



Food and Agriculture
Organization of the United
Nations

Office of Evaluation

Controlling Transboundary Animal Diseases in Central Asian Countries – GTFS/INT/907/ITA

Management response to the evaluation report

Food and Agriculture Organization of the United Nations

Office of Evaluation (OED)

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Management response to the evaluation of the GTFS/INT/907/ITA project

Overall response to the evaluation: Management notes with satisfaction that most of the specific comments have been incorporated into the final version of the evaluation, except for paragraph 4.2.1 (18). It is not clear whether the evaluators have concerns about the origin of the verifiable indicators (prevalence rinderpest, FMD and PPR) applied by the Project or contend that progress in generating these cannot be attributed to the project alone (see also annex – n. 14 “Review of outputs and activities of the project as stated in its log-frame”- in the Final Evaluation Report of February 2012).

Management noted also that no major changes have been made to the general structure of the report that is still emphasizing “what the project has done against what it should have done”, reflecting a preference of the evaluators. In this regard the management finds difficult to accept statements like “ ... it would very well have been better to develop differential log-frames ...”. Considering that it took over 1.5 years to have the project document signed by just two of the five countries (Turkmenistan and Uzbekistan) a new project document would almost certainly meant an exclusion from project activities of those countries.

Management understands that this was a final evaluation which led the evaluation team to formulate general recommendations rather than specific ones in relation to the project itself.

The evaluation team has raised the issue of the Project Coordinator being based in Rome which accordingly has limited the possibility for the project to be more effective in obtaining higher level commitment. Management is of the opinion that with Global aspects of Rinderpest and FMD, engagement with strategies on continental and global level was important to ensure interface between Central Asia and elsewhere.

Response by recommendations:

Management response to the final evaluation report of the project GTFS/INT/907/ITA “Controlling Trans-boundary Animal diseases in Central Asian countries”					27 February 2012
Evaluation Recommendation	Management response	Action to be taken	Responsible Unit	Timeframe	Further funding required (Y or N)
Recommendation 1: FAO has a Strategic Framework 2010-2019. Besides that there are outcomes of regional and national workshops for priority setting. It should not be that FAO actions in the livestock sector are be driven by emergency projects: livestock requires a longer-term horizon	Accepted The recommendation rather than addressing specifically the project under evaluation highlights general aspects of corporate approach on which the management agrees.	Continue collaboration between SEC and FAO/AGAH to seek balance between emergency support and medium to long term development	AGAH	Ongoing	N

<p>than emergency projects can provide. Too often the quick actions of emergency projects (e.g. free distribution of drugs and vaccines) interfere with long-term actions to e.g. build a privatized veterinary service. Also in this project there are a few examples how this project either worked well together with a TCP or had to keep distance not to compromise itself technically. For this purpose it would be good for the sub-regional office, together with its representatives in the various countries together with the regional conferences with stakeholders to develop a FAO regional livestock development support strategy within the general Strategic Framework, which sets out the mode of action and the modalities for interaction with existing national policies, as well as other organizations and projects. Emergency projects must then fit within this context.</p>	<p>Indeed, the countries in Central Asia face many broad ranging livestock, agricultural development and other challenges of more general nature. There may indeed be merit in the development of a sector specific policy for livestock and strategy through a direct dialogue with the countries. The multidisciplinary FAOSEC team together with the Rome based FAO/AGAH and ECTAD seek to balance emergency support and medium to long term development issues. The current project operated according to the building-back-better cycle, with emergency response followed through by contingency planning, enhanced preparedness, general capacity building and resilience development. Yes, country teams, FAO SEC and FAO Rome should work seamlessly .The successful international recognition of rinderpest eradication (regional and global) and in-roads into FMD and PPR management (in this project and FAO TCPs) attest to the positive impact this project has made. .</p>	<p>issues</p>			
<p>Recommendation 2: There are two ways how one can influence policy change and better strategies for animal health in a country: by talking to and convincing policy makers with sound arguments and examples from other countries and by example. Most project and programs try to create in-country the arguments for changes in policy and strategies in animal health practices, but fail to transmit these to the policy makers. It is therefore important that project and programs such as the one just evaluated receive high-level support of FAO HQ or (sub-) regional offices to lobby for policy changes. Such visits could also potentially strengthen the way that various FAO</p>	<p>Accepted This recommendation is indeed upstream for FAO, the FAOR and policy group.</p>	<p>To be taken up with FAO Governing Bodies and country Ministries for policy change.</p>	<p>AG/AGA (especially on the One Health approach and agenda)</p>	<p>Ongoing</p>	<p>N</p>

projects within the same country in the livestock/animal health sector collaborate. At the moment it seems difficult for usually national staff to reach such a level of collaboration.					
Recommendation 3: It is increasingly difficult in times of reduced availability of funding for projects and programs and increasing demand for timely quantifiable programme/project results to justify a programme as this one, where this is not the case. The high flexibility and capacity to adapt to changing needs and conditions will have to be “anchored” in some way into the log-frame and other planning documents through more quantification, timing and milestones. This can be achieved through e.g. an annual update of the log frame, but definitely a critical review and reformulation of the log-frame at the end of a project phase: it “protects” the programme staff from critical remarks, provides more guidance and gives clearer targets. Too much in the current log frame was already obsolete before the first phase was over.	Rejected The recommendation is theoretically possible but impractical in its application. Such modifications would have compromised the implementation of the project in the region if the logframe had to be changed. In at least two countries it took more than 1,5 years to have the project document signed. Proposing a new prodoc after having the first one signed it does not seem feasible. Management is of the opinion that having different logframes for different countries would have affected the regional approach that was important to build trust across countries and share information on a common road map.	None			N
Recommendation 4: The emergency department of FAO has steadily increased in size, financial means and in the level it determines the technical image of the FAO in the field. With its increasing number of livestock related projects it is important to keep the general overview and needs of animal production and health in the picture. A FAO country livestock development strategy with an e.g. five year time horizon would be a good instrument to force the organization to think strategically, position itself in the market of projects and show its technical skills and superiority. It will create a platform that will help the organization to maintain project quality consistent and to the highest professional levels.	Accepted The PCP-FMD can be seen as a long term horizon where donors can feed their contribution in succession. Unfortunately donor horizon often does not go beyond immediate results.	Improved interaction with funding partners.	AG/AGA/TCE/TCI/TCS	Ongoing (in light of the decentralization process)	Y
Recommendation 5: Whereas TADs are interesting and important for veterinarians, policy and decision makers in countries would most probably have given priority to the control of zoonoses as the subject for the capacity building in preparedness, response and prevention. If the programme is generic in terms of the disease to	Rejected The request made by Member Countries was specifically on TADs not zoonoses.	None	AGA		Y

<p>tackle it would be a more strategic move to chose for zoonoses, through which a veterinary services' capacity for surveillance, diagnostics, determining control strategies and implementing them would be developed. It is likely that in the coming years there will come funds available to control zoonoses under a "One Health" paradigm: under this concept veterinarians, health professionals and environmentalists work together to eradicate diseases at the "human-animal-environment" interface. This approach has taken a high flight and is becoming a priority area for the national governments, probably at the expense of controlling TADs. Control of zoonoses makes use of similar diagnostic capacity facilities and human resources as TADs, it requires an even more intricate mode of communication because of more parties involved than TADs and should form an integral part of future animal disease control strategies of veterinary services in the region.</p>					
<p>Recommendation 6: The study on the economic impact of FMD in Pakistan, which commenced during phase III, should quantify both direct and indirect costs of an outbreak and calculate what the benefit cost relationship of a control programme would be. This Pakistan experience in economic impact assessment should be translated in a well-described and documented methodology, which can be applied in other countries and with other diseases to calculate the cost of disease, the cost and benefits of disease control</p>	<p>Accepted This is what the project intends to do in its final stage</p>	<p>To conclude the study on the economic impact of FMD in Pakistan and apply its methodology to other diseases and participant countries.</p>	<p>AGAH – GTFS/INT/907/ITA project</p>	<p>31 July 2012</p>	<p>N</p>
<p>Recommendation 7: Any future regional programme on animal health has to group countries, which form a logical epidemiological unit, facing similar animal disease problems, having the same veterinary structure, having similar trade links and speaking the same language. In the case of TADs control in Central Asia there would be a programme for the "axis" Pakistan, Afghanistan, Iran, Turkey, which all have veterinary services based on the European system and using English on the one hand and the former Soviet Republic on the other hand. In this way the project objectives can be more specific and relevant for the different groups than they were now and resources can be used more efficiently</p>	<p>Rejected The cluster on countries chosen were based on disease incidence or prevalence or unknown incidence/prevalence but suspected to be high. Diseases do not know language. Historical trade routes and development needs were also considered.</p>	<p>None</p>			<p>N</p>

(e.g. Russian speaking trainers for five instead of 3 three countries, meetings in Russian, more benefits from translating documents etc.).					
<p>Recommendation 8: This programme has put a heavy emphasis on the technical aspects of TAD diagnostics and control, which almost gave it the character of a research programme with capacity building. To make sure that the information gathered will be operationalized any future programmes should have a more balanced approach in which technical, political, managerial and economic aspects are all included within the planning: after determining the prevalence and improved epidemiological information on a disease, be it TAD or zoonosis, an economic impact assessment should contribute the convincing arguments with which a national control strategy can be made acceptable to national government's policy and decision makers and donors for future funding. An approach in which the various aspects are carefully balanced will increase the overall outcome of a similar future programme. The PCP (FAO/OIE) model can and should be enriched with cost estimates for the various steps and be elaborated into a national disease control (and eradication?) strategy.</p>	<p>Partially Accepted Again, the PCP seems to provide such a framework of combined technical, political and economic aspects.</p> <p>Management notes that field studies were needed to be able to apply proper intervention measures at prevention, detection and risk management. It would have been worse to undertake activities without first understanding the production, marketing/trade and disease transmission dynamics.</p>	Continue with project activities up to their end and to take into account in future projects the conduction of Impact economic assessments to enhance PCP model and field studies (prevention, detection and risk management) on TAD	AGAH – GTFS/INT/907/ITA project	31 July 2012	N
<p>Recommendation 9: All members and aspiring members of WTO agreed to comply with the SPS measures. The standard for the SPS agreement for terrestrial species is the OIE Terrestrial Animal Health Code. This will require changing one's veterinary services to comply with what this document says in terms of veterinary services and disease control strategies and diagnostic methods. The OIE Performance of Veterinary Services (PVS) assessment, together with the gap analysis (basically trying to estimate what it would cost to bring the veterinary services up to the performance level aspired by a country in 5 years' time) provide powerful management, policy and advocacy tools to change the operations of a veterinary service, the veterinary legislation and search for funding from both national budget and donors to implement the strategic plan as laid down in the gap analysis. When individual countries have reached an OIE standards conform</p>	<p>Accepted Currently FAO is working closely with OIE to find the best combination of the PCP and the PVS ranking/evaluation system. FMD is the disease chosen as entry point whereas it is clear that the ability to effectively control any disease is correlated to the level of organization of the Veterinary Services.</p>	Continue project activities up to their end and carry on with the collaboration with OIE to find the best combination of the PCP and the PVS ranking/evaluation system	AGAH – GTFS/INT/907/ITA project and EuFMD Commission	Ongoing	Y

<p>approach and methodology in their TAD and zoonoses control it will be much easier to come to a regional control strategy as everybody speaks the same language, follows the same paradigm and only minor harmonization, fine-tuning of national strategies and development of coordination mechanisms are required for a regional approach to the control of TADs. The FAO should be allowed to play the role of moderator, referent and back stopper in the process of countries' alignment with the international standards and procedures, for which the FAO always works along the OIE standards.</p>					
<p>Recommendation 10: Although it looks as if a programme like this has no gender issues they are always there. The direct visible ones are to make provision in future project write ups and budgets for female laboratory staff to be able to accept training through the provision of funds for a male relative to accompany her on training trips or to regional technical meetings. It would be good to let a gender specialist have a look through future project or programme proposals to assess whether there are any possible negative effects on gender relations or negative impact on women. An example is e.g. test and slaughter in brucellosis control, whereby a woman might lose a cow providing her and her family with milk and income: such an animal is irreplaceable on short notice and the compensation offered is never enough to buy a comparable animal back.</p>	<p>Accepted</p>	<p>Continue with project activities up to their end, to include gender aspects in future projects' design and let them be revised by a gender specialist.</p>	<p>AGAH GTFS/INT/907/ITA project – AGAH has submitted a project on PPR and small ruminant health to potential funding partners (that includes livelihood/gender aspects in disease prevention and control)</p>	<p>Ongoing</p>	<p>Y</p>
<p>Recommendation 11: The changes in the national animal health and public veterinary health systems required in the various Central and South Asian countries are profound. Countries would need all the support, be it technical, financial, political and moral, to stay the course. One Health makes increasing demands on the animal health care system's capacity to communicate to and collaborate with human health and environmental services/ministries. It would be important for the international organisations to speak with one voice to national governments and follow one agenda, which is science based, transparent and accountable to avoid duplication of efforts or even contradictory messages. In this way maximum results can be expected from the various</p>	<p>Accepted The project under evaluation has attempted to do what is recommended. In the case of Pakistan it may be said that this was successful and a donor found attractive to invest in already on-going initiatives with no overlap. It is still challenging to bring into One Health framework, especially for non-zoonotic diseases or animal disease with no great impact on mortality but rather on production.</p>	<p>Continue with project activities up to their end and introduce One Health approaches.</p>	<p>AGAH GTFS/INT/907/ITA project and AGA –</p>	<p>31 July 2012</p>	<p>Y</p>

<p>programme and project interventions. It is suggested to align the earlier suggested FAO livestock production and health five year development plan into a document acceptable to and accepted by all and to plan and organize all activities in such a way so as to avoid overlap and gaps</p>					
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