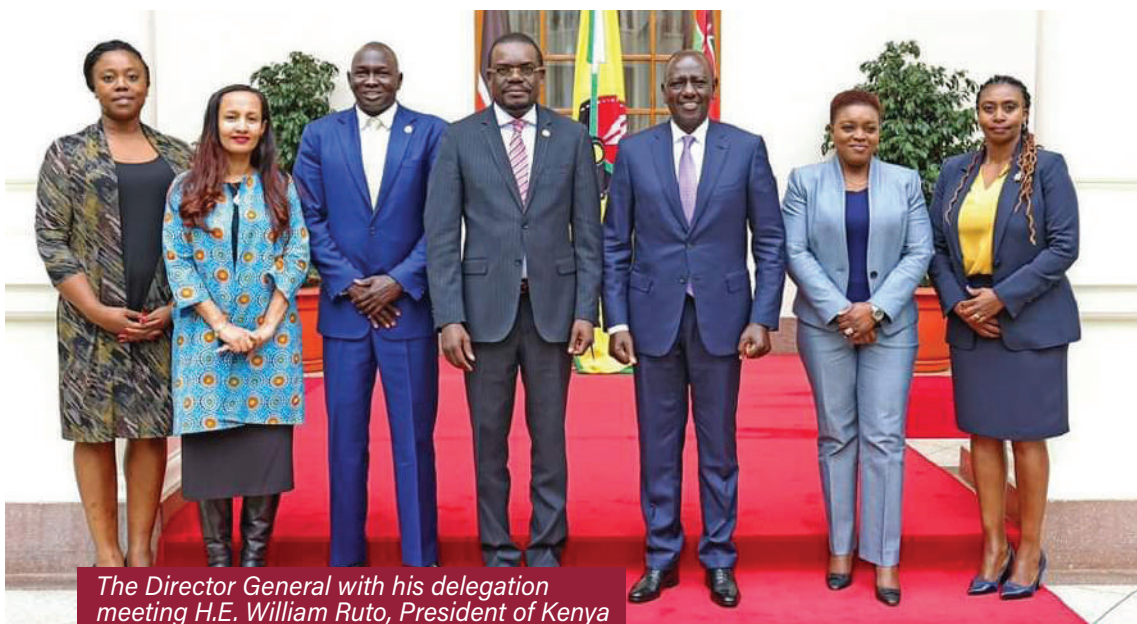
- As the Chair of the AU Assembly, H.E. Azali Assoumani, President of Comoros, provides oversight to the work of Africa CDC. The Director General expressed the gratitude of Africa CDC for the support it continues to receive from the Heads of State as well as the strategic guidance from the Chair of the AU Assembly.
- Meeting with H.E. Umaro Sissoco Embaló, President of Guinea-Bissau. He reiterated his support for Africa's common position in global health agenda debates, especially for the upcoming high-level meeting on Pandemic Prevention, Preparedness, and Response (PPPR) during the United National General Assembly in September 2023, aligning with Agenda 2063 and the Africa New Public Health Order.
- Africa CDC is supporting several Member States in responding to outbreaks and health emergencies resulting from weak health systems, increased population mobility and the effects climate change. In that regard, PPPR is a top priority for Africa CDC. The nexus between health and climate change are among the issues discussed with H.E. Dr William Ruto, President of Kenya, who will host the Africa Climate Summit 2023 in Nairobi, Kenya. Africa CDC plans to participate and will host a side-event titled "One Health Solutions for Climate-Related Health Challenges in Africa" on the 6th of September 2023.



The Director General meeting with H.E. Umaro Sissoco Embaló, President of Guinea-Bissau to discuss pandemic preparedness prevention and response on the continent



The Director General meeting with Chair of the AU Assembly, H.E. Azali Assoumani, President of Comoros



The Director General with his delegation meeting H.E. William Ruto, President of Kenya

- Pandemic Preparedness, Prevention and Response including local manufacturing of health commodities remain key priorities for Africa CDC. The Preparedness, Prevention and Response including local manufacturing of health commodities remain key priorities for Africa CDC. The Director General had the privilege to discuss these issues with H.E. Cyril Ramaphosa (President of South Africa), H.E. Macky Sall (President of Senegal), H.E. Abdel Fattah al-Sissi (President of Egypt), and other Heads of State, focusing on how African manufacturers have to be supported to contribute to the health security of Africa.
- As on the margins of the third National Forum on immunization and polio eradication from 27 to 28 June 2023 in Kinshasa, DRC, the Director General met with H.E Felix Tshisekedi, President of the DRC, as they collectively reviewed the progress on the commitments made since the adoption of the Kinshasa Declaration on routine immunization and eradication of poliomyelitis. Africa CDC will continue to support DRC and other Member States' efforts to restore coverage of childhood vaccinations on the continent.



The Director General meeting with H.E. Macky Sall, President of Senegal to discuss local vaccine manufacturing



H.E. Dr Jean Kaseya with Amb. John Nkengasong (former Director Africa CDC), Reeta Roy (CEO MasterCard Foundation) and other partners in Dakar during the Epidemic Forum



The Director General meeting with H.E. Felix Tshisekedi, President of the Democratic Republic of Congo at the 3rd National Forum on immunization and polio eradication



The Director General, Africa CDC addressing Ministers of Health and Permanent Representatives of African Union Member States in Geneva, WHA 2023

2.1.4 Engaging African Ministers of Health

So far, the Director General has had the privilege to meet with 30 Ministers of Health in Africa and engage with them on various public health related issues. He would like to express his sincere gratitude to the African Ministers of Health who attended the ministerial meeting as part of the working group of the AU Specialized Technical Committee (STC) on Health, Population, and Drug Control on the margins of the WHA 2023. This meeting was organized in collaboration with the AU Commission Department of Health Humanitarian and Social Affairs (HHS), with the objective of discussing the draft Common African Position on Pandemic Preparedness and Response and devising negotiation strategies for the three global instruments (IHR-2005, the Pandemic Treaty, and the HLM Declaration).

We greatly appreciate the inputs provided by our Ministers of Health and the proposed amendments to the Common African Position on Pandemic Preparedness and Response, which aimed to reflect the proposals and concerns of Member States. Additionally, we recognize the importance of identifying ways to expedite the procedure for the rapid adoption of the common position.

Grateful to ...

the African Ministers of Health who attended the ministerial meeting as part of the working group of the AU Specialized Technical Committee (STC) on Health, Population, and Drug Control on the margins of the WHA 2023.



The Director General, Africa CDC meeting the Minister of Health, Federal Republic of Ethiopia

2.1.5 Africa CDC's New Home

We are proud to announce the Africa CDC headquarters has moved into the new building provided to us by the AU Commission in partnership with the Chinese Government. We are extremely grateful for the world-class facilities that provide us with a conducive environment for our staff to work in, an in-house data centre, state-of-the-art Public Health Emergency Operations Centre (PHEOC), an African public health museum, and in-house training facilities for the capacity building of staff.

Our new campus also houses laboratory facilities that will allow Africa CDC, for the first time, to establish reference laboratories for molecular diagnostics, microbiology, and biochemistry. The establishment of a robust, efficient, and interconnected network of laboratories across Africa remains a key priority for Africa CDC.

We look forward to the completion of phase two of this building project, which will provide state-of-the-art conference facilities for Africa CDC's utilisation in its various engagements with Member States and the global public health community.

Africa CDC's new campus houses an in-house data centre, state-of-the-art Public Health Emergency Operations Centre (PHEOC), an African public health museum and laboratory facilities that will allow Africa CDC to establish reference laboratories for molecular diagnostics, microbiology, and biochemistry.





*The new Africa CDC home
in Addis Ababa, Ethiopia*



2.2 Key Strategic Milestones in 100 Days

2.2.1 Strategic Engagements and Partnerships

The **Saving Lives and Livelihoods (SLL) initiative**, partnership with the Mastercard Foundation, is a game-changing \$1.5 billion partnership that has achieved significant milestones two years after its launch in June 2021. As of June 2023, the initiative has **administered over 32 million COVID-19 vaccine doses**, contributing to the **full vaccination of 52 percent of the target population in Africa**.

- Set up at the height of the COVID-19 pandemic, the initiative seeks to ensure vaccine equity for Africa by purchasing vaccines for more than 65 million people. The efforts led to the participation of 51 African Union (AU) Member States, with 25 currently in the implementation phase.
- Other key achievements include the creation of **over 22,520 jobs in 25 Member States**, employing **5,628 youths, training** and **deploying 37,609 health workers**, and establishing **32 laboratories** capable of genomic sequencing of COVID-19 and other pathogens, up from just two at the start of the pandemic. Additionally, Africa CDC hired **106 employees** across various program areas, strengthening its capacity.

Recognizing that the acute phase of the COVID-19 pandemic has passed, Africa CDC and the Mastercard Foundation have engaged in fruitful discussions and negotiations on the new strategic direction for the SLL initiative. They have agreed to focus on the COVID-19 vaccination of high-risk populations that require ongoing protection from COVID-19 to complete the task at hand. This includes integrating COVID-19 response into routine immunization and PHC systems, as well as preparing the continent for future pandemics by strengthening National Public Health Institutions, enhancing laboratory diagnostics and pathogen sequencing capacities, and promoting local manufacturing of vaccines, therapeutics, and diagnostics.



The **Gavi 2023 Mid-Term Review**, that took place in June 2023, created an opportunity for the Director General to meet with many key stakeholders. Gavi continues to play a critical role in many African Member States, providing lifesaving vaccines through the Expanded Programme on Immunisation (EPI). Since 2021, Gavi has immunised 130 million children and is on track to meet its target of 300 million children by 2025. After fruitful discussions with Gavi, Africa CDC rejoined Gavi's Research and Technical Health Institutes Constituency as a full member and participated in the June 2023 Board meeting as an observer. The strengthened partnership with Gavi with signing of a MOU to support the agenda of immunization in Africa, and strong advocacy to the Gavi Board to allocate US\$1.1 billion for African manufacturers from the remaining COVAX funds. Gavi has made a firm commitment to support African vaccine manufacturers.

The **2023 World Health Assembly (WHA)** provided the opportunity for crucial engagements with Honourable Ministers of Health, as well as regional and global stakeholders including meeting with Dr Tedros, Director General of WHO, who assured of the continued commitment of WHO to Africa CDC. The **Africa CDC-WHO Joint Emergency Preparedness and Response Action Plan (JEAP) was also launched**, initiating a five-year strategic collaboration that will boost emergency preparedness and response efforts throughout Africa, ensuring the efficient management of disease outbreaks during humanitarian crises. Among its WHA activities, Africa CDC hosted a high-level Ministerial side event on Community Health Programs in Africa, under the theme: *What will it take for effective institutionalization and sustainability?* Our community health workers present a practical approach to achieving our vision of universal health care. Africa CDC is launching a new flagship initiative to protect our health care workers, including community health workers.

CELEBRATING OUR AFRICAN UNION MEMBERS STATES AND OUR KEY DONORS

Nothing could have been achieved without the valuable support from Member States and our esteemed partners. Africa CDC thanks them for their technical and financial contributions and continues to count on them for more support in the future. Some of our major contributors are: MasterCard Foundation, BMGF, World Bank, AfDB, Afreximbank, US CDC, China CDC, ECDC, USAID, Susan Thompson and Buffet Foundation, Team Europe, EDCTP, PEPFAR, Gavi, Ford Foundation, GIZ, JICA, KOICA, KDCA, Donor Collective, UNICEF, WHO, Open Society Foundation, Rockefeller Foundation, Skoll Foundation, The David and Lucile Packard Foundation, The ELMA Philanthropies Services, Robert Koch Institute, Conrad N. Hilton Foundation, AFD, LGT Venture Philanthropies, John Templeton Foundation, GFATM, FCDO, CIFF, UBS Optimus Foundation, Virgin Unite, Wellcome, World Diabetes Foundation, Canada Bio, Africa 50, BD Global Health, DAI Global UK, Vital Strategies.

2.2.2 Innovative Financing and Sustainability for Africa CDC

It is estimated that the Africa CDC would require a funding level in the region of US\$424 million over the next four years. To be able to mobilize these resources, we recognize that innovative and tailored financing approaches are required, anchored by African ownership through beneficial partnerships, with financial facilities that intentionally address the historical disadvantages faced by African countries and institutions.

In May 2023, we completed the development and submitted the governance and operational arrangements for the **Africa Epidemics Fund** and **Africa CDC's Financial Sustainability Plan**. The proposed Facility includes a contingency reserve for emergency response, and it will strengthen the financial capabilities across core operations and programmes. Among other benefits, the proposed Facility will consolidate all epidemic and pandemic-related funds into a single facility to enable the streamlining of governance, planning and implementation, and reporting.

2.2.3 Moving Africa CDC closer to our Member States

As Africa CDC continues to assist Member States in establishing robust and resilient health systems and institutions, including functional NPHIs with Public Health Emergency Operations Centres (PHEOCs), the importance of having Africa CDC presence in each Member States becomes evident. **Five Regional Coordinating Centres (RCCs) were already established** - Southern Africa RCC (hosted in Lusaka, Zambia), Central Africa RCC (hosted in Libreville, Gabon), Eastern Africa RCC (hosted in Nairobi, Kenya), Western Africa RCC (hosted in Abuja, Nigeria) and Northern Africa RCC (host to be determined). Each RCC will have a team of 15 staff members to support regional coordination. To bring Africa CDC closer to home, we will be **establishing Country Teams in each Member State** that will sit and work closely with the Ministry of Health and NPHIs to ensure adequate and efficient support is provided at country level. Each Country Team will have at least 5 staff to support country coordination and implementation.

Africa CDC Director General participating in the annual Walk the Talk event, to kick-start the World Health Assembly in Geneva





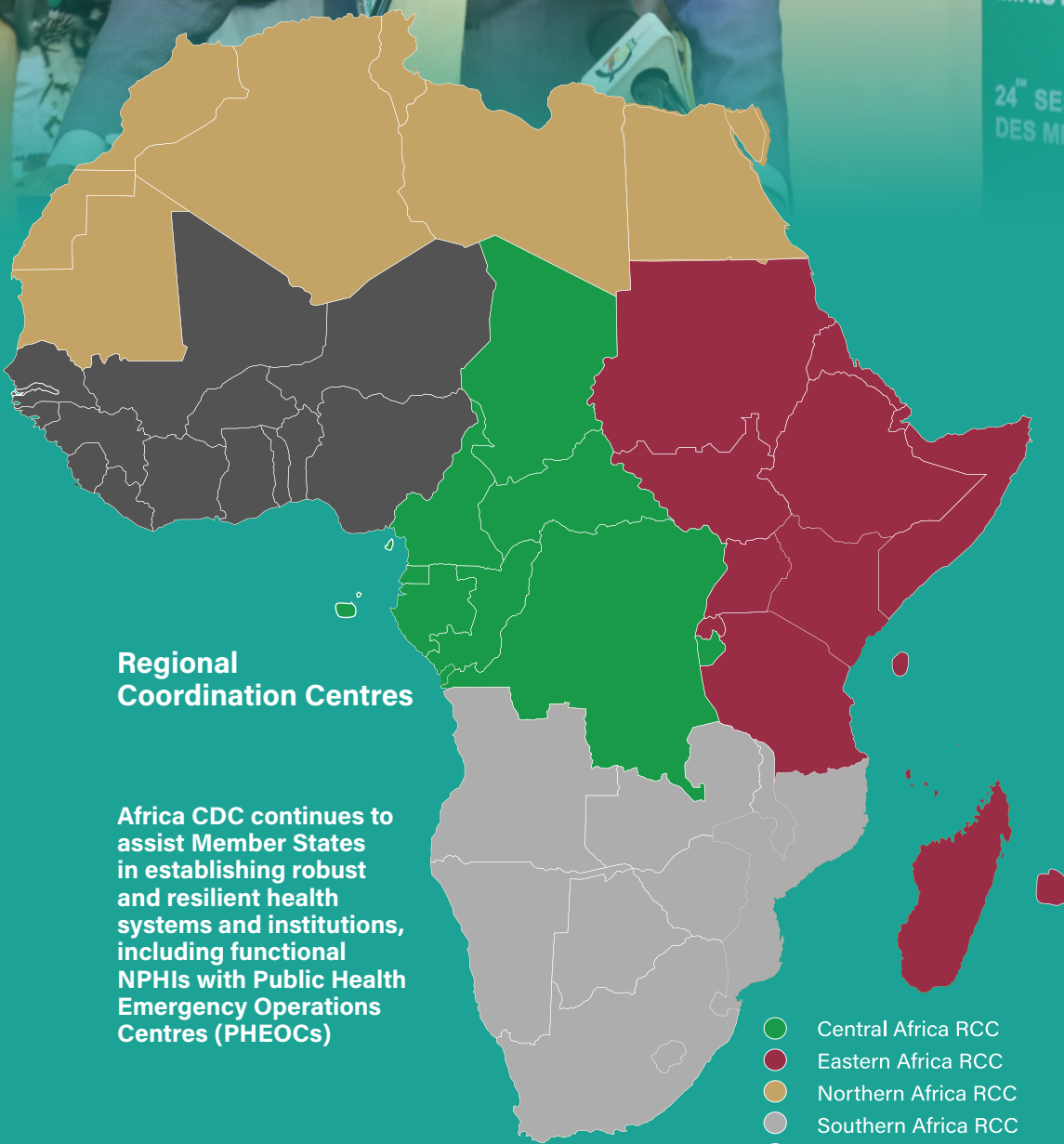
24ª Sessão Ordinária da Assembleia dos Ministros da Saúde



24ª SESSÃO ORDINÁRIA DOS MINISTROS DA SAÚDE

24TH ORDINARY SESSION ASSEMBLY OF ECOWAS MINISTERS.

24TH SESSION ORDINAIRE DES MINISTRES DE SANTÉ



Regional Coordination Centres

Africa CDC continues to assist Member States in establishing robust and resilient health systems and institutions, including functional NPHIs with Public Health Emergency Operations Centres (PHEOCs)

- Central Africa RCC
- Eastern Africa RCC
- Northern Africa RCC
- Southern Africa RCC
- Western Africa RCC

The Africa CDC EOC facility,
Addis Ababa

AFRICA CDC NEW PUBLIC HEALTH ORDER



Strengthened public
health institutions



Strengthened public
health workforce



Expanded local
manufacturing



Increased domestic
resources for health



Action-oriented
and respectful
partnerships

2.3 Progress on the New Public Health Order (Africa CDC Technical Programmes)

First established in 2020 and later endorsed by the AU Chairperson in 2021, the New Public Health Order represents Africa's priorities for its health security. It has five pillars: strengthened public health institutions, strengthened public health workforce, expanded local manufacturing, increased domestic resources and action-oriented and respectful partnerships. The New Public Health Order constitutes a paradigm shift in the work of Africa CDC, the AU, Member States, and relevant stakeholders towards achieving sustainable and inclusive health security for Africa.

Apart from the notable governance and strategic milestones achieved in the first 100 days, significant technical and programmatic achievements were made in implementing Africa's New Public Health Order.

2.3.1 Strong African Public Health Institutions

Having strong public health institutions is the only way to guarantee the delivery of adequate services to prevent, detect and respond to the health threats that challenge our populations. Africa CDC is actively assisting Member States in establishing and operationalizing NPHIs with functional PHEOCs. The goal is to expand coverage from the current 19 Member States with operational NPHIs to encompass all 55 Member States across the African continent.

- Africa CDC launched the **integrated NPHI and EOC strengthening in 20 Member States** with financial support from the AfDB to build the capacities and capabilities of NPHIs with a strong EOC. Support for the NPHI and EOCs includes assessing the current situation to identify the gaps, enhancing human resources, providing equipment, furniture, and software, as well as branding and renovations.
- The **Pathogen Genomics Initiative (PGI)** is a good example of building capacity and capabilities for strong public health institutions in Africa. Africa CDC supports mapping and optimizing laboratory networks across the continent. **Laboratory systems in 15 AU Member States have been mapped**, and training was provided to Malawi in May 2023 for further enrollment in the mapping process. Similar training took place in June for Zambia to support GIS mapping of laboratory functions, with a focus on safety and biosecurity during specimen transportation. **Africa PGI has delivered sequencing and automation systems, equipment, and reagents to 14 AU Member States and conducted 5 trainings to strengthen pathogen genomics and bioinformatics capacity in Africa.**
- Building capacity to detect and respond to outbreaks is a core function of the Africa CDC. **A workshop to prioritize and rank risks for epidemic-prone diseases in the Eastern Africa region** was conducted in collaboration with the Eastern Africa Regional Collaborating Centre and the European Centres for Disease Prevention and Control



Meeting of Directors of National Public Health Institutes to develop an action plan for the acceleration of NPHIs development and SLL implementation in Central African Member States in Bujumbra, Burundi



Eastern Africa region workshop to prioritize and rank risks for epidemic-prone diseases

(ECDC) from May 9 to May 11, 2023. The workshop brought together 11 out of 14 Member States from the Eastern Africa region, including Comoros, Djibouti, Ethiopia, Kenya, Madagascar, Mauritius, Rwanda, Somalia, Seychelles, Tanzania, and Uganda. Experts engaged in interactive and insightful discussions to prioritize and rank risks for epidemic-prone diseases in the region. Partners such as the African Society for Laboratory Medicine (ASLM), UNICEF, ECSA, and WHO also participated. The workshop's goal was to determine the priority epidemics in the region, informing Africa CDC's strategic planning and resource allocation for enhanced preparedness, prevention, mitigation, response to, and recovery from public health emergencies.

- Africa CDC is enhancing Member States' epidemic intelligence capacity by launching resources such as **EBS framework, EMS, and HIE standards**. Africa CDC supported **five Member States in establishing functional EBS systems** and trained 250 technical officers as EBS trainers. Three Member States formed multi-sectoral One Health EBS technical working groups. Africa CDC also facilitated the inaugural quarterly meeting of the Event Based Surveillance Community of Practice, fostering early warning and response in Africa. 50 signals and events from 40 AU MS in the last 3 months were reported guiding preparedness and response efforts.
- Africa CDC, in collaboration with its partners, has created **training materials to strengthen cross-border surveillance**. These materials, focusing on integrated surveillance for points of entry, were utilized to train 45 healthcare workers in the Republic of Tanzania to respond to Marburg Virus Disease (MVD). Similar training sessions are planned for other member states to bolster cross-border disease surveillance.
- In support of South Sudan's fight against antimicrobial resistance (AMR), Africa CDC, in partnership with WHO/AFRO and FAO, assisted in the **development of a costed National Action Plan (NAP) on AMR**. Additionally, the team facilitated the establishment of a national AMR Coordination Committee using a One Health approach. Furthermore, a situational analysis of the AMR landscape in the human, animal, and environmental sectors was conducted, followed by the creation and validation of the costed National Action Plan on AMR and an operational plan for the Republic of South Sudan. Lastly, 30 national participants received training on the costing tool for AMR.
- Africa CDC organized the **Southern Africa One Health Advocacy Workshop**, bringing together Southern African countries and technical partners such as the WHO, the World Organisation for Animal Health (OIE), the Food and Agriculture Organization (FAO), United States CDC, and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). This regional workshop, held in Harare, Zimbabwe, from 7th to 9th June 2023, resulted in the recommendation for a regional master facilitator training on the One Health Zoonotic Disease Prioritisation Workshop. The objective is to strengthen capacities to prevent, detect, and respond to priority zoonotic diseases at the national and regional levels.
- Addressing the silent threat of Bovine Tuberculosis, Africa CDC provided support to

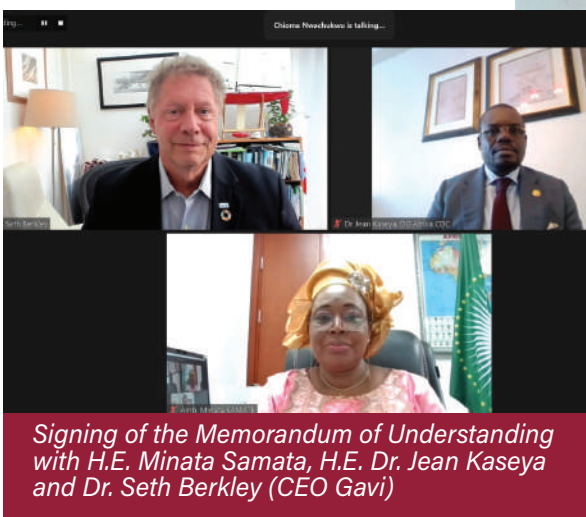
Nigeria by empowering them with a **National Bovine Tuberculosis Contingency Plan using a One Health approach**. The National One Health Platform of Nigeria received assistance from Africa CDC to review the National Strategic Plan for the Control of Bovine Tuberculosis from 19th to 23rd June 2023. This strategic plan focuses on addressing one of the priority zoonotic diseases in Nigeria and outlines coordination structures and surveillance systems necessary for effective prevention, control, and response to Bovine Tuberculosis.

- A continental meeting was convened, with the participation of 52 Member States and Ministers of Health from Ethiopia and Gambia, to carry out the **validation and official launch of Africa CDC's strategic priorities on reproductive health**. This meeting served as a crucial platform for engaging key stakeholders and ensuring a collective commitment towards advancing reproductive health initiatives across the continent. Additionally, Africa CDC demonstrated its support for Sierra Leone's efforts in improving mental health services by actively facilitating the launch of the Presidential Taskforce on Mental Health legislation review. This support underscores Africa CDC's commitment to promoting mental health awareness and legislation within member countries, aiming to improve mental health services.

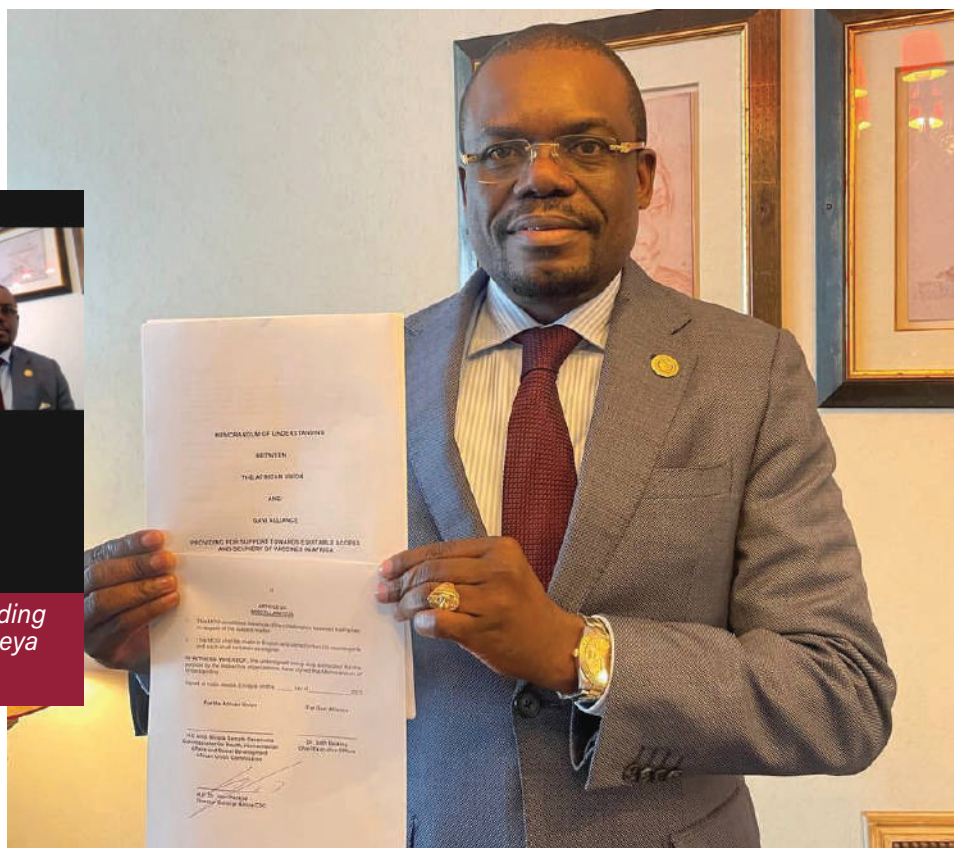
2.3.2 Expanded Manufacturing of Vaccine, Diagnostics, and Therapeutics

As African Member States recover from the effects of the COVID-19 pandemic, we must not forget the lessons learned for us as a continent. Building the capacity across the continent to manufacturer vaccines, drugs, diagnostics, and other health commodities is essential if we are to ensure Africa's health security. With the continued support of our Member States and partners, significant progress is being made.

- As part of the strategic approach to the Partnerships for African Vaccine manufacturing (PAVM), Africa CDC actively conducted front-runner country engagements. One of the key components of this initiative involved conducting on-site visits to more than 15 local manufacturers, which was facilitated in collaboration with PATH and Clinton Health Access Initiative (CHAI). During these on-site visits, the team closely interacted with the local manufacturers to gain valuable insights into their production processes, capabilities, and potential areas of collaboration.
 - Market design and demand intelligence have emerged as crucial elements in our strategic approach to advancing healthcare accessibility and affordability. One of the significant milestones achieved in this domain was the successful **signing of a Memorandum of Understanding (MOU) with Gavi**. This collaboration with Gavi paves the way for the expansion of regional manufacturing capabilities for



Signing of the Memorandum of Understanding with H.E. Minata Samata, H.E. Dr. Jean Kaseya and Dr. Seth Berkley (CEO Gavi)



- vaccines and diagnostics, with the aim of enhancing the availability and accessibility of essential medical products in the region.
- We have undertaken significant actions, including conducting **on-site visits to National Regulatory Authorities (NRAs) in several countries**. Visits were successfully carried out in Ghana, South Africa, Senegal, Rwanda and Botswana, to comprehensively assess their capabilities for fund management and the implementation of concept notes. To extend our regulatory support, we have initiated a comprehensive needs assessment and proposal development for a second batch of NRAs. This undertaking involves countries such as Kenya, Tanzania, Egypt, and Ethiopia. By carefully evaluating their specific requirements and challenges, we aim to design tailored strategies and interventions that address their unique regulatory needs, ultimately contributing to a more harmonized and efficient regulatory environment across the region.
 - In addition to our efforts in the NRA realm, we have actively **provided assistance in the operationalization of four Vaccine (Vx) sub-committees under the AMRH (African Medicines Regulatory Harmonization) Technical Committees**. These sub-committees play a vital role in promoting collaboration and streamlining regulatory processes related to vaccines, contributing to the broader goal of strengthening healthcare systems and vaccine access in the region.
- From 16-18 May 2023, Africa CDC partnered with AUDA NEPAD to organize a workshop on **“Optimizing the African Clinical Trial Ecosystem for efficiency and impact.”** Supported by the Bill and Melinda Gates Foundation (BMGF) and the European and Developing Countries Clinical Trials Partnership (EDCTP), the workshop addressed the low representation of clinical trials in Africa and explored opportunities to enhance coordination across the continent. The goal was to create a draft **10-year strategic roadmap and practical solutions to strengthen the impact and efficiency of African clinical trials**, focusing on predictability, workforce, collaboration systems, ethics and regulatory reviews, and responsiveness to research centre needs. In collaboration with relevant stakeholders at both regional and global levels, this emerging **clinical trial coordination mechanism** will facilitate the necessary transition to ensure that clinical trials and clinical research ultimately benefit the African populations who participate in these trials.
 - As one of the objectives of the African Collaborative Initiative to Advance Diagnostics (AFCAD), **Africa CDC established the Africa Biobanking Network, involving 11 institutions across Africa**. This biobanking network aims to accelerate the development and evaluation of diagnostic tests in Africa, including locally manufactured ones.





The 2nd Cohort of the Kofi Annan Global Health Leadership Fellowship Programme graduation

2.3.3 Strengthened Public Health Workforce

To fulfil the mandates of the New Public Health Order and Agenda 2063, we must ensure we build a robust and agile public health workforce capable of delivering on the bold and ambitious targets we have set for our continent. Collectively we must ensure there is adequate training infrastructure for multiple disciplines, as well as build a cadre that reflects a more equitable and gender-balanced workforce. Africa CDC, together with Member States and partners, is working in many different areas to build up Africa's public health and leadership workforce.

- On May 12, 2023, **the 2nd Cohort of the Kofi Annan Global Health Leadership Fellowship Programme celebrated their graduation.** This graduation ceremony marked a significant milestone in Africa CDC's commitment to cultivating capable and visionary leaders who will drive positive change and contribute to the advancement of public health across Africa. This program attracted an overwhelming response, with over 3000 applications received. Ultimately, 20 outstanding fellows from 17 AU Member States were selected to participate in the program and successfully completed its rigorous curriculum. The Kofi Annan Global Health Leadership Fellowship Programme was inaugurated in 2021 with a noble mission: to nurture and empower aspirational public health leaders. Through this initiative, these leaders were equipped with advanced skills and competencies necessary for strategic management and effective leadership in public health programs.
- **Capacity building of frontline healthcare workers:** in Equatorial Guinea, 220 healthcare workers underwent training in various critical areas. This training included Marburg Virus Disease case management for 120 participants, surveillance at Points of Entry (PoE) for 50 participants, and Infection Prevention and Control (IPC) for 50 participants. In Tanzania, 120 healthcare workers were trained on integrated disease surveillance. In Malawi, 140 healthcare workers received training on Cholera case management (80 participants) and IPC (60 participants). An additional 65 professionals from 25 AU Member States were equipped with knowledge on vaccine waste management through specialized training.
- **Hosted the inaugural meeting of the Technical Advisory Committee of the Africa CDC PH Emergency Management (PHEM) Fellowship** from May 29 to May 31, 2023, at the

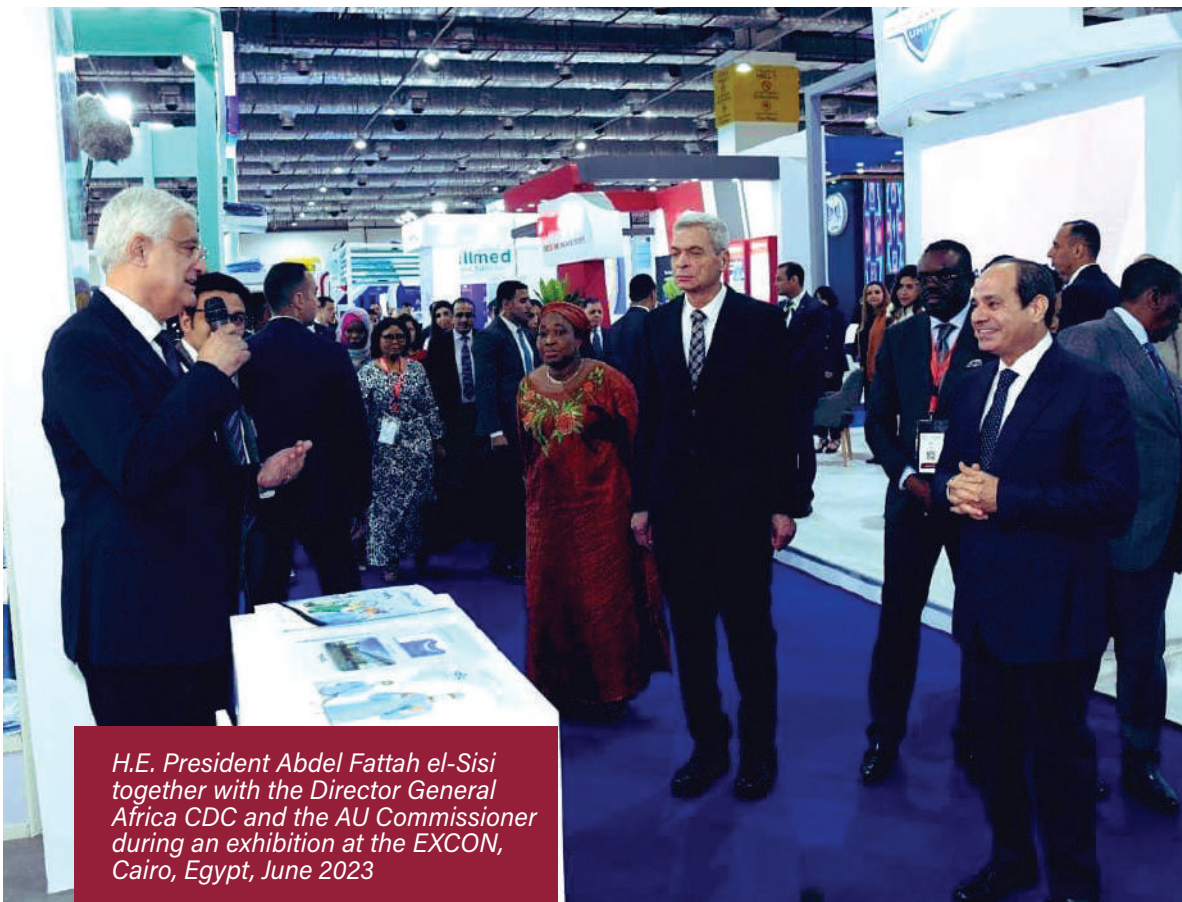
African Union Commission (AUC). The meeting brought together representatives from various partners, including WHO, ECDC, UK Health and Safety Executive (HAS), among others, along with experts from AU member states. The aim of the PHEM fellowship program is to cultivate a skilled mid-career workforce capable of establishing and overseeing emergency preparedness and response initiatives. This program places a special emphasis on equipping individuals to manage PHEOCs effectively.

- **Deployment of Rapid Response Teams:** To provide timely support in different emergency response areas, Rapid Response Teams were mobilized. Seven skilled responders were actively assisting Malawi, while two teams were dispatched to Equatorial Guinea and Tanzania, respectively, to aid in the response to the Marburg Virus Disease outbreak.

2.3.4 Increased Domestic Investment in Health

It is important to ensure that we build up our domestic investments in health and health products manufacturing. African Governments remain responsible for ensuring that adequate financing is made available to the Ministries of Health to deliver their mandate. Despite the competing priorities, there are several discussions and efforts underway with Members States to identify ways to improve domestic financing in health.

- In support of the vaccination programme, the Government of the DRC has successfully vaccinated several million children within a four-year span. They have also **expanded the locally developed Mashako plan** in all 26 provinces. These achievements are founded on government funding for consistent vaccine procurement and financial contributions by the provinces to assist with operational costs.
- The **2023 Africa Health Excon**, held in Egypt in June 2023, showcased domestic investments being made in local manufacturing of health commodities. Ensuring market access and product consumption by Africa Member States are key elements driving the local manufacturing agenda.



H.E. President Abdel Fattah el-Sisi together with the Director General Africa CDC and the AU Commissioner during an exhibition at the EXCON, Cairo, Egypt, June 2023



The African Union Deputy Chairperson and Africa CDC Director General leading a discussion with Team Europe visiting Africa CDC in Addis Ababa

2.3.5 Respectful, Action-Oriented Partnerships

Building respectful and action-oriented partnerships is a key pillar of the New Public Health Order. Historical imbalances have compounded how partnerships in public health have often been developed, usually leaving countries in the Global South at a disadvantage. Africa CDC is proud to be exemplary in how it is managing its partnerships and will support Member States in ensuring equitable and fair partnerships that ultimately benefit the African populations. Africa CDC will also leverage on its convening power to drive conversations in health and bring together multisectoral partners.

- **Africa CDC was happy to recently host Team Europe in Addis Ababa, Ethiopia** in June 2023. We spent a day discussing the cross-cutting supporting role that Team Europe has collectively played in helping to build Africa CDC. Guided by the health priorities set out by Africa CDC, Team Europe emphasized that they are committed to supporting equitable health systems strengthening and resilience, pandemic preparedness, health security, and local manufacturing capacities that benefit Africans.
- **The report from CPHIA 2022 was published.** The conference, held from 13-15 December 2022 in Kigali, Rwanda, gathered in-person 2,800 scientists, policymakers, and advocates from around the world to spotlight African science and innovation, fostering local, regional, and global collaboration. With an additional 11,625 participants joining online, the conference featured numerous sessions, poster presentations, and oral presentations, reflecting a strong commitment to transforming public health. Looking ahead, **CPHIA 2023 is scheduled to take place from 27-30 November 2023 in Lusaka, Zambia.** Preparations for the conference are already underway, with close collaboration between our team, the host Government, and the co-chairs. As we move forward, we want to extend a sincere call to all of you to actively participate and engage in this important convening for our continent that provides us with a platform to collectively set our public health agenda for Africa.

3. Looking Ahead

Africa bears the heaviest burden of health emergencies in the world, experiencing over 100 outbreaks every year. The main contributors include weak health systems, high population mobility due to conflicts and migration, and the negative effects of climate change on the environment. On May 23rd at the 76th World Health Assembly, WHO warned countries to get ready for the next pandemic which might be deadlier than COVID-19. Moreover, global experts agree on the high likelihood of both pandemics and regional epidemics, which could cause considerable health and socioeconomic disruptions.¹

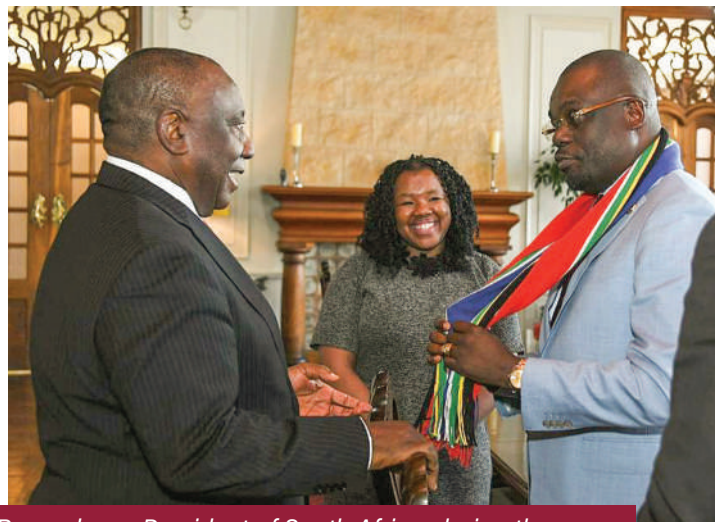
Therefore, it is critical that Africa builds up the systems required to respond effectively and efficiently to these health emergencies. In that regard, PPPR utilising a One Health approach will remain a key organisational priority that will drive the efforts of Africa CDC towards ensuring the health security of the continent. Furthermore, there is a need to intensify disease control and prevention efforts to reduce the disease burden among the African population. This must include addressing outstanding challenges in reproductive, maternal, child health, and nutrition, as well as communicable diseases. Additionally, the ongoing shift in epidemiology towards non-communicable diseases, mental health, and injuries in various Member States must also be taken into account.

Our collective efforts to strengthen health systems in our Member States must remain a top priority. Africa CDC will continue to support Member States to develop the necessary tools, avail the required financing employing innovative financing approaches, and ensure that a skilled and robust workforce (including maximising the use of community health workers) is ready and available to provide health services to our people.

As we implement our Africa CDC strategic plan 2023 – 2027, we will prioritise efforts to ensure that Africa CDC is adequately equipped and staffed with the required technical expertise to deliver on its mandate at continental, regional, and country levels. Internal mechanisms are in place to empower our staff, offer training and career growth opportunities, and provide them with the essential support they need. We will also ensure that a robust governance and accountability structure is in place, allowing for efficient financial management, accountability and transparency.

1 Looi M. What could the next pandemic be? *BMJ* 2023; 381 :p909 doi:10.1136/bmj.p909

PPPR utilising a One Health approach will remain a key organisational priority that will drive the efforts of Africa CDC towards ensuring the health security of the continent




The Director General meeting H.E. Cyril Ramaphosa, President of South Africa, during the handover of laboratory equipment to South Africa's National Regulatory Authority

4. Conclusion

While there has been notable progress since the establishment of Africa CDC in efforts to strengthen Africa's public health systems, including during the Ebola outbreaks and the COVID-19 pandemic, significant gaps remain across Member States. These gaps encompass disease prevention and control, health promotion, and the timely detection and effective response to health threats. Challenges, particularly in the realms of public health leadership, governance, financing, sustainability, human resources for health, and emergency preparedness and response, remain evident. Given this landscape, it is critical for Africa CDC, in its position as the Continental Public Health Agency, to drive a health agenda tailored for Africa. This agenda should be framed within the context of the New Public Health Order and the Africa We Want. Importantly, it should be a vision embraced by African public and private sectors alike, and prioritizing African solutions rooted in both local and international experiences.

The achievements of the Director General's first 100 days are proof that, despite the many competing challenges, visible and lasting change is possible at Africa CDC and in Africa. These early results must serve as the foundation upon which Africa CDC needs to build to perform even better during the five-year period of the newly approved strategic plan. The Director General is committed to transparent and accountable leadership, which will allow Africa CDC to solidify its position at continental, regional and country levels, as a strong institution with robust governance, proven technical edge, and enhanced efficiency in generating and utilizing funds, while being dependable in responding to public health emergencies.

Africa CDC is poised to become the Public Health Voice of Africa in the changing global health architecture in which voices from the Global South are heard, and decision-making groups have a better representation of the Global South and in particular Africa.



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