

Final Inception Report: Second Real Time Evaluation of FAO's responses to Highly Pathogenic Avian Influenza (HPAI)

1. Background to the evaluation

- a. ***Global investment in responses to HPAI.*** As of April 2009, more than US\$ 260 million has been allocated to the FAO HPAI Programme since 2004. Given the size of this investment, a second real time evaluation will help to ensure that appropriate deliverables and outcomes continue to emerge from this programme, and to provide an opportunity to discuss how these might be improved.
- b. ***The institutional commitment to organizational improvement through evaluation.*** Evaluation in FAO has the dual function of providing accountability for results and facilitating learning from experience. The FAO has an independent Office of Evaluation. The Office brings in carefully selected teams of independent experts to undertake evaluations such as this.
- c. ***The changing face of avian influenza and health threats to human and livestock populations.*** After a wave of outbreaks of HPAI in many regions of the world, there has been a progressive reduction in the number of countries affected. However, the disease persists in some areas of Asia and Africa, and the disease appears to be endemic in Egypt, Nigeria, Indonesia and Viet Nam. New influenza virus threats (particularly the H1N1 virus) have emerged since the last real time evaluation. It is therefore necessary to assess the relevance and efficacy of response measures in the light of these dynamics.
- d. ***FAO's mechanisms of response.*** The FAO established the Emergency Centre for Transboundary Animal Diseases (ECTAD) in 2004, which was set up to complement the Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases (EMPRES) and strengthen FAO's capacity to respond to highly pathogenic avian influenza (HPAI). A full description of the central and regional units of ECTAD can be found on the FAO website¹. ECTAD is run as a partnership between the technical division of the Animal Production and Health (AGA) and the operation division of Emergency Operations and Rehabilitation (TCE), with overall leadership in the hands of the technical group. The joint venture has identified clear lines of command and the differentiation of roles and responsibilities. This model differs from some other emergency programmes in which the operations branch has overall leadership and coordination responsibility. The ECTAD-managed FAO HPAI programme has currently 159 projects, managing funds from 33 donors, a total budget of US\$ 282 million, employing over 500 staff and covering 97 countries. This presents a major task in terms of administration, finance and logistics. Below the various elements of the central, regional and national level responses managed by FAO ECTAD are summarized.

¹ <http://www.fao.org/Ag/AGAInfo/programmes/en/empres/AH1N1/Ectad.html>

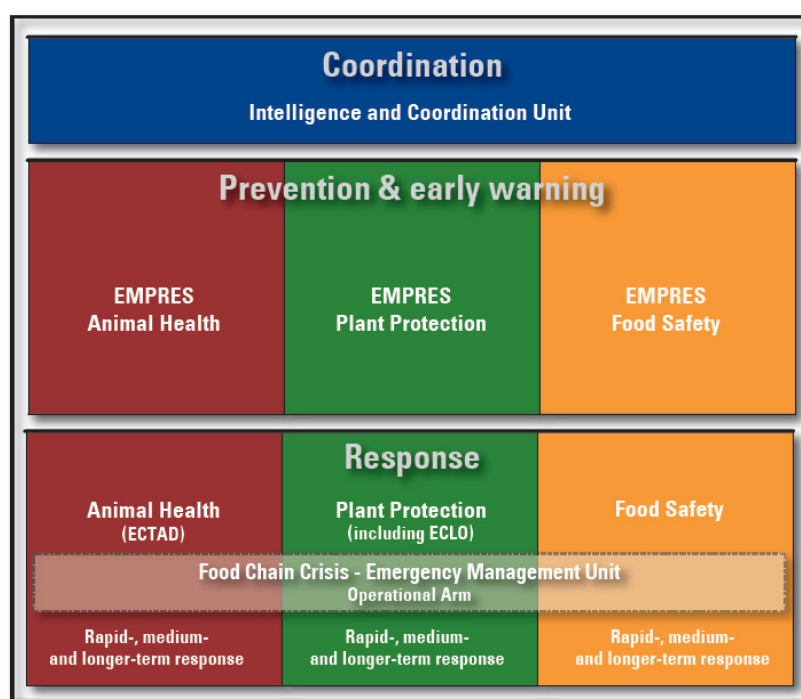
- i. **The Crisis Management Centre - Animal Health (CMC-AH).** This is FAO's rapid response mechanism for transboundary animal disease emergencies. The unit provides technical and operational assistance to help governments develop and implement immediate solutions to prevent or stop disease spread. Key activities include outbreak assessment, control measures, emergency action planning, emergency funding package preparation, communication and compensation policy development, coordination and resource mobilization. The CMC-AH has conducted 20 missions to support 12 countries' early detection and response capacity to HPAI infection in close collaboration with the FAO EMPRES Animal Health programme (out of a total of 39 missions in support of 28 countries responding to TAD occurrence of threats).
- ii. **The EMPRES Animal Health programme and the Global Early Warning and Response System (GLEWS).** The EMPRES Animal Health programme aims to prevent and control diseases at their source. Prevention is at the core of EMPRES since investment in prevention is considered to be essential to secure sustainable and safe animal production. The core EMPRES precepts are: Early Warning (through GLEWS), Early Detection, Early Reaction, Enabling Research, Co-ordination, and Communication. The early reaction component now falls under CMC-AH, but EMPRES staff contribute technically to the CMC-AH in virtually all cases. Plans are in place for the development of a broader focus within EMPRES which includes disease ecology investigations, developing spatial and temporal analysis and other epidemiological tools to enhance its capacity to forecast and influence control of HPAI and other transboundary animal diseases.
- iii. **Activities relating to wildlife and understanding of its role in H5N1 HPAI.** Investigations into the role of wildlife, notably migratory birds, have been conducted under the EMPRES programme and have brought a scientific base to regional assessments. This has included ecological, epidemiological, spatial and temporal analyses on the role of wildlife in H5N1 HPAI, which has entailed collaboration with departments of agriculture, environment/natural resources and health in several countries around the world. Core activities have included capacity building in wildlife sampling, surveillance and spatial and temporal analysis (with provision of telemetry units, supporting manuals and documents), fostering the development of networks (Global Avian Influenza Network Strategy), and co-convenor of the Scientific Task Force in Avian Influenza of the CMS with UNEP. Their analysis has been distributed widely through AIDEnews, EMPRES Watch, EMPRES bulletin and its website, and peer reviewed scientific journals.
- iv. **OFFLU.** OFFLU is the joint OIE/FAO network of expertise on animal influenza, established in 2005 (as *avian*) to support international efforts to monitor and control infections of avian influenza in poultry and other bird species, and to share biological material and data to support early development of

human pandemic vaccines (i.e., interface with WHO). This joint FAO/OIE body supervises the maintenance of the OFFLU website containing detailed analytical information on genetic and antigenic characteristics of H5N1 and other relevant influenza viruses. It has also been a major contributor to provision of technical advice on biosafety guidelines, coordination activities for FAO and OIE AI/ND reference laboratories, the building up of country and regional AI laboratory networks, coordination of training for these laboratories and provision of AI laboratory proficiency testing systems, and experts for multidisciplinary missions to MCs. OFFLU has also been active in the development of genetic analysis and antigenic profiling in Nigeria , Indonesia, and Egypt. In the later two countries, this effort has been to enhance H5N1 AI vaccine strain selection.

- v. **Socio-economics & Poultry Production systems:** The ECTAD Socio-economics & Production unit (at HQ and in the decentralized ECTAD units) addresses issues related to socio-economics, policy and the analysis of farming systems and current trends in value chains at national and regional level for risk based disease management. The unit focuses on the human dimension of the impact of avian influenza on households, livelihoods, food security, markets and biodiversity and the role the private sector can play in controlling the spread of diseases. The unit aims to assist FAO member states by contributing to the understanding of the dynamics of the poultry sector in developing and in transition countries and the strengthening of government capacity to manage HPAI through policy and institutional mechanisms that take account of the socio-economic and institutional environment in which the poultry sector operates; manage the transition between emergency and long term response to HPAI; minimize negative social and economic impacts of disease outbreaks and disease control processes; involve the private sector in decision making processes; reinforce coping mechanisms of poultry producers and others in poultry market chains and promote a more robust and bio-secure poultry sector that sustainably supports livelihoods.
- vi. **Communication:** The ECTAD Communication Unit focuses on: strategic communication thinking and research; influencing communication policy and strategies; strengthening communication planning capacities of Ministries of Agriculture/Livestock, and running a small number of special/innovative initiatives at regional and country level.
- vii. **TADinfo.** This animal disease database system for recording animal disease events on a geographic and temporal basis, developed by EMPRES, has basic mapping functions. The system – developed over 10 years ago - has been provided to many developing countries as a database for animal disease data recording. It has been used in several ECTAD project to promote and enhance data collection and analysis by the country.

- viii. **ECTAD Decentralized structure.** Under the direct responsibility of the ECTAD team at FAO headquarters, FAO has established regional and country units around the world which are responsible for providing technical and operational support to regional and country level HPAI programmes. The regional units are located in: Asia (Bangkok); South Asia (Kathmandu), the Near East (Beirut), North Africa (Tunis), West and Central Africa (Bamako), Southern Africa (Gaborone) and East Africa (Nairobi). Country units have been established in several countries affected by the disease. An innovative approach has been used to facilitate ECTAD HPAI activities in countries or regions with limited FAO presence. Of the 22 countries in Eastern Europe and Central Asia, only 4 have FAO(R) officers in place so the group, based in Rome, interfaces with governments, CVOs and UNDP officers in the other countries through a network employing national veterinarians and administrative officers, on a part- or full time basis. Central/South American and Caribbean activity has included 4 regional TCPs that have concentrated on regional training in HPAI disease recognition, surveillance and communications for Southern, Andean, Central and Caribbean sub-regions.
- ix. **Food Chain Crisis Management Framework (FCC).** This is a new initiative which has been developed to enhance the cooperative efforts within FAO on major crises that may arise within agriculture, fisheries and forestry; this framework builds on the systems that evolved in response to the H5N1 HPAI crisis, including the activities of ECTAD (and its CMC-AH), and EMPRES. An intelligence and coordination unit has recently been established to provide coordination and facilitate inputs from relevant divisions.

Chart of the Food Chain Crisis Management Framework



2. Purpose and scope of the evaluation

This second real time evaluation (RTE2) will be forward looking, emphasizing recommendations to FAO, its members and its partners on how to optimize FAO's future contributions to the control of HPAI. As such, it will provide:

- a) Feedback to stakeholders on programme achievements and constraints, identifying opportunities for greater relevance and impact;
- b) Accountability to stakeholders on the use of resources;
- c) A set of recommendations designed to be of use in the design and planning of future programmes.

The first real time evaluation conducted in 2007 reviewed the entire HPAI programme of FAO, including institutional issues, global partnerships, global and normative work of the Organization as well as country level assistance. In the report of a Peer Review Panel convened to assess the evaluation's work², the Panel recommended certain adjustments in terms of the second RTE. It advocated that FAO place greater emphasis on monitoring progress at outcome and impact levels, rather than input and activity reporting, in order that issues of relevance, efficiency and effectiveness can be accurately assessed in subsequent evaluations. The HPAI Consultative Group (HPAI-CG) at its last meeting in January 2008³ suggested that the second RTE should focus on the assessment of regional and country-level assistance to national HPAI preparedness and control initiatives.

This evaluation will therefore focus primarily on **country level assistance** provided through regional and national interventions. Global and regional support from FAO Headquarters and decentralized offices will be covered in so far as they are linked to and affect field delivery. Standard Evaluation Criteria will be applied to assess the Relevance, Efficiency, Effectiveness, Sustainability and – to the extent possible - Impact of FAO's HPAI work. The evaluation will pay particular attention to the role of the decentralized Emergency Centres for Transboundary Animal Diseases (ECTAD) and Regional Animal Health Centres (RAHCs) as well as partnerships as they relate to country level assistance.

3. Evaluation Team

The evaluation team comprises the following membership:

Brian Perry (Team leader). Professor Brian Perry, a British national, has a specialisation in veterinary epidemiology. His long international research career has focused on the resolution of animal health issues affecting developing countries, in particular through integrating quantitative veterinary epidemiology and agricultural economics to inform policy on disease control and poverty reduction. Prof. Perry has worked and lived in many countries of Africa, Asia and Latin America, and has served as a consultant to a variety of international organizations and national governments. He has published more than 250 scientific articles in refereed journals, books and proceedings. He was elected a Fellow of the Royal College of Veterinary Surgeons in 1995 for "meritorious contributions to learning in the field of veterinary epidemiology". In 2002 he was appointed Officer of the Order of the British Empire (OBE) in the Queen's New Year Honours for "services to veterinary science in

² Peer Review Panel Paper – Issues Arising and Priorities for the Future (September 2007).

³ Record of the Meeting of the Consultative Group for the Real Time Evaluation (RTE) of FAO's Work on the Highly Pathogenic Avian Influenza (HPAI), Wednesday 9 January 2008.

developing countries". In 2004 he won the International Outstanding Scientist Award from the Washington-based Consultative Group for International Agricultural Research. He holds honorary professorships at the Universities of Edinburgh, UK and Pretoria, South Africa, a visiting professorship at the University of Oxford, UK, and he lives in the Rift Valley of Kenya.

Trevor Ellis: Dr. Ellis, an Australian national, is currently Senior Research Fellow at the School of Veterinary and Biomedical Science at Murdoch University and a consultant in Veterinary Pathobiology and Microbiology. Dr Ellis has been contracted as a veterinary pathologist with the Agriculture, Fisheries and Conservation Department of the Government of Hong Kong SAR since the first outbreak of Highly Pathogenic Avian Influenza in 1999. In recent years, his research has focused on H5N1 avian influenza virology and the development of rapid diagnostic tests.

Emmanuel Camus: Dr Camus, a French national, is a leading expert in the field of tropical veterinary medicine and epidemiology. He is currently Regional Director of CIRAD (Centre de Coopération Internationale en Recherche Agronomique pour le Développement) in Montpellier, France. He was previously Director of Animal Health and Husbandry, and Head of the Animal Health Programme of this Organization. Dr Camus is a member of the Haut Conseil de la Santé Publique (France), vice-president of the Association of Institutions for Tropical Veterinary Medicine and past-president of the Society for Tropical Veterinary Medicine. He has written more than 100 scientific articles and has more than twenty years of field experience in Africa, Asia and Latin America and the Caribbean.

Shashi Kapur: Mr Kapur, a national of India, has had a long career (over 40 years in Poultry production, breeding, vaccine development and manufacture) in the private and non-governmental sector in Asia. He has been President of the Poultry Federation of India for several years and was a founder member of Kegg Farms group of companies, which is the oldest poultry breeding organization of India. He has worked with the problems of H9N2 and H5N1 in India since 2003 and has been a member on several committees of the Government of India dealing with bird flu. He served on the Advisory committee of the Planning Commission on Poultry Development and Health. He is currently Principal Policy Advisor to GALVmed International in Edinburgh, United Kingdom. Mr Kapur has also served as a consultant to FAO on a "Pro-Poor" risk reduction study. He was honoured by the Vice President of India for significant contribution in the field of Poultry and Poultry disease control in 2003.

Humphrey Mbugua: Dr Mbugua is a national of Kenya and has more than 25 years of experience in the public and private sectors in Africa. He has held several positions in the Ministry of Livestock Development in Kenya, and is a Member of Kenya's Inter-Ministerial Task Force on Avian and Human Influenza, including the new H1N1 Influenza. He is an Advisor to the Kenyan Poultry Breeders and Hatchery Operators and has been a technical consultant in poultry development for several companies and non-governmental organizations in Africa.

Robert Moore, Evaluation Manager and Director, Office of Evaluation

Carlos Tarazona, Evaluation Officer, Office of Evaluation

4. Approach to be taken

The evaluation team has further elaborated and refined the methodology building on the terms of reference (TORs) for this evaluation. The ToRs are provided in Appendix 1 to this inception report.

The Second RTE is being conducted in three phases. These include an in-depth preparatory phase entailing the assembly and synthesis of background information at country and programmatic levels, the evaluation of the participatory disease surveillance and response programme in Indonesia, and a series of missions to FAO headquarters, member countries and regional ECTAD/RAHC offices.

a. Phase I: In-depth preparatory phase (July 2008 – July 2009)

Given the emphasis on country level assistance and the volume and variety of the programmes in countries, an in-depth preparatory phase has been undertaken.

The first phase involved:

- i. A review of key documentation and materials available on the FAO's Field Programme Management Information System and the FAO Web sites;
- ii. Wide ranging discussions with FAO Staff;
- iii. Project desk reviews;
- iv. Preparatory missions. The objectives of these missions included:
 - Collecting detailed information on the performance of FAO projects;
 - Holding preliminary discussions with representatives of the Government, Partners and Donors at technical level on FAO's field work; and,
 - Preparing, where relevant, a forthcoming visit of the evaluation mission team.

The preparatory missions comprised visits to ten countries (see table below) and to the RAHCs and regional ECTADs in Nairobi, Tunis and Bangkok. The visits to these regional units focused on collecting information about their activities, their roles, partnerships and, identifying their contribution to the national programmes in their regions of responsibility.

The criteria used for selecting countries for the preparatory missions included:

- i) Country programme delivery;
- ii) Length of FAO intervention (s);
- iii) Geographic and thematic representation; and,
- iv) Presence of an active ECTAD team.

Table 1 (below) indicates the countries selected for preparatory missions

Countries	Programme Delivery	Length of intervention	Geographic representation	Thematic representation
1. Indonesia	> US\$ 2 million	More than 24 months	Asia	Prevention, preparedness, control and containment
2. Cambodia				
3. Viet Nam				
4. Laos				
5. Bangladesh				
6. Myanmar				
7. Egypt				
8. Ethiopia	< US\$ 2 million	More than 12 months	Africa	Prevention & preparedness only
9. Uganda				
10. Kenya				

At the end of the first phase, the following deliverables have been produced, and these will provide contributions to the final evaluation report:

- Programme Overview.
- A selection of countries to be visited as case studies by the Evaluation team.
- Desk Project Reviews on a selected number of projects, using a standard format.
- Reports of the Preparatory Missions to Countries, including:
 - Country Situation.
 - Detailed overview of the FAO Programme.
 - Programme Issues, Strengths and Weaknesses.
- Reports of Preparatory Missions to Regional ECTAD Centres, including:
 - Overview of activities.
 - Role in the Region.
 - Partnerships.
 - Contribution to national programmes.
- Terms of Reference for the Independent Evaluation
 - b. Phase 2: Evaluation of the Participatory Disease Surveillance and Response (PDSR) Programme in Indonesia (May – July 2009).**

An in depth review of the PDSR programme in Indonesia was undertaken, involving extensive discussions with FAO staff and other stakeholders, accompanied by a series of field visits to different sites in the country. A separate report has been prepared and submitted to FAO⁴, and a FAO Management response⁵ has been prepared. The evaluation team presented a series of fourteen recommendations grouped under the following six work areas:

- Programme management;
- Engagement with all sectors of the Indonesian poultry industries;
- Deployment of PDSR teams;
- Surveillance, epidemiology, monitoring and evaluation;
- Capacity building, and
- The transition of PDSR tools into a responsive and sustainable national veterinary service

Ten of the fourteen recommendations presented in the Evaluation Report were accepted and four recommendations were partially accepted. No recommendations were rejected by FAO management.

The FAO management response concluded: *“The evaluation of the PDSR programme, and the means by which it was conducted, are highly appreciated by FAO management. PBEE’s efforts to assemble an appropriately qualified evaluation team, the extensive preliminary preparation, the thorough and participatory in-country review, and the comprehensive and balanced evaluation report, are all indicative of the evaluation team’s commitment to the seemingly daunting task of evaluating the PDSR programme. FAO management and government counterparts have not only benefited from the findings and recommendations within the evaluation report, but also from the process of inquiry and discovery which accompanied the programme’s review”.*

c. Phase 3: Full Independent Evaluation (August 2009 – February 2010)

The third phase is now underway. The approach to the evaluation will include the following:

- Interviews with Programme Stakeholders

⁴ <http://www.fao.org/docs/eims/upload/262940/PDSR%20evaluation%20report%2030%20July%20final.pdf>

⁵ http://www.fao.org/docs/eims/upload/264420/Management%20Response%20to%20PDSR%20Evaluation_Final_FAO_cleared_3Sept09.doc

The team travelled to Rome to interview FAO staff and representatives of partner agencies involved in the Programme. A listing of the people interviewed in FAO headquarters, Rome, during the period 15 – 21 September 2009 and during a visit to OIE on 23rd September 2009, is given in Appendix 2.

- *Documentation review*

The team is currently reviewing the extensive documentation available, and assembling a structured inventory of documents covering the different facets of FAO's HPAI programmes at national, regional and global levels.

- *Country and Regional Programme Assessments*

A sample of countries covering a large part of FAO's field activities on HPAI will be visited by the team. These will be Nigeria, Egypt, Cote D'Ivoire, Bangladesh, Cambodia and Viet Nam. For each country visit, there will be a debriefing on the findings of the mission with in-country stakeholders. In addition ECTAD/RAHC offices in Mali, Kenya, and Thailand will be visited, and a standard format will be applied to these visits. Desk reviews will also be undertaken for regions not being visited by the programme (including Europe, Central Asia, Latin America and the Near East).

- *Evaluation criteria and framework for evaluation*

The updated Global Strategy for Prevention and Control of Highly Pathogenic Avian Influenza developed in partnership by the FAO and the World Organisation for Animal Health, lists key outputs and outcomes anticipated from the programme. These are divided into short, medium and long term. The evaluation team will consider the attainment of these outputs and outcomes in each country and region visited, understanding that just one year has elapsed since the publication of the revised version of this strategy document⁶. They are listed below as they appear in the document:

Short term (within 2 years)

- All countries with endemic/entrenched infection and recently infected will have developed and started implementation of appropriate longer-term plans for management of H5N1 HPAI, which will include strong communication components and will incorporate milestones and review points.
- Recently infected countries will have eliminated infection, determined reasons for the initial incursion(s) and implemented appropriate corrective measures to prevent further outbreaks in poultry.
- All countries at high risk of HPAI incursion (e.g. those having an infected neighbouring country) will have strong targeted surveillance programmes in place including in wild birds and will have enhanced capacity for early detection and emergency response. They will have revised and tested their emergency preparedness plans and incorporated review points for early assessment of the likelihood of success in eliminating infection using traditional control measures alone and consideration of use of vaccination.
- All countries will be conducting regular risk-based surveillance for HPAI virus circulation and results and virus isolates will be shared with the international community. Systems will be in place at international, regional and country levels to allow updating of vaccine antigens in the event of emergence of significant antigenic variants, in particular in countries using vaccines.

⁶ The first version produced in November 2005 and the second version revised in March 2007 did not include the specific list of outputs and outcomes of the October 2008 version.

- Detailed, costed plans for strengthening of veterinary services based on OIE-PVS evaluations will be prepared and gap analysis carried out.
- Poultry production and market chains will be analyzed and high risk practices will be identified in all countries. Social, economic and feasibility studies on proposed changes to overcome these problems are completed.
- Epidemiological and socio-economic studies will have been carried out to provide information to support targeted, risk-based vaccination.
- Research on wild birds and on other possible H5N1 hosts as well as on new vaccines will have continued particularly focusing on studies that improve the delivery system.
- Improved public-private partnerships and relationships will be evident between government and the poultry industry.
- Regional and international collaboration on H5N1 HPAI control and prevention will be strengthened with greater transparency in reporting and exchange of information.
- A new “One World-One Health” strategy will be in place to address the main emerging or re-emerging diseases at the human-animal interface. This strategy is implemented through more investment from the governments and international community, with the support for the international organizations in particular FAO, OIE and WHO.

Medium term (within 3 to 5 years)

- There will be clear evidence of strengthened veterinary services demonstrated by better surveillance, disease control, legislation (and enforcement of legislation) and epidemiological reports.
- There will be evidence of significant changes to high-risk production and marketing practices in countries especially in countries with endemic/entrenched infection but also in those at risk of infection. These approaches to address the roots of the risks of H5N1 HPAI occurrence and resurgence are extended to the main transboundary and emerging diseases of zoonotic nature or to the diseases which can impact on human livelihoods and well being (One World One Health strategy).
- Information from applied research and disease surveillance will have been used to ensure better targeted and socially and economically sustainable vaccination programmes in endemically infected countries.
- Economic and policy studies, improved tools for HPAI control (new vaccines in particular) and better understanding of the epidemiology of HPAI will allow more rational and targeted disease control programmes.
- All new infections in countries are rapidly stamped out.
- The role of wild birds in the ecology and persistence of H5N1 HPAI is well understood.

In addition to these anticipated strategic outputs and outcomes, the evaluation team has prepared a draft strategic framework for the evaluation of the country and regional programmes of HPAI responses, and this is shown in Table 2 below. This framework identifies three overarching objectives (HPAI prevention and response, broad surveillance system development and pandemic preparedness), and will use this as a guide for conducting the evaluation process at national and regional levels.

Table 2. Strategic Evaluation Framework

Broad pillar outputs and objectives	Outcomes	Outputs: measures of attainment	Socioeconomic viability	Capacity development targets	Sources of information
HPAI prevention and response Policies and legal framework in place Socio-economic/ farm and market systems analysis Intervention plans in place -Rapid Response -Laboratory expertise -Preventive tools	Strategy in place including provision for, and/or understanding of, culling compensation; vaccination Effective early disease detection system in place Adoption of bio-security measures (movement control, species separation, etc.) Vaccination strategy as appropriate General procedures, processes and policies established	Availability of baseline information on the poultry sector (reviews), poultry value chains and its stakeholders at national and regional level Activities conducted to understand the risk and used to develop action plans Existence of policies and implementation procedures Assessment of biosecurity activities (regulations in place; how monitored; level of crate, hand, vehicle, washing; market cleaning) Level of uptake of vaccination System for monitoring of vaccination Trend for number of disease outbreaks	Understanding of poultry production systems and market value chains Control strategies socially accepted cost-effective and sustainable Involvement of the private sector in decision making processes (including Public Private Partnerships)	Trained staff and resources for surveillance Effective laboratory support in place Proficiency of diagnostic services (field and laboratory)	FAO/OIE regional and country officers, public and private vets, NGOs, grower organizations
Broad surveillance system development -Surveillance plan in place	Existence of cost-effective national surveillance programme Supporting infrastructure for design and analysis of programme	Level of training and extension for surveillance activity # of personnel and resources for field work and laboratory work; SOP in place Number and frequency of surveillance	Surveillance strategies socially accepted cost-effective and sustainable Risk analysis conducted	Epidemiology, socio-economic, disease and wildlife ecology skills available Trained staff and	FAO/OIE regional and country officers, public and private vets, NGOs, grower organizations

- *Reports to be prepared*

Draft outlines of the country and regional ECTAD/RAHC reports are provided in Appendix 3 and 4, respectively. A summary of these reports will be shared with FAO staff following the regional workshops.

- *Workshops*

Towards the end of the regional missions (Africa/Near East and Asia), workshops will be organized to discuss the observations of the team with FAO national and regional staff, and to explore options for improved HPAI control with partners and government representatives.

These workshops will be forward looking, set under the general theme of “helping to shape future FAO responses to better meet national and regional requirements”.

Overall objectives:

1. To present and discuss a preliminary synthesis of the evaluation team’s observations based on the country visits and on earlier background studies in other countries.
2. To discuss this preliminary synthesis in the context of other African countries
3. To draft a framework of needs for the future for improving, at national and regional levels, the capacity in key areas emerging from the evaluation. Draft areas for discussion will be identified prior to, and during the early stages of, the workshops. Potential candidate areas might be as follows:
 - a. The control of HPAI and other infectious diseases of livestock
 - b. Veterinary surveillance and intervention capacity development
 - c. Pandemic preparedness

Format. The two days of the workshops will be divided into three sections.

- A. The first half day will be exclusively with FAO staff, to brief them on the draft observations emerging from our field visits and background discussions, and engage in an open discussion covering clarifications and comments.
- B. The second half of the first day will be a session for all invited participants, which will start with a shortened presentation of the synthesis of draft observations based on the country visits and background studies. Following this, there will be a series of break-out working groups.
 - a. Working groups to discuss the context of the observations to different countries.
 - b. Working groups of FAO staff to identify from their perspective the key issues emerging.
 - c. Plenary session highlighting the different candidate areas that need addressing, which will then form the basis for day 2.
- C. Second day. The first half of the day will concentrate on the key challenges emerging from the evaluation and the day 1 discussions. Three or four of these will be identified (candidate

examples are given above under 3a, b and c), and develop a set of questions and discussion points for groups to work on. This will be achieved through group work during the morning, reporting back to plenary. The second half of the day will examine the role of FAO in responding to these challenges, again through mixed group work, and develop a set of recommendations for consideration.

Major categories of participants at both workshops will be drawn from:

1. FAO staff from ECTAD offices.
2. FAO national staff from a blend of countries visited and not visited.
3. Selected partner organisations:
 - a) Government veterinary staff (both at CVO levels and HPAI task force levels).
 - b) International and regional partners (OIE, AU-IBAR, ASEAN, ILRI, etc.).
 - c) Regional economic and policy groups (SADC, IGAD, EAC, ASEAN, etc.).
 - d) Civil Society (Smallholder and Commercial poultry sector; Veterinary Associations)
 - e) Non Governmental Organizations (VSF, STOP AI, etc.).
 - f) Donors (USAID, AusAID, etc.)

- ***Peer Review process***

As was done for the first RTE, a Peer Review Panel will be formed. The Peer Review will be undertaken by technical experts who have a good knowledge of issues relating to transboundary animal diseases and of the FAO's HPAI programme and can make a critical analysis of evaluation reports. The Panel will be composed of four to six experts covering animal health, production and socio-economic issues. It will meet towards the end of the evaluation to review the draft report and make comments on the preliminary findings, conclusions and recommendations of the Evaluation team. The Panel Report will be distributed together with the final report of the evaluation.

- ***Dialogue with the Consultative Group***

As was done for the first RTE, a Consultative Group composed of representatives nominated by FAO, donor and affected countries and major partners will be convened to provide feedback on the Draft Approach Paper, the Inception Report, and the Draft Evaluation Report. In the initial visit to FAO headquarters, a meeting of the consultative group was convened, at which the team presented its plan for the evaluation, and discussed and responded to issues made by the group membership.

- ***Final evaluation report***

A final report will be prepared by the evaluation team. A draft outline of the final report is provided in Appendix 5.

- ***Timetable***

A timetable of the evaluation is given in Appendix 6.

Appendix 1. Approach Paper for the Second Real Time Evaluation of FAO's Work on Highly Pathogenic Avian Influenza

1. Background

The first outbreak of Highly Pathogenic Avian Influenza (HPAI) was reported in the Republic of Korea in December 2003⁷. The disease rapidly spread to many Asian countries, including China, Hong Kong, Japan, Indonesia, Viet Nam and Cambodia. Russia and Nigeria were the first European and African countries, respectively, to report outbreaks of HPAI in domestic poultry and wild birds. Outbreaks were almost simultaneously recorded in West Africa and the Near East. As of April 2009, sixty-two countries had reported HPAI outbreaks to the World Organization for Animal Health (OIE).

The International Response

In early February 2004 an international conference was held in Rome with key experts and organisations from around the world. The first FAO/OIE Meeting on Avian Influenza Control was held in Bangkok in February 2004. This was followed by a second Workshop in Viet Nam (February 2005) and by the International Conference on Avian and Human Pandemic Influenza in Geneva (April 2005), which was jointly convened by FAO, OIE, WHO and the World Bank. Technical consultations at global and regional level on HPAI-related issues (including poultry production and trade, wildlife and surveillance, vaccines and disease control systems) have been regularly held since then.

In January 2006, the first International Pledging Conference on Avian and Human Influenza Pandemic was convened in Beijing, under the co-sponsorship of the host government, the World Bank, the European Commission, and in close co-ordination with FAO, WHO and OIE. The signatories to the Beijing Declaration committed themselves to “ensuring effective development and implementation of integrated national action plans within the framework of WHO/FAO/OIE global strategies, to mobilizing resources in their countries and to drawing upon government, civil society and the private sector to effect a coordinated response”. Further fund raising conferences have been held in Vienna (June 2006), Bamako (December 2006), New Delhi (December 2007) and Sharm-el-Sheikh (October 2008), where donors and Multilateral Development Banks have pledged in total about USD 3 billion to combat HPAI in poultry and bird populations, in order to reduce the risk of a human influenza pandemic and to safeguard the livelihoods of poultry dependent enterprises of many sectors of society.

The global nature of HPAI, the complexity of the disease epidemiology and surveillance, and the potential threat of a pandemic influenza demand a multi-sectoral approach that addresses the interactions between technical, institutional and socio-economic issues.

Just before the Beijing Conference, the UN Secretary General established the Office of the UN System Influenza Coordination (UNSIC), with the aim to ensure cooperation within the UN system in support of different initiatives underway to address the H5N1 avian influenza epizootic and the threat of a human pandemic. Together with OIE, FAO is the lead technical agency in providing support for animal disease control, playing a major role as implementing agency in two of the seven key

⁷ A first isolated instance of human infection with H5N1 was actually recorded in Hong Kong in 1997. Yet, from then to 2003 no other cases were officially reported and diagnosed.

objective areas defined in the UN Consolidated Action Plan for Avian and Human Influenza: i) Animal health and biosecurity, and ii) Sustaining livelihoods; while collaborating with other organizations on strategic areas iii) Public information and communication to support behaviour change, and iv) Continuity under pandemic conditions.

The cooperation between FAO and other agencies (UNICEF, OIE, WHO) has been progressively strengthened, building on the complementarities of the agencies' mandate. The joint FAO/OIE Global Strategy for the Progressive Control of Highly Pathogenic Avian Influenza (first published in November 2005⁸) paved the way for the establishment in the future of Regional Animal Health Centres (RAHCs) in Asia and Africa, with regional partners such as the African Union's Interafrican Bureau for Animal Resources (AU-IBAR) being also involved in this process. A more holistic and coordinated approach in the prevention of epidemic/epizootic disease, which would allow managing risks at the animal-human-ecosystems interface, is the rationale behind the "One World One Health concept", discussed at the Conference in Sharm-El-Sheik held in October 2008.

Programme Resources

As of April 2009, more than USD 265 million have been allocated to the FAO HPAI Programme. The USA is by large the main donor having contributed more than US\$ 100 million, followed by Sweden (USD 23.6 m), the European Commission (USD 13.8 m), Australia (USD 14.2 m) and Japan (USD 13.7 m). FAO itself contributed over USD 9 million from TCP funds and in-kind resources from the Regular Programme since 2004. Indonesia has by far being the biggest recipient of funds (about USD 40 million), followed by Viet Nam (USD 17.6 m), Egypt (USD 8.4 m) and Cambodia (USD 7.6 m) as of April 2009.

First Real Time Evaluation (RTE) of FAO's work on HPAI

The first RTE was conducted in early 2007⁹. It concluded with "a generally positive view of the work which FAO has undertaken" while acknowledging that "there have been many issues, delays, weaknesses, mistakes and obstacles during this effort" and that "there clearly remains much more to be done and much room for improvement." The evaluation recommended FAO to "adjust its overall approach to begin to gradually move from the early mainly 'fire-fighting' emergency mode to include a longer-term perspective which seeks the solution to the continuing HPAI crisis in terms of the larger development and economic context." Management accepted with some caveats almost all of the recommendations. In particular, while it agreed with the need to gradually move from the early emergency phase to a longer term perspective, it emphasized that "the situation still remains an emergency from the public health and poultry sector perspectives as well as the need to keep an appropriate balance between the various dimensions of the disease and its impacts which are all important to be considered when addressing the prevention and control of diseases." A follow-up report on actions taken by Management on agreed recommendations was submitted in April 2009. The present evaluation will review the Management Response and the follow-up Report to the first Real-Time Evaluation of FAO's Work on the HPAI with a view to integrating progress made in its assessment.

2. Purpose of the Evaluation

⁸ The document was reviewed in March 2007 and last updated in October 2008, when the name also changed to FAO/OIE Global Strategy for Prevention and Control of H5N1 Highly Pathogenic Avian Influenza.

⁹ Report of the First Real Time Evaluation of FAO's Work on Highly Pathogenic Avian Influenza (2007)

This evaluation will be forward looking, emphasizing recommendations to FAO, its members and partners on how to optimize FAO's contributions. As such, it will provide:

- d) Feedback to stakeholders on Programme achievements and constraints;
- e) Accountability to stakeholders on the use of resources; and,
- f) Lessons learnt for use in future work planning.

3. Coverage and Scope

The first evaluation reviewed the entire HPAI programme, including institutional issues, global partnerships, global and normative work of the Organization as well as country level assistance. The wide-ranging evaluation proved to be overly ambitious in scope and gaps were identified in the information gathered and analysis provided. Some of these gaps were highlighted in the report of a Peer Review Panel convened to assess the evaluation's work¹⁰. The Panel recommended that the next evaluation should focus on specific issues that emerged. The HPAI Consultative Group (HPAI-CG) at its last meeting in January 2008¹¹ endorsed this view and suggested that the Second RTE should focus on the assessment of country-level assistance.

Therefore, the present evaluation will primarily focus on **country level assistance** provided through regional and national interventions. Global and regional support from FAO Headquarters and decentralized offices will be covered in so far as they are linked to and affect field delivery. Standard Evaluation Criteria will be applied to assess the Relevance, Efficiency, Effectiveness, Sustainability and – to the extent possible - Impact of FAO's HPAI work. The evaluation will pay particular attention to the role of the Regional Emergency Centres for Transboundary Animal Diseases (ECTAD) and RAHCs as well as partnerships as they relate to country level assistance.

Relevance and Appropriateness of FAO's Strategy and Programme at country level:

- Appropriateness of distribution of programme resources among the countries (adequate and clear criteria), and the extent to which this reflects prioritisation of responses;
- Adequacy of FAO's support vis-à-vis the national agenda and priorities, national development needs and challenges and decision-making processes;
- Extent to which FAO's field work is in line with the Organization's priorities (as described in programming documents such as the National Medium Term Priority Frameworks, the FAO's Programme of Work and Budget, the FAO/OIE Global Strategy and the FAO Global Programme for the Prevention and Control of HPAI);
- Extent to which the various FAO's activities at country level are underpinned by a strategy and form a coherent programme, with consistent approaches and common goals;
- Extent to which gender issues have been mainstreamed in the objectives, design and implementation of HPAI projects;
- Coherence and integration of regional projects into country programmes/activities; and,
- Appropriateness of FAO interventions in terms of:
 - Approach: comprehensiveness;
 - Duration: short term inputs versus long-term technical assistance; and,
 - Focus: HPAI versus other Transboundary Animal Diseases.

¹⁰ Peer Review Panel Paper – Issues Arising and Priorities for the Future (September 2007).

¹¹ Record of the Meeting of the Consultative Group for the Real Time Evaluation (RTE) of FAO's Work on the Highly Pathogenic Avian Influenza (HPAI), Wednesday 9 January 2008.

Efficiency

- Timeliness of FAO's response to requests for assistance on HPAI prevention and control;
- Adequacy of FAO's response, including human/financial resources, operational, administrative, monitoring and reporting arrangements;
- Timeliness and adequacy of technical and operational support from FAO Headquarters (HQ) and decentralized offices (including ECTAD units and RAHCs) to country level activities, including:
 - quantity and quality of co-ordination and support from HQ, decentralized offices and Regional ECTAD/RAHCs (in terms of backstopping/supervision missions);
 - quantity and quality of country level work undertaken by the ECTAD national units and, where relevant, the FAO Representations.
- To the extent possible, determine whether the approach, duration and focus of FAO interventions at regional and country level have been cost-effective.

Effectiveness of individual country programmes

- Achievements in terms of outputs and outcomes, including:
 - development of effective national policies, preparedness measures, communication and public awareness campaigns, surveillance systems, laboratory capacities and contingency plans to deal with the disease;
 - new or strengthened institutional frameworks, organizational structures and processes, as well as knowledge, skills and competences acquired resulting in improvements in the performance of public and private veterinary services; and,
 - enhanced preparedness and response capacities of the poultry sector to deal with the risk of HPAI outbreaks, and of other animal diseases.
- Extent to which improvements in these areas have contributed to increasing national capacities to prevent and control future outbreaks of HPAI and of other transboundary and zoonotic animal diseases.

Effectiveness of global/regional programmes at country level, in particular the extent to which the:

- Crisis Management Centre – Animal Health has improved early response and the design of follow-up interventions.
- GLEWS information, analysis and technical expertise have improved disease response and understanding of HPAI epidemiology.
- OFFLU scientific data exchange and technical expertise have improved national capacity for laboratory diagnostic, vaccine efficacy and development.
- Regional networks have contributed to national capacity building and information-sharing.
- Research and technical expertise on wildlife has improved countries' understanding of the role of migratory birds in the spread of HPAI.

Sustainability and Impacts

The evaluation will assess:

- The *likely* effect of FAO's work on the institutional, organizational and human capacity of affected and at-risk countries beyond HPAI;
- Sustainability of the strengthening taking place in public and private veterinary services;

- Extent to which disease surveillance and control interventions have likely contributed to reducing HPAI prevalence; and,
- Likely macro-economic, livelihoods and food security impact of FAO's strategy and response to HPAI;

Role of the regional ECTADs and RAHCs

The evaluation will assess:

- The extent to which these units have fulfilled their mandates in particular in the following areas:
 - Co-ordination of regional and country activities;
 - Formulation and implementation of regional programmes/projects;
 - Provision of technical and operational support to countries;
 - Promotion and coordination of regional networks; and,
 - Advocacy and fund-raising for HPAI and Transboundary Animal Diseases interventions.
- The institutional and financial sustainability of the regional ECTADs and RAHCs.
- Efficiency and adequacy of working arrangements within FAO (with HQ, regional and country offices).

Partnerships

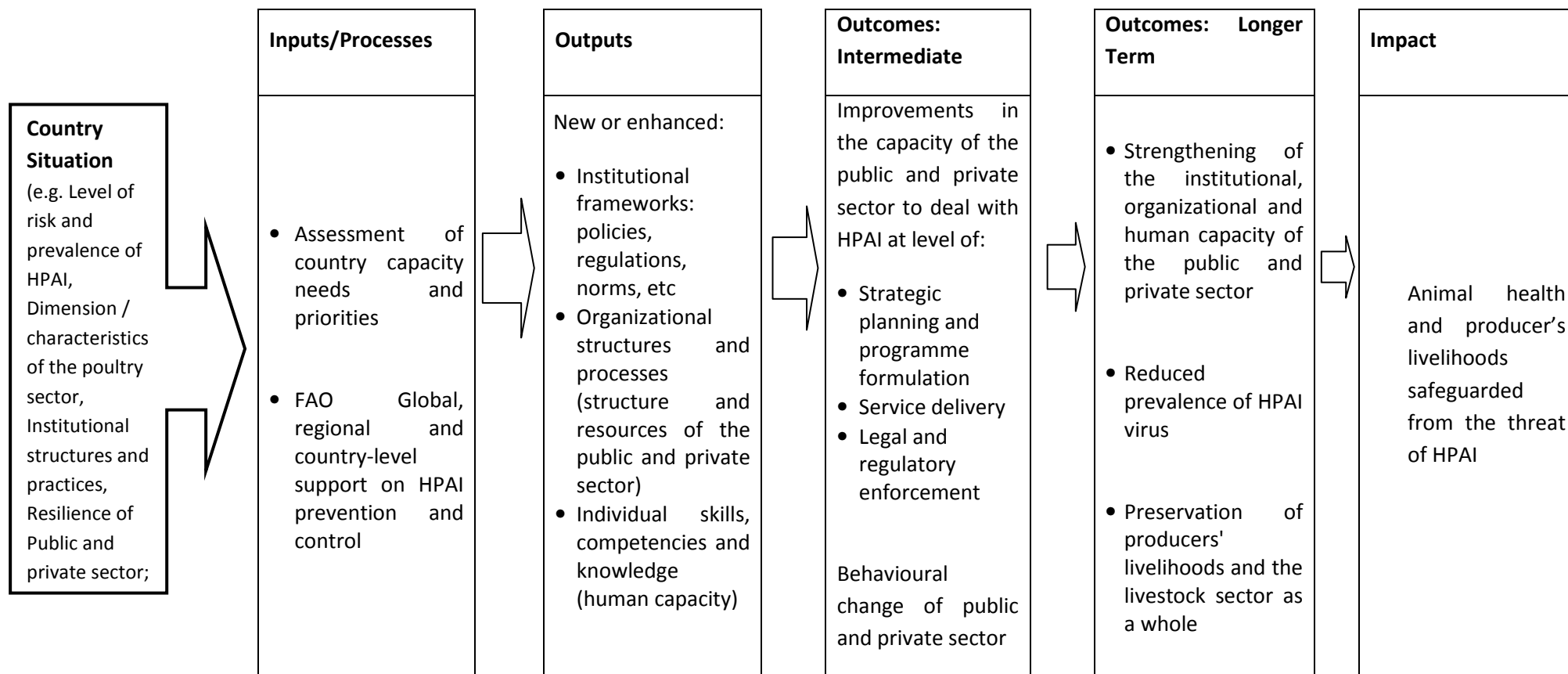
The evaluation will assess:

- The clarity of FAO's role, based on its comparative advantages and capacities, as well as the degree of complementarity, co-ordination and collaboration with regional and national partners, particularly:
 - Multilaterals: OIE, World Bank, Asian Development Bank, African Union's Inter African Bureau for Animal Resources, ASEAN, WHO and UNICEF.
 - Major Bilateral/donor agencies.
- FAO's contribution to the preparation of partners' HPAI regional and national strategies.
- Constraints to and strengths of partnerships at country level.

4. Approach to the Evaluation

A model linking the organization's inputs and outputs to immediate and long-term development results (outcomes) has been prepared to show the results chain of the FAO HPAI Programme (see figure 1). The results chain will form the basis to assess the relevance, efficiency, effectiveness, sustainability and – to the extent possible - impact of FAO support at country level. The Evaluation Team will develop indicators, identify sources of information and determine suitable data collection methods to assess the outcomes and impact of the Programme.

Figure 1: Results Chain of FAO HPAI Programme



5. Methodology

The Second RTE will be conducted in two phases: an in-depth preparatory phase and the evaluation mission.

Phase I: In-depth preparatory phase (July 2008 – July 2009)

Given the emphasis on country level assistance and the volume and variety of the programmes in countries, an in-depth preparatory phase has been planned.

The first phase involves:

- A review of key documentation and materials available on the FAO's Field Programme Management Information System and the AGA and TCE Web sites;
- Discussion with FAO Staff;
- Project desk reviews;
- An Evaluation of the Participatory Disease Surveillance and Response (PDSR) Programme in Indonesia¹²; and,
- Preparatory missions. The objectives of these missions include:
 - Collecting detailed information on the performance of FAO projects;
 - Holding preliminary discussion with representatives of the Government, Partners and Donors at technical level on FAO's field work; and,
 - Preparing, where relevant, the visit of the evaluation mission.

The preparatory missions comprise visits to ten countries (see table below) and the RAHCs and regional ECTADs in Nairobi, Tunisia and Bangkok. The visits to these regional units will focus on collecting information about their activities, their roles, partnerships and, identifying their contribution to the national programmes in their regions of responsibility.

Criteria for selecting the countries for the preparatory missions included:

- v) Country program delivery;
- vi) Length of FAO intervention (s);
- vii) Geographic and thematic representation; and,
- viii) Presence of an active ECTAD team.

On this basis, the following countries have been selected:

Countries	Programme Delivery	Length of intervention	Geographic representation	Thematic representation
11. Indonesia	> US\$ 2 million	More than 24 months	Asia	Prevention, preparedness, control
12. Cambodia				
13. Viet Nam				

¹² Separate terms of reference are prepared for this Evaluation.

14. Laos				and containment	
15. Bangladesh					
16. Myanmar			Near East		
17. Egypt					
18. Ethiopia	< US\$ 2 million	More than 12 months	Africa	Prevention & preparedness only	
19. Uganda					
20. Kenya					

At the end of the first phase, the following deliverables will be produced:

A. Programme Overview.

B. A selection of countries to be visited by the Evaluation team.

C. Desk Project Reviews on a selected number of projects, using a standard format.

D. Reports of Preparatory Missions to Countries, including:

- Country Situation.
- Detailed overview of the FAO Programme.
- Programme Issues, Strengths and Weaknesses.
- Annexes (e.g. matrix of FAO interventions)
- A workplan proposal for the evaluation mission.

E. Reports of Preparatory Missions to Regional ECTAD Centres, including:

- Overview of activities.
- Role in the Region.
- Partnerships.
- Contribution to national programmes.

F. Terms of Reference for the Second Phase (Independent Evaluation)

Phase II: Independent Evaluation (August 2009-February 2010)

The Second phase will be conducted by an Evaluation Team led by an Independent Expert (see section 6 on team composition). The methodology will in principle consist of:

- *Interviews with Programme Stakeholders*

The team will interview FAO staff and representatives of Partner Agencies involved in the Programme.

- *Documentation review*

The Team will review documentation available, particularly those resulting from the preparatory phase. An inception report will be prepared to define the evaluation plan for the Team. This report will include a standard format for country assessments and a proposed outline for the evaluation report.

- *Country Assessments*

A sample of countries covering a large part of FAO's field activities on HPAI will be visited by the team. Each country visit will follow a standard format. For each country visit, there will be a debriefing on the findings of the mission with in-country stakeholders.

- *Validation Workshops*

Towards the end of the evaluation missions, workshops would be organized in major affected regions (Asia and Africa) to discuss the preliminary results of the evaluation.

The evaluation will also make use of two external quality assurance mechanisms: a peer review panel, and a consultative group.

Peer Review

As was done for the first RTE, a Peer Review Panel will be formed. The Peer Review will be undertaken by technical experts who have a good knowledge of issues relating to transboundary animal diseases and of the FAO's HPAI programme and can make a critical analysis of evaluation reports. The Panel will be composed of four to six experts covering animal health, production and socio-economic issues. It will meet towards the end of the evaluation to review the draft report and make comments on the preliminary findings, conclusions and recommendations of the Evaluation team. The Panel Report will be distributed together with the final report of the evaluation.

The Consultative Group

As was done for the first RTE, a Consultative Group composed of representatives nominated by FAO, donor and affected countries and major partners will be convened to provide feedback on the Draft Approach Paper, the Inception Report, and the Draft Evaluation Report.

6. Evaluation Team

The Independent Evaluation Team will be composed of:

- **An Independent Team Leader:** S/he will be a senior expert on livestock with a good knowledge of animal health issues and solid background on policy and economic implications of transboundary animal diseases. The Team Leader should also have a global perspective of the sector, and should not have been involved in the design and/or implementation of any of the HPAI programmes being evaluated.
- **Senior consultants** with expertise on animal health, socio-economic analysis and production systems. Each of the experts will have a good knowledge of at least one region (Africa, Asia and/or the Near-East) where HPAI activities are implemented.

Staff from the FAO Evaluation Service will assemble information, conduct preliminary analysis, assist in the organization of evaluation missions, and participate in country visits as required. They will carry out tasks assigned to them by the Team Leader.

7. Evaluation Management

The Second RTE is managed by a Senior Evaluation Officer from the FAO Evaluation Service.

8. Reporting and Dissemination

All reports are the full responsibility of the evaluation team which is free to accept or reject suggestions made to it for changes.

- The Approach Paper will be discussed with FAO Staff and the Consultative Group;
- The Inception Paper will be widely circulated for comments.
- The Draft of the Final Evaluation Report will be considered by FAO staff, the Peer Review Panel and the Consultative Group which will provide their comments;
- The Final Evaluation Report will be disseminated to stakeholders and posted on the FAO Evaluation Web site. FAO's Management response will be similarly distributed to all stakeholders and posted on the Web.

Appendix 2. A listing of people interviewed during the period 15 – 23rd September 2009.

Extensive discussions have been held with a wide range of FAO staff in headquarters. These included:

Modibo Traoré, ADG Agriculture and Consumer Protection (AG) Department

Alexander Muller, ADG Natural Resources Management and Environment Department (Officer in Charge of the AG Department in 2006-07)

Mona Chaya, Coordinator, Food Chain Crisis Management Framework, Intelligence and Coordination Unit

Ian Douglas, Manager, Crisis Management Centre-Animal Health (CMC-AH)

Andrew Sobey and Charles Bebay, CMC-AH staff

Laurent Thomas, Director of the Emergency and Rehabilitation Division, TCED

Dominique Burgeon, Senior Operations Officer, Head of FCC – Emergency Management Unit , TCES

Pasquale Rispoli, Senior Executive Officer, ECTAD Procurement and Finance

Daniela Mangione, Liaison and Operations Officer, Supervisor, ECTAD Field programme Unit , TCES

Priya Markanday, Operations Officer, Supervisor, ECTAD Asia desk

Sabrina Mayoufi, Operations Officer, Supervisor, ECTAD Africa desk

Admira Mara, Operations Officer, Supervisor, ECTAD Europe, Central Asia and Latin America desk

Emmanuel Moncada, Operations Officer, Supervisor, ECTAD Near east and North Africa desk

Samuel Jutzi, Director, Animal Health and Production Division, AGAD

Juan Lubroth, Chief, Animal Health Service (Previous Head, EMPRES), AGAH

Jan Slingenbergh, Senior Animal Health Officer, (Current Head, EMPRES), AGAH

Scott Newman, EMPRES Wildlife Unit Leader, Wildlife Veterinarian, Animal Health Service, AGAH

Nick Honhold, Veterinary Consultant, Biosecurity and Public-private partnerships, AGAH

Satya Sarkar, Unit Leader, Communications Group, AGAH

Julio Pinto, Veterinary Epidemiologist, Animal Health Officer, EMPRES-Animal Health

Gwen Dauphin, OFFLU Liaison Officer/Laboratory Expert, Animal Health Officer, AGAH

Akiko Kamata, Veterinary Epidemiologist (TADinfo Specialist), AGAH

Ahmed El-Idrissi, Animal Health Officer, AGAH & Head of the ECTAD Programming Unit

Mariano Gosi and Francesca Ambrosini, ECTAD Programming Unit

26/02/2010

Olaf Thieme and Philippe Ankers, Animal Production Officers, Animal Production Service (AGAP)

Henning Steinfeld, Chief, Livestock Information, Sector Analysis and Policy Branch (AGAL)

Anni McLeod and Joachim Otte, Senior Officers, AGAL & Coordinator, PPLPF

Karin Schwabenbauer, Senior Consultant, AGAH

Nicoline De Haan, Policy/Socio-economics Consultant, AGAH (by audio conference)

The evaluation team also interviewed a number of FAO partners, including:

Jimmy Smith, Senior Agricultural Specialist, World Bank

Jorgen Schlundt (by audio conference), Director, Department of Food Safety and Zoonosis, WHO

Bernard Vallat, Director-General, OIE

Monique Eloit, Deputy Director General, OIE

Alain Dehove, Coordinator, World Fund, OIE

Kazuaki Miyagishima, Head, Scientific and Technical Department, OIE

Kathleen Glynn, Chargée de mission

Keith Hamilton, OFFLU Coordinator

Appendix 3. Draft outline of Country Reports

- a.* Country reports will be developed for Nigeria, Cote D'Ivoire, Egypt, Bangladesh, Cambodia and Viet Nam.
- b.* Reports will have the following draft structure:
 - i. Introduction
 - ii. HPAI status and evolution
 - iii. National HPAI response framework
 - iv. Donor and technical assistance support
 - v. Role and activities of FAO
 - vi. Synthesis and discussion of FAO's contributions and roles. Candidate issues to be considered here, depending of the specifics of each country, will include intervention approaches, key outputs and outcomes, project design, operational issues, influence on national decision making, links with FAO's global mandate, implications of FAO reform process.
 - vii. Country level conclusions and recommendations

Appendix 4. Draft outline of the Regional ECTAD reports.

- a.* Reports will be prepared on visits to the regional ECTAD offices in Mali, Kenya and Thailand.
- b.* Reports will have the following draft structure:
 - i. Introduction
 - ii. Overview of activities
 - iii. Roles, responsibilities and impacts in the region
 - iv. Partnerships
 - v. Contributions to national and regional initiatives
 - vi. Synthesis and discussion of regional ECTAD's contributions. Candidate issues to be considered here will include the extent to which these units have fulfilled their mandates in particular in co-ordination of regional and country activities; formulation and implementation of regional programmes/projects; provision of technical and operational support to countries; promotion and coordination of regional networks; advocacy and fund-raising for HPAI and Transboundary Animal Diseases interventions; the institutional and financial sustainability of the regional ECTADs and RAHCs; and the efficiency and adequacy of working arrangements within FAO (with HQ, regional and country offices).
 - vii. Conclusions and recommendations

Appendix 5. Draft outline of the final report to FAO

- a. The final report will be based on the following draft structure:
 - i. Contents
 - ii. Abbreviations and acronyms
 - iii. Executive summary
 - iv. Introduction
 - v. Evaluation process
 - vi. Analysis of national and regional responses
 - vii. Interface with global programmes
 - viii. Synthesis and discussion. This will be structured under the headings of
 - 1. Relevance and appropriateness of FAO's strategy and programme at country level
 - 2. Efficiency of programme activities
 - 3. Effectiveness of individual country programmes
 - 4. Effectiveness of global/regional programmes at country level
 - 5. Sustainability and impacts
 - 6. Broader outcomes of FAO-supported interventions
 - 7. Roles of regional ECTADs and RAHCs
 - 8. Effectiveness of partnerships
 - ix. Conclusions and recommendations

Appendix 6. Timetable of the evaluation process

- Briefing and interviews with FAO staff in headquarters, 15 – 21 September 2009, Rome
- Meeting of the Evaluation's Consultative Group, 22 September 2009, Rome
- Briefing with staff of OIE, 23rd September, Paris
- Nigeria country visit, 12 – 16 October
- Egypt country visit, 19 – 22 October
- Cote D'Ivoire country visit, 12 -14 October
- Mali, regional RAHC visit, 15 – 16 October
- Kenya, regional RAHC visit, 23rd October
- Kenya, regional workshop, 25 – 27th October
- Bangkok, regional ECTAD visit, 4 – 6 November
- Bangladesh country visit, 7 – 12 November
- Cambodia country visit, 13 – 20 November
- Vietnam country visit, 21 – 27 November
- Thailand regional workshop, 30 November – 1st December
- Draft report circulated for comments, 8th January 2010
- FAO staff meeting, 13th January 2010
- Revised draft, 15th January 2010
- Peer Review Panel meeting, 25-27th January 2010
- Revised draft, 29th January 2010
- Consultative Group meeting, 16th February 2010
- Final Report, 28th February 2010