

Programme Evaluation Series

**Evaluation of FAO/USAID
Emerging Pandemic Threats
Programme – Phase II
(EPT-2)**

Annex 1. Terms of Reference and evaluation matrix

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1. Introduction

1. These Terms of Reference (TOR) have been developed to guide the final evaluation of the FAO-implemented components of the Emerging Pandemic Threats Programme – Phase II (EPT-2). The document presents the key elements that will shape the proposed evaluation by offering a roadmap for the evaluation team and clarifying the role of all stakeholders.
2. The TOR presents in order: (i) the background and the context of the evaluation; (ii) the subject of the evaluation; (iii) the rationale and purpose of the evaluation; (iv) the evaluation stakeholders; (v) the objectives, scope and key issues the evaluation will seek to cover; (vi) the evaluation approach and methodology; (vii) the evaluation timeline.

2. Background and context

3. The most damaging outbreaks of high impact diseases in recent decades have had an animal source, including H5N1 highly pathogenic avian influenza, H1N1 pandemic influenza, Ebola, severe acute respiratory syndrome (SARS) and Middle East respiratory syndrome (MERS). These diseases have either spread rapidly in a particular region (epidemics) or spread widely in many countries across the world (pandemics), leading to massive losses of life and livelihoods, and have a significant economic impact.
4. In response to potential pandemic threats arising from animal sources, the United States Agency for International Development (USAID) has been supporting a suite of programmes for which the Food and Agriculture Organization of the United Nations (FAO) has been an implementing partner, most notably the Pandemic Influenza (H5N1 HPAI) programme (2005-2009) and Emerging Pandemic Threats (EPT-1 and EPT *Plus*) Programmes (2009-2014). These programmes were subsequently consolidated into EPT-2 (2014-2019) focusing on pandemic influenza and other zoonotic emerging threats in Asia and Africa.

Box 1: Evolution of USAID's Emerging Pandemic Threats Programme

According to USAID, **EPT-1** grew out of the recognition for a longer-term and a more strategic approach to fighting such pandemic threats. It was designed to give insight into the emergence of new public threats, detection and control of those threats and to enhance country-level capacities to mitigate impact. The approach recognised the need for multi partner collaboration that included government agencies, multi-lateral, bi-lateral, national, non-governmental, and private sector players.

EPT-plus started in 2011 as a proof-of-principle to demonstrate that it is possible to routinely monitor livestock populations' under production settings with diverse influenza profiles.

EPT-2 has built on operational platforms developed or strengthened by earlier programmes, bringing greater focus to those places and practices that enable spill over of viral threats, and potentiate their evolution, amplification and spread.

Source: USAID: Emerging Pandemic Threats Program – EPT-2, 2014-2019

5. Under EPT-2, FAO is focusing efforts on the highest risk locations and interfaces, where livestock interact with wildlife and people and potentially share viruses. Using an *epizonal* approach, FAO is targeting surveillance activities at two major pandemic risk pathways that drive viral emergence: intensification of animal production systems; and animal value chains. In focus countries, FAO's overall effort contributes to understanding and mitigating risk, strengthening staff and institutional capacities, and supporting a One Health approach for preventing, detecting, and responding to infectious disease threats.
6. The overall goal of the EPT-2 programme is to prevent, detect and respond to biological threats, using a risk-based targeting of hot spot areas in several countries spanning West, Central and East Africa, and South and Southeast Asia. In particular, EPT-2 has three main objectives: (i) prevention of the spill over, amplification, and spread of new zoonotic viruses; (ii) early detection of new viruses when they do emerge; and (iii) their timely and effective control.
7. EPT-2 was designed to build on lessons and knowledge from the previous programmes, focusing on drivers and practices that enable emergence, multiplication and spread of pathogen threats and investing more in One Health policies and capacities.

8. At the core of the overall EPT-2 programme, implemented by a USAID-funded consortium, are seven strategic areas of focus (SAF):
 - i. Developing longitudinal data sets for understanding the biological drivers of disease emergence.
 - ii. Understanding the human behaviours and practices that underlie the risk of “spill-over, amplification and spread” of new viral threats.
 - iii. Promoting policies and practices that reduce the risk of disease emergence.
 - iv. Supporting national One Health platforms.
 - v. Investing in the One Health workforce.
 - vi. Strengthening national preparedness to respond to events of public health significance.
 - vii. Strengthening global networks for real-time bio-surveillance.
9. FAO was assigned to be actively involved in five of the strategic areas of focus: 1) developing longitudinal datasets for understanding biological drivers of influenza virus evolution, spill-over, amplification, and spread (FAO/Regional Asia Program); 3) promoting policies and practices that reduce the risk of influenza virus evolution, spill-over, amplification, and spread (FAO/Headquarters and FAO/Regional Asia Program); 4) supporting national One Health platforms (FAO/Headquarters and regional offices); 6) strengthening national preparedness to respond to events of public health significance (FAO/Headquarters and regional offices); and 7) strengthening global networks for real-time bio-surveillance (FAO/Headquarters and regional offices).
10. Through this programme, FAO proposed to develop the capacity of more than 20 countries in Africa and Asia to pre-empt or combat, at their source, emerging infectious diseases (EID) that could threaten human health. FAO’s EPT-2 programme focuses on four main components:
 - i. **Avian influenza:** Prevention measures including guidance on poultry production, biosecurity and sanitary standards, and vaccine quality and vaccination, as well as early detection and rapid response.
 - ii. **Middle East respiratory syndrome:** Surveillance and analysis to understand why, how and where the disease is spreading and associated risk factors.
 - iii. **Africa Sustainable Livestock 2050 (ASL2050):** Policy guidance to ensure sustainable and safe livestock production – assuring livelihoods, food security and nutrition.
 - iv. **Emergency equipment stockpile:** Deploying specialist resources for onsite rapid response and containment of disease outbreaks.
11. Another area of work covered by the EPT-2 programme, particularly in Asia, refers to antimicrobial resistance (AMR) for animal health.¹ Although it does not correspond exactly to an EPT-2 component, AMR planned activities are incorporated into some of the EPT-2 M&E Framework Indicators.

¹ Antimicrobial resistance (AMR) is also one action package of the Global Health Security Agenda (GHSA) on which USAID is focused.

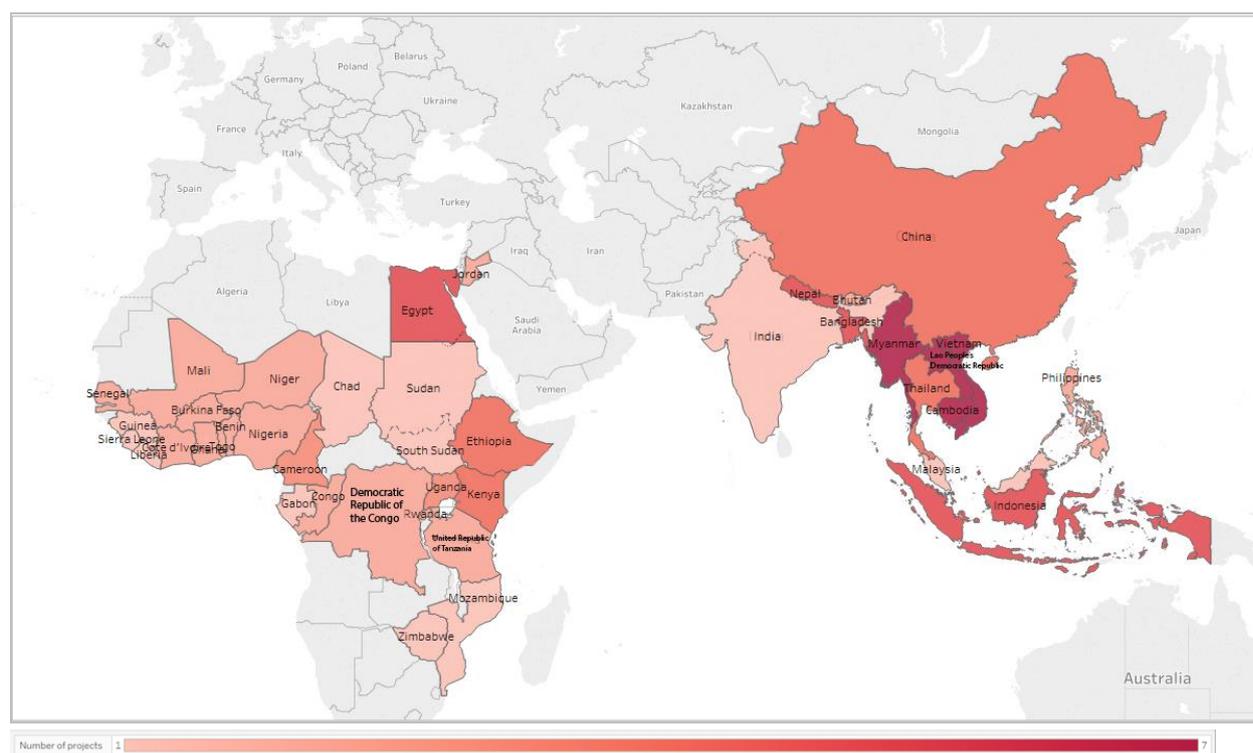
12. The EPT-2 Programme is funded by USAID for an overall budget of around USD 110 million² and is implemented by the Emergency Centre for Transboundary Animal Disease (ECTAD), a joint platform between the FAO's Animal Production and Health Service (AGAH) and the Office of Emergencies and Resilience (OER).

2.1 Project portfolio

13. The projects included in this evaluation are listed in Appendix 1. The list was finalized in consultation with the FAO programme team. These projects focus on one or multiple EPT-2 components (i.e. Avian Influenza [AI]), Africa Sustainable Livestock 2050, Emergency Equipment Stockpile, Middle East respiratory syndrome plus AMR as a minor component). Most prominent of these components is AI with 15 of the 20 projects covering it, with the majority targeting South and South East Asia. Three to four projects cover each of the other three components while one project (OSRO/RAS/502/USA) focuses on addressing antimicrobial usage in the Asia region.
14. In terms of the geographic distribution, FAO's work under EPT-2 covers a total of 41 countries. Figure 1.2.1 provides details on the geographic distribution of these projects. West and Central Africa is mostly covered by a few Global projects. Similarly, around 70 percent of the total budget targets the Asia region, excluding three projects that cover all regions and constitute around 10 percent of the total budget. There is substantial variation across project budgets, with budgets ranging from USD 1 to 18 million. Most of these projects began in October 2014 or October 2015 and were initially planned to end in either December 2019³ or before. The end date for some of these projects has been revised and six projects will continue up until July 2020.

² Sum of the budget of 20 EPT-2 Projects as on 10th October 2019 (FPMIS).

³ During the period of finalisation of this document, the date of closure of several projects has been extended to 31 July 2020 following the signing of the Agreement Amendment #19 between USAID and FAO.

Figure 1: Geographical distribution of EPT-2 projects

Source: Created by evaluation team from project documents and consultation with FAO staff (Tableau software)⁴

The boundaries and names shown and the designations used on this map do not imply the expression of any opinion whatsoever on the part of FAO concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers and boundaries. Dashed lines on maps represent approximate border lines for which there may not yet be full agreement.

15. The common objectives of projects include strengthening prevention, detection and response systems, workforce capacity of One Health (OH), the enabling environment for multi-sectoral collaboration.⁵ The project activities vary depending on the EPT-2 component targeted. The AI projects cover the following activities with some differences in breadth and depth (1) diagnosis, surveillance and monitoring systems (2) integrated control of animal diseases (3) dissemination of policies and good practices for efficient farm management activities, reduction of disease emergence and stakeholder collaboration (4) strengthening competencies of workforce and laboratories (5) strengthening national preparedness (6) one health coordination.⁶
16. The ASL2050 projects are set out in anticipation of disease emergence posed by an increasing demand for livestock products in Africa. Of the two projects targeting this component, one covers strengthening government and stakeholder capacity to assess the livestock sector and the policy implications of market trends on animal health, public health and the environment. Whereas, the other is set up like an AI project with similar activities but focusing on preventing emerging viruses.

⁴ The colour represents the number of projects. OSRO/GLO/506/USA and OSRO/GLO/508/USA are backstopping projects, implemented in all EPT-2 countries.

⁵ Source: EPT-2. 2018. Monitoring and Evaluation Framework. Unpublished.

⁶ More details on the projects can be found in Appendix 2. EPT 2 projects' summary description.

17. The projects that target all EPT-2 components aim to coordinate overall programme activities. However, there is no clear information on which projects they provide support to and how. These projects also coordinate with other UN agencies and OIE. One project focuses on coordination and management, capacity development of national veterinary services, and advocacy and communication (similar to AI projects but not limited to AI). The other project targeting all components focuses on enhancing country and regional capacities in project performance monitoring. The activities for this project include baseline data collection and piloting of indicators for all EPT-2 projects. The project also includes the implementation of the recommendation for corrective improvements (learning), as well as training (formal and on-the job) of country M&E focal points and staff.
18. Apart from the two projects that cover all four EPT-2 components, only one focuses on MERS. The activities are similar to the AI projects, these include (1) Cross sectional and longitudinal surveillance (2) Strengthening of national lab and epidemiology networks (3) Mapping of camel and other livestock production systems, husbandry and marketing practices (4) National and cross-border camel value chain and risk assessment studies. Lastly, the project that focuses on AMR, aims to promote a more prudent antimicrobial usage within the Asian livestock production industry leading to a reduction in antimicrobial resistance. Its activities include an improved understanding of AMU and AMR, establishment of regional platforms, raising awareness among target groups and strengthening of surveillance capacities.
19. These projects stem from the seven Strategic Areas of Focus, which are at the core of the overall EPT-2 programme. Most of the projects target one or multiple SAFs with a few exceptions.
20. Figure 3 links the projects with the SAF's; however, it is important to note that coverage of SAF's does not indicate the performance of the project in any way. The most prominent ones are SAF1 (developing longitudinal data sets for understanding biological drivers of disease emergence) and SAF6 (strengthening national preparedness to respond to events of public health significance). SAF2 (understanding human behaviours and practices that underline the risk of spill-over, amplification and spread of new viral threats) is not covered by any of the projects and SAF5 (investing in One Health workforce) has limited coverage. In fact, SAF2 and SAF5 are also clearly stated in some of the project documents as being outside the scope of FAO's work. Moreover, most of the country projects manage to cover a wider range of SAFs than the global or regional ones. Simultaneously, there are projects like the one global stockpile (OSRO/GLO/504/USA) and on the EPT-2 results framework (OSRO/GLO/508/USA) that do not contribute directly most of the SAFs however support to implementation of other EPT-2 projects.

3. Evaluation purpose

21. This evaluation aims to provide accountability for results achieved through EPT-2. In this regard, the evaluation will seek to trace the contribution of FAO's interventions, and assess what outcomes are evident at global, regional and national levels. The evaluation will also seek to draw lessons from the implementation processes that could inform future decisions by USAID, FAO, regional organisations, national governments and other partners.
22. Planning for the next phase of the programme is already at an advanced stage, however it is envisaged that the evaluation will provide recommendations that can be implemented during the course of the next phase as well as providing insights on the strategic vision for the future of the programme. In addition, the evaluation will assess FAO's delivery modalities and the institutional arrangements within FAO that could enhance effectiveness of delivery in the next phase, and in response to other food chain crises.
23. This evaluation will take into consideration previous evaluations conducted by the FAO Office of Evaluation (OED), in particular the two Real Time Evaluations of FAO's Work on Highly Pathogenic Avian Influenza – HPAI (in 2007 and 2009 respectively), the Evaluation of FAO Strategic Objective 5: Increase the resilience of livelihoods to threats and crises (2016), the Evaluation of FAO's Emergency Prevention System (EMPRES) Programme in Food Chain Crises (2016), the Joint FAO-OIE Evaluation of the Global Framework for Transboundary Animal Diseases (GF-TADs) (2018), and with the upcoming evaluation of FAO's work on Antimicrobial Resistance (AMR) that will be conducted in 2020.

4. Evaluation scope

24. The evaluation will cover all of the FAO-implemented activities under the EPT-2 programme, including the four components listed above plus the EPT-2 AMR project. The evaluation will analyse the coherence and complementarity of FAO-implemented projects and activities with those of other EPT-2 implementing partners and the coherence of FAO's EPT-2 activities with other efforts to strengthen One Health and animal health systems in the target regions and countries.
25. EPT-2 is implemented by FAO Animal Health Service (AGAH) and the Emergency Centre for Transboundary Animal Diseases (ECTAD) under the supervision of the Chief of AGAH. The scope of the evaluation will therefore include examination of EPT-2 within the broader institutional context of AGAH. That includes initiatives such as the Emergency Prevention System for Animal Health (EMPRES-AH), EMPRES i, EU-FMD, The Peste des petits ruminants (PPR) Secretariat, the Global Early Warning System for Major Animal Diseases including Zoonoses (GLEWS), an initiative of FAO, World Organisation for Animal Health (OIE) and World Health Organization (WHO), plus the OIE/FAO Network of Expertise on Animal Influenza (OFFLU), the Global Framework for Transboundary Animal Diseases (GF-TADS) and the Emergency Management Centre-Animal Health (EMC-AH). In addition, FAO is also actively engaged in initiatives at the tripartite level (FAO/OIE/WHO), for timely data and information sharing, early warning and joint global response to transboundary animal disease emergencies, including zoonotic influenza and Antimicrobial Resistance (AMR). Consideration will also be made *vis-à-vis* FAO's Strategic Action Plan on One Health.⁷
26. The evaluation will cover the entirety of the EPT-2 implementation period, i.e. October 2014 to December 2019 (5 years of implementation).⁸ The EPT-2 evaluation will not include the Global Health Security Agenda (GSHA), as this programme will be extended beyond 31 December 2019, and therefore will be subject to a separate evaluation at a later date, closer to revised completion date. Nonetheless, the EPT-2 evaluation may explore the extent to which there has been complementarity and coherence between these two programmes.⁹
27. The evaluation will examine if and to what extent aspects of gender were embedded in and managed by the programme, this will include recruitment policies, systemic gender reviews and monitoring.
28. After 10 years of EPT implementation the evaluation will seek to document key lessons. This will include identifying possible gaps in FAO EPT activities and Monitoring, Evaluation and Learning (MEL). Furthermore, since FAO EPT-2 is part of a broader USAID sponsored EPT-2 consortium the evaluation will review EPT-2 data management and sharing, within FAO and across the consortium.

⁷ FAO. 2011. *One Health: Food and Agriculture Organization of the United Nations Strategic Action Plan*. Rome. (also available at: <http://www.fao.org/3/al868e/al868e00.pdf>).

⁸ Although It is understood that the EPT-2 programme was built on the activities of earlier projects and programmes including the Highly Pathogenic Avian Influenza Programme, EPT1, and EPT+.

⁹ The Global Health Security Agenda (GSHA) currently has a budget of USD 66 111 695 and is identified by the FAO project code: OSRO/GLO/507/USA.

5. Evaluation objective and key questions

29. The evaluation will seek to identify outcomes of EPT-2 activities at regional and subregional levels (including coordination and information sharing), while also assessing capacity development outcomes at the country level with regard to One Health, epidemiological surveillance, disease reporting, veterinary service delivery, managing AMR, outbreak preparedness and response plus Africa Sustainable Livestock 2050.
30. The objectives of the evaluation include assessment of the following aspects of EPT-2:
- i. the past and current relevance of EPT-2 related activities at global, regional and national level in the dynamic and evolving context of threats, risks, response needs and gaps in preparedness and response to pandemic threats;
 - ii. the effectiveness (in terms of the results achieved and the impact of those results) of EPT-2 in supporting FAO to meet the three overarching purposes of the programme (to prevent new zoonotic disease emergence; detect of new threats when they emerge; and provide timely and effective control of those diseases and threats);
 - iii. connectedness in terms of organizational relationships, EPT-2 work on capacity development, the sustainability of its interventions and resilience building strategies;
 - iv. given the strong emphasis the donor has placed on establishing a One Health Approach, the evaluation will examine how FAO has supported this through its capacity building, policy and institutional support at national and regional levels;
 - v. whether gender was sufficiently incorporated into the programme and how gender related work has influenced effectiveness and results.
31. The ultimate objective is to provide FAO, the Animal Health Service (AGAH), the SO5 Programme team, including the ECTAD team, and their internal and external partners with evidence and lessons which can be used to support and improve not only the current and future strategic focus on epidemic pandemic threats but also broader livestock related emergencies and responsiveness to the needs of decentralised offices and member countries.

5.1 Evaluation questions

32. The following key evaluation questions will guide the overall assessment. Sub-questions and specific methodological approaches are being further developed.
33. **Relevance:** The evaluation will focus questions on the relevance of EPT-2 objectives and purpose at national level. It is known that developing countries face a range of challenging problems connected with the livestock sub-sector. The evaluation seeks to understand how partners, particularly government view the relevance of EPT-2, in terms of its three objectives:
- i. Systems for Prevention, detection and response [to new zoonotic disease threats] strengthened.
 - ii. Workforce Capacity for OH Strengthened.
 - iii. Enabling environment for multi-sectoral collaboration strengthened.

34. Concurrently the evaluation will assess EPT-2 relevance for FAO in terms of its strategic objectives and for both FAO and key partners working at global and regional levels.
35. **Effectiveness:** individual projects within the EPT-2 programme have their own outcomes, outputs and activities. The evaluation enquiry will assess how effective FAO has been in achieving agreed outputs and outcomes (or results) at the project level in order to make an overall assessment on attainment of EPT-2 programme objectives listed in paragraph 33 above.
36. Questions will be posed about factors that have contributed to the achievement or non-achievement of the intended outcomes, including how EPT-2 has utilised communication tools and products, and if FAO's comparative advantages and the longevity of the EPT Programme have contributed to the attainment of results.
37. Whilst assessing effectiveness the evaluation will seek to identify spill over or 'halo' effects of EPT-2 outputs and activities.
38. **Connectedness:** this aspect of the programme will be based upon several areas of enquiry:
 - i. *Institutional linkages and reporting lines* within FAO and the quality and adequacy of partnerships with external organisations, including the government and the private sector. The evaluation will also ask how the resources of ECTAD have been or may be used to broaden the scope of livestock work at national level and assess the level and quality of coordination with FAO's regular programme work. This will include looking at whether EPT-2 has drawn attention away from non-pandemic animal disease burdens, either institutionally with FAO or in the attention of veterinary services and animal health policy makers at national level.
 - ii. *Sustainability of outcomes* achieved in terms of partnering strategy, investment and contributions, hiring practices, policy and regulatory change. The evaluation will also look at whether the information transferred to veterinarians in each country through EPT-2 was indeed acquired knowledge and if indeed this acquired knowledge was eventually came into practice and will be sustained by national budget in the future. Furthermore, the evaluation will particularly examine the formation of One Health platforms and mechanisms and it will seek examples of innovation for ensuring sustainability of initiatives.
 - iii. *Capacity development*, all three dimensions of FAO's Capacity Development Framework (individual level; organisation level; and enabling environment level) will be investigated. This will also include the analysis of whether EPT-2 has delivered cross-cutting benefits for the control of zoonotic (non-zoonotic) disease burdens in general.
 - iv. *Additional aspects* of connectedness will include the research EPT-2 has commissioned, how research results have added value and overall communication about EPT-2.
 - v. *Impact:* The evaluation will not assess the social, economic or environmental impact of EPT-2 at country or farmer level as this is a specialised task. However, the evaluation will investigate the possibility of carrying out an impact assessment in the future.

39. **Efficiency:** the effective use and coordination of technical expertise will be a key focus of this aspect of the evaluation
40. **Cross-cutting issues:** includes enquiry about support for gender equity, support to minority groups and the overall development and utilisation of monitoring, evaluation and learning (MEL) within EPT-2.
41. **Lesson learning:** the evaluation will request stakeholders to identify key lessons and will, where possible, draw lessons from all areas of the evaluation.

6. Approach and methodology

42. The evaluation will adopt a consultative and transparent approach with internal and external stakeholders throughout the process. Triangulation of evidence will underpin its validation and analysis and will support conclusions and recommendations.
43. The evaluation scoping phase started in August with an analysis of the portfolio of projects and a synthesis of previous relevant evaluations, and will continue up until early December 2019, with the preparation of an inception report. The inception report will therefore complement the TOR and contribute to guide the evaluation: it will provide parties involved in the evaluation with a mutual understanding of the organization of the work. It will encompass the draft theory of change (TOC), a stakeholder analysis, detailed information on the evaluation approach and methodology, the evaluation matrix, information and justifications for the site mapping and sampling, and an update of the limitations and risks, timeline and deliverables of the evaluation.
44. The reconstruction of the theory of change (presented in Appendix 3) helped the evaluation team identify the main outcomes that will be evaluated and assessed through this evaluation. During the course of the evaluation the team will work with informants to refine the TOC to best represent FAO's contribution to the overall EPT-2 Programme. Furthermore, during the inception phase, potential areas for in-depth analysis will be identified, including the possibility of conducting an impact assessment beyond the evaluation period.¹⁰
45. In answering all evaluation questions, the evaluation will benefit from a desk review of existing documents and other secondary data. Relevant documents for the evaluation should notably include the Report of USAID's EPT-2 Program Evaluation,¹¹ which has been carried out for the United States Agency for International Development (USAID) Bureau for Global Health (GH) and was designed to provide an independent assessment of USAID's Emerging Pandemic Threats 2 (EPT-2) program (2014–2019). It came after the midpoint of implementation and approximately one-and-a-half years into EPT-2's experience as USAID's primary implementer for the United States of America Government's Global Health Security Agenda (GHSA). Documentation from the EPT-2 M&E framework will also be utilized.
46. The evaluation will make use of primary data sources including semi-structured key informant interviews with FAO staff (at headquarters, regional and country-level), donor representatives, government officials, other EPT-2 partners (including technical experts and senior management in relevant UN agencies, non-governmental organizations (NGOs), technical agencies, etc.), animal health practitioners and private sector service providers at

¹⁰ Any impact assessment would likely assess the return on investment with regard to the control of specific emerging pandemic threats, through identifying what have been the economic impacts of the intervention, or through extrapolating what would be the economic cost of not controlling potential pandemic threats. Individual country projects under EPT-2 (e.g. in Vietnam, Indonesia, Bangladesh, and Egypt) may also offer potentially interesting case studies for quantitative impact assessments. However, this still need to be discussed and agreed on with the EPT-2 Programme Team in FAO.

¹¹ The evaluation report was produced at the request of the United States Agency for International Development and was prepared independently by Constance A. Carrino, Daniel R. Lucey, and Marguerite Pappaioanou.

global, regional and national levels. Protocols for interviews will be developed by the evaluation team prior to the evaluation data collection phase.

47. The evaluation will focus on a select number of countries targeted by FAO through the EPT-2 Programme, in which missions will be carried out, to gather region and country-level evidence and provide an in-depth assessment of outcomes and achievements (country-case studies). Following consultation with the EPT-2 Programme Team (ECTAD team), seven countries have been selected for country case-studies: Bangladesh, Egypt, Kenya, Indonesia,¹² Lao People’s Democratic Republic, Nigeria, and Viet Nam. The other countries targeted by the EPT-2 Programme and that will not be visited by the evaluation team will be nevertheless consulted remotely, through virtual semi-structured interviews. These countries have been selected according to discussions with FAO staff and a range of different criteria designed to capture all components of EPT-2 and to recognise the longevity of activity and therefore lessons learnt. (See Table 1 below for countries and criteria).

Table 1: Country and regional offices to be visited during the evaluation

COUNTRIES	Funding level	Avian Influenza outbreak prevention and disease control	One Health Initiatives	ASL-2050	MERS Corona Virus	AMR	Regional Role
Egypt	X	X	X	X	X		X
Kenya				X	X		X
Ghana							X
Nigeria		X		X			
Thailand							X
Bangladesh	X	X	X			X	
Viet Nam	X	X	X			X	
Lao People’s Democratic Republic		X	X			X	

48. Online survey: The evaluation team may also consider the possibility of launching an online survey for FAO staff and relevant national counterparts of EPT-2 recipient countries to assess their views on the relevance of EPT-2, One Health and garner information on EPT-2 results and lessons. The survey could be a complementary tool for collecting national data on the performance and the achieved results of the programme in a cross-country perspective.
49. The evaluation will also be aligned with other ongoing FAO evaluations, including, for example, the FAO Country Programme Evaluation in Indonesia and in Sierra Leone, which will collect information, among others, on the EPT-2 programme implemented in each of the countries.
50. The final evaluation report is expected in late April 2020. In the event that an impact assessment is conducted, it is understood that this may require additional time, and would therefore be delivered at a later date.

¹² The Indonesia country case-study is currently being conducted as it is also feeding into the Indonesia Country Programme Evaluation.

Roles and responsibilities

51. The **Office of Evaluation (OED)**, in particular the evaluation manager (EM) develops the first draft TOR with inputs from the programme task force (PTF). This TOR includes the Theory of change (TOC), developed by EM and based on document review, discussions with PTF and if possible a face-to-face meeting with the lead technical officer (LTO) to get a good understanding of the project.
52. The BH and LTO assist the EM in drafting the ToR, in the identification of the consultants and in the organization of the mission. EM is responsible for the finalization of the TOR and of the identification of the evaluation team members¹³. EM shall brief the evaluation team on the evaluation methodology and process and will review the final draft report for quality assurance purposes in terms of presentation, compliance with the TOR and timely delivery, quality, clarity and soundness of evidence provided and of the analysis supporting conclusions and recommendations in the evaluation report.
53. OED also has a responsibility in following up with the budget holder (BH) for the timely preparation of the Management Response (MR) and the Follow-up Report (FR) to the MR.
54. The **programme task force (PTF)**, which includes the ECTAD Team Leader, FAO BH, the ECTAD regional managers, the LTOs and the team of the programme to be evaluated, are responsible for initiating the evaluation process, providing inputs to the first version of the TOR, especially the description of the background and context chapter, and supporting the evaluation team during its work. They are required to participate in meetings with the evaluation team, as necessary, make available information and documentation, and comment on the terms of reference and report. Involvement of different members of the PTF will depend on respective roles and participation in the project. The BH is also responsible for leading and coordinating the preparation of the FAO MR and the FR to the evaluation, fully supported in this task by the LTO and others members of the PTF. OED guidelines for the MR and the FR provide necessary details on this process.
55. The **evaluation team (ET)** is responsible for further developing and applying the evaluation methodology, for conducting the evaluation, and for producing the evaluation report. All team members, including the evaluation team leader (ETL), will participate in briefing and debriefing meetings, discussions, field visits, and will contribute to the evaluation with written inputs for the final draft and final report. The evaluation team will agree on the outline of the report early in the evaluation process, based on the template provided by OED. The ET will also be free to expand the scope, criteria, questions and issues listed above, as well as develop its own evaluation tools and framework, within time and resources available and based on discussions with the EM, consults the BH and PTF where necessary. The ET is fully responsible for its report which may not reflect the views of the Government or of FAO. An evaluation report is not subject to technical clearance by FAO although OED is responsible for quality assurance of all evaluation reports.
56. The ETL guides and coordinates the ET members in their specific work, discusses their findings, conclusions and recommendations and prepares the final draft and the final report, consolidating the inputs from the team members with his/her own.

¹³ The responsibility for the administrative procedures for recruitment of the team, will be decided on a case-by-case basis.

7. Evaluation team composition and profile

57. The evaluation team consists of four external consultants and two members of OED (the EM and the evaluation analyst). The team will work under the guidance and with participation of the OED EM.
58. The four consultants selected for this evaluation, have experience and expertise in two or more of the following areas: animal veterinary/public health, epidemiology, zoonotic diseases or a related field, gender equity and socio-economic aspects. All consultants have experience in evaluation, and a good knowledge of at least one of the regions where EPT-2 has been implemented (west, central and east Africa, and south and southeast Asia). An effort has been made to achieve gender and regional balance in the team makeup.
59. The evaluation team members should be independent from any organizations that have been involved in designing, executing or advising any aspect of the EPT-2 programme.

8. Evaluation products (deliverables)

60. This section describes the key evaluation products the evaluation team will be accountable for producing. These products include:
- i. These evaluation **TOR**.
 - ii. An **inception report**, including an **evaluation matrix** and a **stakeholder analysis**: the evaluation matrix will show how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures, and interview guides for relevant country-level stakeholders.
 - iii. **Country reports** (not for publication, but for the evaluation team's internal use, to feed into the final analysis).
 - iv. **Draft evaluation report**: the programme team and key stakeholders in the evaluation should review the draft evaluation report to ensure that the evaluation meets the required quality criteria. The draft report should illustrate the evidence found that responds to the evaluation questions listed in the TOR.
 - v. **Final evaluation report**: the final evaluation report should include an executive summary. The report will be prepared in English with numbered paragraphs, following the OED template for report writing. Supporting data and analysis should be annexed to the report when considered important to complement the main report. Translations in other languages of the Organization, if required, will be FAO's responsibility.
 - vi. **Evaluation brief** and other knowledge products or participation in knowledge sharing events, if relevant.

9. Evaluation timeline

61. The evaluation will be conducted according to the following time frame:

Table 2: Evaluation timeline

Task	Dates	Responsibility
Launch of the evaluation	September 2019	BH/OED
TOR finalization	November 2019	OED with inputs from PTF
Team identification and recruitment	October/November 2019	OED
Reading background documentation provided by PTF	September/December 2019	ET
Inception mission	November 2019	OED
Organization of the Evaluation Mission (travel arrangements, meetings arrangements with projects' stakeholders and partners, field visits, etc.)	November/December 2019	OED
Evaluation mission to country and regional offices	January to February 2020	ET
Preliminary analysis and debriefing	Late February 2020	ET
Presentation of preliminary evaluation findings to USAID (tbd)	Late March/April 2020	ET
Evaluation Report zero draft for circulation in FAO	Late April 2020	ETL and OED for comments and quality control
Evaluation Report First draft for circulation with external stakeholders	May 2020	ETL and OED for comments and quality control
Evaluation Report final draft for circulation	June 2020	ETL and OED for comments and quality control
Validation of the recommendations	June 2020	ET to the PTF
Final Report, including publishing and graphic design	June 2020	OED
Management Response	1 month after the Final report is issued	BH
Follow-up report	1 year after the MR is issued	BH

Appendix 1. List of FAO EPT-2 projects

Project Symbol	Project Title	Actual EOD	NTE (as of Nov 2019)	Project budget (USD)
OSRO/BGD/505/USA	Improving food security and public health through strengthened veterinary services in Bangladesh	1/10/2015	31/12/2019	9 624 142
OSRO/CMB/401/USA	Immediate technical assistance to strengthen emergency preparedness for HPAI in Cambodia	1/10/2014	31/12/2019	1 660 000
OSRO/CPR/401/USA	Immediate technical assistance to strengthen emergency preparedness for HPAI in China	1/10/2014	31/7/2020	3 588 001
OSRO/EGY/501/USA	Strengthening national capacity for preparedness early detection and response to emerging pandemic threats	1/2/2015	31/12/2019*	4 977 270
OSRO/GLO/302/USA	Emergency Surveillance Response to Avian Influenza A (H7N9) in China and high risk countries	29/4/2013	31/7/2020	6 700 000
OSRO/GLO/407/USA	Global Health Security in Africa and Asia	1/10/2014	31/12/2019*	3 400 000
OSRO/GLO/501/USA	Emergency assistance for prevention and control of H5N1 HPAI in West and Central Africa	1/6/2015	31/12/2019*	2 934 998
OSRO/GLO/504/USA	Global Stockpile of Emergency Animal Disease	1/10/2015	31/12/2019*	4 500 000
OSRO/GLO/505/USA	MERS-CoV applied research activities in the Middle East and Northeast Africa	26/10/2015	31/12/2019*	4 520 000
OSRO/GLO/506/USA	Global Support for the implementation of EPT-2 Programme	1/10/2015	31/12/2019*	3 400 000
OSRO/GLO/508/USA	EPT-2 Results Framework and Performance Monitoring System	1/10/2015	31/12/2019*	1 720 350
OSRO/GLO/602/USA	African Sustainable Livestock 2050 (ASL 2050)	1/10/2015	31/12/2019*	3 719 999
OSRO/INS/501/USA	Strengthening National Capacity to Prevent and Control Emerging and Re-Emerging Pandemic Threats Including Influenza A in Indonesia	1/10/2015	31/7/2020	17 335 000
OSRO/LAO/401/USA	Immediate technical assistance to strengthen emergency preparedness for HPAI	1/10/2014	31/7/2020	969 147
OSRO/MYA/501/USA	Immediate technical assistance to strengthen emergency preparedness for HPAI	1/10/2015	31/7/2020	1 750 000
OSRO/NEP/401/USA	Immediate technical assistance to strengthen emergency preparedness for HPAI	8/12/2014	31/7/2020	935 000
OSRO/RAS/402/USA	Immediate technical assistance to strengthen emergency preparedness for HPAI (Regional Activities)	1/10/2014	31/12/2019**	18 476 801
OSRO/RAS/502/USA	Addressing Antimicrobial Usage in Asia's Livestock Production Industry	1/10/2015	31/12/2019**	4 900 000
OSRO/RAS/606/USA	Evidence based Risk Management along the Livestock Production and Market Chain	1/10/2016	31/12/2019	2 234 880
OSRO/VIE/402/USA	Risk Mitigation and Management of Human Health Threats Along Animal Value Chain	1/10/2014	31/12/2019**	8 950 000
Total budget				106 295 588

Source: FPMIS; Data downloaded on 10/10/2019

* NTE extended to 31/7/2020

** NTE extended to 30/9/2024

Appendix 2. EPT-2 projects' summary description

Project description by EPT-2 component

1. Avian Influenza (AI)

	Project Symbol	Year	Location
1	OSRO/BGD/505/USA	2015	Bangladesh
2	OSRO/CMB/401/USA	2015	Cambodia
3	OSRO/CPR/401/USA	2015	China
4	OSRO/EGY/501/USA	2013	Egypt
5	OSRO/GLO/302/USA	2015	Asia
6	OSRO/GLO/501/USA	2014	Africa
7	OSRO/INS/501/USA	2014	Indonesia
8	OSRO/LAO/401/USA	2014	Lao People's Democratic Republic
9	OSRO/MYA/501/USA	2015	Myanmar
10	OSRO/NEP/401/USA	2015	Nepal
11	OSRO/RAS/402/USA	2015	Asia ¹
12	OSRO/VIE/402/USA	2015	Viet Nam
13	OSRO/RAS/606/USA	2015	Asia ²

1. Most of the projects that focus on AI are located in south and southeast Asia that corresponds to the high rate of outbreaks in the region. There is one project covering west and central Africa and another covering Egypt.
2. All these projects have been set either during or after an outbreak. The projects set during an outbreak have slightly different activities with a greater focus on dealing with immediate country needs by providing equipment and technology. This group consists of projects in China, Egypt, Indonesia, Lao People's Democratic Republic and Nepal. While others like BGD/505 and CMB/401, focus more on capacity building, developing a revised curriculum and trainings.³
3. The AI projects cover the following outputs with some differences in the breadth and depth:
 - i. Diagnosis, surveillance and monitoring systems: Planned activities were assessing and strengthening existing surveillance systems, designing protocols and standard operating procedures (SOPs), training staff on PREDICT protocols, sharing relevant surveillance information, providing support in monitoring and evaluation of the surveillance systems and procuring, testing and distributing diagnostic material. Some projects also focused on understanding drivers for spread and emergence of AI, while some included risk based targeted emergency surveillance. This was one of the main components and part of all projects.
 - ii. Integrated control of animal diseases: Activities included multi-sectoral collaboration (national and cross-border), implementation of control programs and development of information systems.

¹ Not clear from progress reports but includes most countries in South and South-East Asia. FPMIS data also shows a baby project under the project symbol. Not sure what the purpose of setting up the baby project was.

² Cambodia, Lao People's Democratic Republic, Myanmar, Viet Nam.

³ However, the distinction is not always clear as multiple projects report outbreaks during the project cycle.

- iii. Dissemination of policies and good practices for:
 - a. *Efficient farm management activities*: technical support directly to farmers for increase in productivity, establishment of technical support units, and husbandry and veterinary outreach to farmers.
 - b. *Reduction of disease emergence*: improvement of AI vaccination effectiveness in commercial poultry production sector, an endemicity study, support of biosecurity measures and safe trade along the live bird supply value chain, policies for farm licensing and an exposure reduction program.
 - c. *Stakeholder collaboration*: on interventions to improve the quality of poultry marketing processes, meetings with senior government officials and other key stakeholders for safer policies and practices in the sector.
 - iv. Strengthening competencies of workforce and laboratories: conducting laboratory needs assessments, training programmes, updating laboratory equipment, biosafety assessments and epidemiology capacity building activities. Projects also supported the Regional Field Epidemiology Training Programme for Veterinarians (FETPV), an in-service veterinary epidemiology capacity-building programme using a One Health approach. Some projects also focused on developing a veterinary curriculum for animal disease control, a career development programme for veterinary services and veterinary professional accreditation (BGD/505).
 - v. Strengthening national preparedness: activities included a review of existing national preparedness and response plans, simulation exercises using the One Health approach, support in capacity development for good emergency practices, establishing web-based platforms for zoonoses and providing support on media-handling and crisis communication to reduce consumer panic, market shocks and behaviours that increase disease spread risk.
 - vi. One Health coordination: validation of the one health proof of principle and providing support for GHSA/EPT-2 coordination for impact and in institutionalization of the OH approach.
4. While projects covered multiple outputs from the above list, implementation was different in term of the activities across projects. EGY/501 included a system wide monitoring and evaluation plan as one of its main outputs, while others built it into project activities. Few projects also included a focus on evidence based Risk Management along the Livestock Production and Market Chain (LAMP).
 5. The country projects in Lao People's Democratic Republic, Myanmar and Nepal seemed to be identical in the terms of the expected output. Both the regional and country projects in Asia took into account the importance of regional coordination and collaboration, in most cases working closely with SAARC and ASEAN.
 6. Few projects like EGY/501 mention direct collaboration with other UN agencies like UNICEF and WHO. The project documents also note that FAO's role has evolved from a predominantly HPAI emergency response to one of long-term capacity building.

2. Africa Sustainable Livestock (ASL2050)

	Project Symbol	Year	Location
1	OSRO/GLO/602/USA	2015	Eastern Africa
2	OSRO/GLO/407/USA	2014	Eastern and central Africa ⁴

7. ASL2050 projects are set out in anticipation of high risks of disease emergence posed by an increasing demand for livestock products in Africa. The two projects overlap in Ethiopia, Kenya and Uganda. GLO/602 essentially seems to focus on capacity building. It takes into account how the livestock sector would look in future, assess potential implications and identify any policy instruments to mitigate impacts on the risk level of zoonotic infections and antimicrobial resistance. Its outputs cover strengthening capacity of governments and stakeholders to assess the livestock sector and the policy implications of market trends on animal health, public health and on the environment. Accordingly, activities included developing models for estimating levels of demand, supply and livestock productivity, and facilitating inclusive policy dialogues.
8. GLO/407 was set up like other AI projects with similar outputs and activities but focusing on containing or preventing emerging viruses. These outputs included a focus on:
 - i. Surveillance systems for pathogens: improving data collection and reporting, characterization of viruses and bioinformatics support.
 - ii. Policy support and dissemination: for animal health and risk reduction policies through policy dialogue meetings, analysis of farming systems, establishment of livestock policy hubs and regional meetings.
 - iii. Multi-sectoral collaboration and coordination: development of a user-friendly handbook on national OH platforms, support in establishing OH platforms at national and regional levels and a national OH strategic plan.
 - iv. National preparedness and response plans: activities include assessing current national preparedness and response capacities, GEMP trainings and simulation exercises.
 - v. Bio surveillance and biosafety: contribute to improvement of IT portals, support to epidemiology and laboratory networks and laboratory quality assurance, biosafety and biosecurity.
9. GLO/602 seems to be more closely aligned with ASL2050 with a more streamlined approach. However, there is limited information in the project documents on the synergies between the two ASL2050 projects.

⁴ A baby project also exists under this project symbol. The baby project was focused on Rwanda.

3. Middle East Respiratory Syndrome (MERS)

	Project Symbol	Year	Location
1	OSRO/GLO/505/USA	2015	East Africa and Middle East

10. Apart from the two projects that covered all four EPT-2 components, only one focuses on MERS. The long-term goal is stated as 'to fully understand the source and infection and transmission dynamic of the MERS-Cov and minimize or interrupt animal-to-animal transmission and animal-to-human transmission of the MERS-CoV by targeting risk-mitigation interventions'. The countries covered are Egypt, Ethiopia, Jordan and Kenya,¹ with varying levels of implementation and different project start dates. The outputs covered across projects were:
- i. Cross sectional and longitudinal surveillance: including support to field teams, training of surveillance teams, support for capacity strengthening and provision of surveillance equipment.
 - ii. Strengthening of national lab and epidemiology networks: organizing network meetings and strengthening sample banking system.
 - iii. Mapping of camel and other livestock production systems, husbandry and marketing practices.
 - iv. National and cross-border camel value chain and risk assessment studies.
11. In the progress reports, implementation in Egypt has been limited to understanding biological drivers of disease emergence stating administrative challenges, whereas implementation in Ethiopia seems to be more extensive. However, the progress reports available on FPMIS only cover a six-month period in 2017 and no other information is available.

4. Emergency Equipment Stockpile (EES)

	Project Symbol	Year	Location
1	OSRO/GLO/504/USA	2015	Global

12. The project supports the USAID stockpile initiative by establishing a global supply mechanism to meet emergency outbreak response needs. It aims to assist GHSA priority countries affected by transboundary animal diseases and those at a high risk for incursion of these diseases. Its outputs include a focus on:
- i. Coordination, training and management of stockpiles.
 - ii. Procurement of laboratory items and personal protective equipment, and appropriate storage facilities.
 - iii. Facilitation of international shipment of specimens to reference centres.
 - iv. Local procurement of other emergency outbreak control items and lab supplies.
 - v. Monitoring and reporting of all activities.
13. Procurement activities also included working closely with WFP and OIE.

¹ Sudan is also mentioned in the project document but no progress report is available for it.

5. All components

	Project Symbol	Year	Location
1	OSRO/GLO/506/USA	2015	Africa
2	OSRO/GLO/508/USA	2015	Global

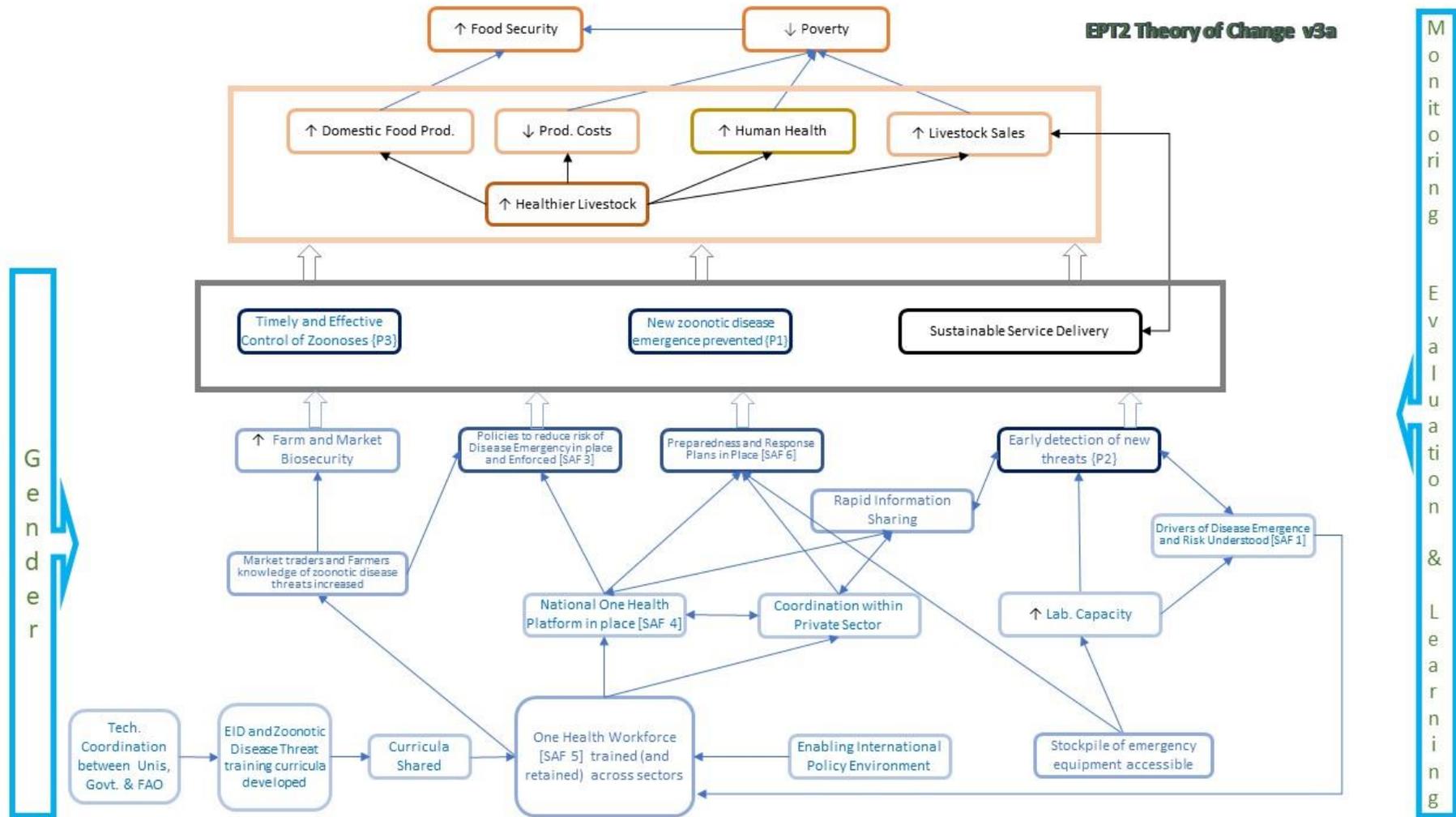
14. The projects seem to coordinate overall EPT-2 programme activities. However, there is no clear information on which projects they provide support and how. These projects also seem to coordinate more with other UN agencies and OIE. **GLO/506**, in line with the broader programme objectives, focuses on the prevention of new zoonotic disease emergence, early detection, and timely and effective control. The outcomes specified are coordination and management, capacity development of national veterinary services, and advocacy and communication, which are similar to other AI projects but not limited to only Avian Influenza. The project covers countries only in Africa.
15. **GLO/508** on the other hand is a global project focused on enhancing country and regional capacities in project performance monitoring for ongoing/future project interventions. It aims to strengthen the M&E culture/awareness within the organization, creating a common results framework and a joint monitoring system for EPT-2 for programmatic coherence. The outputs for the project also indicate baseline data collection and piloting of indicators for all EPT-2 projects.

6. AMR

	Project Symbol	Year	Location
1	OSRO/RAS/502/USA	2015	Asia

16. The project aims to promote a more prudent antimicrobial usage within the Asian livestock production industry leading to a reduction in antimicrobial resistance. It does not correspond exactly to the EPT-2 components and seems to be more aligned to GHSA. The outcomes include an improved understanding of AMU and AMR, establishment of regional platforms, raising awareness among target groups and strengthening of surveillance capacities. The project also aims to use existing Regional AMR dialogues at ASEAN and SAARC level. Most countries in South East Asia and Bangladesh are covered under this project.

Appendix 3. Reconstructed theory of change of EPT-2 programme (FAO)



Source: project documents and discussion with FAO stakeholders involved in EPT-2 projects design and implementation

Appendix 4. Evaluation matrix

Notes

The evaluation will examine all components of EPT-2. As no baselines are available for most indicators the criteria for assessing the key evaluation questions will largely be based upon evidence or examples of activities, outputs and change attributed to FAO support or facilitation. Capturing examples from country case studies, the 2017 USAID Mid Term Review of EPT-2, FAO OED Thematic Evaluations and FAO OED Country Programme Evaluations will be important. EPT-2's own compilation of programme achievements may also be drawn upon but the evidence supporting stated outputs should be triangulated during country visits.

Evaluation Criteria	Key Evaluation Questions	Criteria of judgement/ indicators	Methods and sources
Relevance	<ol style="list-style-type: none"> 1. To what extent has the Emerging Pandemic Threats Programme been relevant to targeted countries and institutional stakeholders? <ul style="list-style-type: none"> o Are EPT-2 objectives relevant to Government, partners and other stakeholders such as farmers and private sector service providers? (Do investments, either financial or through advocacy, by regional organisations and national governments demonstrate the relevance of the three EPT-2 objectives?) o Are the objectives of EPT-2 relevant to the priorities of regions of focus? (<i>vis-à-vis</i> Regional organisations, Regional Economic Communities, Regional Authorities, Technical Committees, etc.)? 2. Was the Programme's approach and design appropriate and relevant to address the needs at the different levels (country, regional, global)? <ul style="list-style-type: none"> o To what extent has the EPT-2 Programme been coherent with other interventions (national and regional) on animal health? 3. To what extent is the Emerging Pandemic Threats Programme in line with FAO's mandate and strategic priorities? <ul style="list-style-type: none"> o Is EPT-2 relevant to FAO's strategic objective 5. Increase the resilience of livelihoods to threats and crises and 	<ul style="list-style-type: none"> - Outputs and products from EPT-2 and PSE - Evidence of utilisation of EPT-2 products at global, regional and national level. - National and Regional policies, strategic plans and programmes for the livestock sector and disease control - Examples of EPT-2 adding value regional and national strategies over time. - Strategic changes to vision, goals and budgets documented - Requests for support, examples of engagement from FAO decentralised offices, regional organisations and member states. - Evidence of demand for EPT-2 inputs in FAO Regional planning and Country Programme Frameworks (CPF) - Evidence of interest and requests from donor, private sector and NGO for zoonoses and EID control - One Health Strategy documents Documentation - Number of collaborations between animal, plant, human, food and environment sectors. 	<ol style="list-style-type: none"> i. Internal FAO reports and interviews ii. Interviews with partners, regional organisations and member states iii. Previous OED and EPT-2 partner / donor evaluations iv. FAO CPFs and Country Representative Annual Reports v. Reports from EPT-2 partners including government agencies vi. Divisional planning documents including Mid Term Plans vii. Minutes of FAO Programme

	<p>does EPT-2 have some relevance to FAO's other 4 strategic objectives?</p> <p>4. What is the role played by FAO in the overall animal health architecture?</p> <ul style="list-style-type: none"> ○ Who are the main stakeholders, collaborators, competitors, beneficiaries? ○ What is FAO's comparative advantage and to what extent is the organization playing it? ○ How flexibly does FAO balance country needs and interests with global aims? 	<ul style="list-style-type: none"> - Technical training and awareness raising on One health. 	<p>Committee and other governing bodies.</p> <p>viii. Minutes of relevant international conferences including One Health Fora.</p>
<p>Effectiveness</p>	<p>5. To what extent has FAO been able to accomplish planned outputs and outcomes on the 5 components (AI, MERS-CoV, ASL 2050, EES, AMR)?</p> <ul style="list-style-type: none"> ○ How have specialist surveillance tools been developed within or utilised by EPT-2? Have these tools facilitated the scaling of outputs? ○ How effective has FAO been in responding to requests for assistance and guidance from member countries in both implementation of policy and capacity development? ○ What impact have FAO's EPT-2 activities had on technical capacity at the country level? ○ What are the factors that have contributed to the achievement or non-achievement of the intended outcomes? <i>What are the institutional (political, legal, economic, organizational, behavioural) factors that fostered or constrained FAO's work on EPT?</i> ○ Can spillover or "halo" effects¹, beyond the immediate objectives and outputs of each project be identified? Can these be attributed to EPT-2 activities and outputs? 	<ul style="list-style-type: none"> - Documented project delivery activities and outputs - Examples (case studies) of successful activities and programme delivery - Disease / AMR surveillance, diagnoses, early detections and response reports and rates by area/population - Vaccination records and monitoring and assessment against incidence - Recent history of zoonoses/EIDs spread/control - Evidence of central, province, community support including behaviour change and commitment for sustainability - LMT data and reports - Stockpile project reports - Training syllabii and training reports. - One Health Strategy Documentation - Policy and Strategy documents - National and regional action plans - Emergency response planning documents. 	<p>i. / ii. / iii./ iv./ v./ viii./</p>

¹ E.g. Outputs that were not originally envisioned or planned by EPT-2 through utilization of improved capacity (lab diagnostics, non-zoonotic disease control {African Horse Sickness, Rift Valley Fever, Brucellosis, peste petit ruminant, food and mouth disease}, farm profitability, AMR strategy, fund raising, increased budget allocation for non EPT-2 work etc.)

	<ul style="list-style-type: none"> ○ How successful has FAO been in leveraging information tools to foster communication, maintain networks, enable country level activities, etc.? ○ To what extent have FAO activities recognized diversity (national, regional, gender, professional background)? How has diversity been integrated into interventions and technical capacity building? <p>6. Have ECTAD personel contributed broader FAO activities related to SO5 preparedness and resilience building work?</p> <p>7. How has the longevity of the EPT Programme influenced outcomes and what lessons have been learnt over the course of the programme?</p>		
Connectedness	<p>8. What is the nature of EPT-2 partnerships?</p> <ul style="list-style-type: none"> ○ Do the working relations between FAO and its partners complement their respective comparative advantages and mandates? ○ Does EPT-2 have sufficient and effective partnerships with external organisations to improve prevention, detection, and response to outbreaks using a OH approach? ○ Are there key partnerships that are missing? ○ How has EPT-2 engaged with the private sector? <p>9. How does EPT-2 ensure the sustainability of its interventions?</p> <ul style="list-style-type: none"> ○ Is it possible to give examples² of how EPT-2 has ensured sustainability? ○ Is there evidence that organisations are, through EPT-2 support, better able to address non-zoonotic diseases of importance to food security and farmer livelihoods? ○ Has laboratory-testing shifting toward in-country laboratories? ○ Has EPT-2 used innovative approaches and private sector involvement to ensure sustainability of interventions with partners? 	<ul style="list-style-type: none"> - Examples of how EPT-2 is working effectively with partners. - Examples of duplication of activities and policies with key partners. - Examples in imbalance in partner relations. - Documentation describing compartive advantages. - Examples of workshops, trainings, institutional development activities designed to strengthen interventions - Evidence of EPT-2 faciliated cost recovery mechanisms and innovative approaches to private sector involvement in detection, preparedness and response to threats and outbreaks. - Number and type of communication products and tools utilised by EPT-2 and its partners. - Research proposals submitted and research funds allocated. - Training and capacity development reports - Employment records and reports of national professional bodies 	<p>i. / ii. / iii./ iv./ v./ vi./ vii./ viii/.</p>

² E.g. shared office space, secondments, investment, budget allocation, policy change, regulatory changes or some other institutional adjustment.

	<ul style="list-style-type: none"> ○ Has EPT-2 facilitated South – South Cooperation as a mechanism for sharing experience and building sustainability? ○ Is there a strategic approach to securing ongoing funding and advocacy for OH? <p>10. Does EPT-2 differentiate between building resilience of interventions and their sustainability?</p> <p>Capacity Development</p> <p>11. How has EPT-2 facilitated capacity development³ within FAO offices and for regional bodies and member states? Can examples of innovative capacity development can be identified?</p> <ul style="list-style-type: none"> ○ Has EPT-2 significantly improved the capacity of actors working on value chains identified as possible risk areas for EIDs? ○ Is there evidence of capacity development leading more policy stable and financially secure and respected organisations managing zoonotic disease detection, prevention and their timely effective and effective control? <p>Communications</p> <p>12. What communications strategies are in place, how have they changed over time?</p> <ul style="list-style-type: none"> ○ Has knowledge developed by the Project been shared effectively? ○ Have novel and innovative communication techniques and technologies been introduced? ○ What EPT-2 communications products are valued by regional bodies and member states and why? 	<ul style="list-style-type: none"> - Communications tools, products and reports - Research proposals and reports - Reports on estimation of prevented losses from EPT initiatives 	
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³ Capacity development activities will be classified as per the three dimensions of capacity development: individual level; organisation level; and enabling environment level (as per FAO's Capacity Development Framework).

	<p>Research</p> <p>13. What criteria are used in formulating research strategies?</p> <p>14. What enabling research has been commissioned or facilitated by EPT-2? (This includes disease risk related research and socio-economic / value chain research).</p> <p>Impact</p> <p>15. Are reliable data on agricultural output, expenditure, and other determinants of productivity change linked to EPT-2 initiatives available?</p> <p>16. Is the confidence that key results can be attributed to EPT-2 project work?</p> <p>17. Can implementers and stakeholders define impact pathways that might be utilised in any impact assessment?</p>		
<p>Efficiency</p>	<p>Organisational set-up within AGAH, Regional and National offices.</p> <p>18. How are organisational relationships managed within AGAH, PSE and ECTAD? Are lines of reporting and roles clearly defined, constructive and logical?</p> <ul style="list-style-type: none"> o What strengths, weaknesses and opportunities are associated with these multiple and sometimes indirect ECTAD reporting relationships at HQ, Regional and national levels? o Is sufficient technical expertise available to meet demand? Are mechanisms in place for ensuring access to adequate technical support by FAO's regional and country offices and their partners? Has EPT-2 facilitated increased hiring of local and regional representatives and project staff? o How has ECTAD supported countries with no ECTAD team? E.g. Djibouti, South Sudan, Somalia? 	<ul style="list-style-type: none"> - Evidence of complementary activities and value addition between AGAH, PSE and ECTAD. - Requests for ECTAD support and reports of response / outputs 	<p>i. / / iii./ vi./ vii./ viii/.</p>
<p>Cross-cutting Issues</p>	<p>Gender and Minority Groups</p> <p>19. Were systematic gender reviews, analysis or assessments, completed by EPT-2? Did any reviews address women's or the minority group roles in zoonoses/EIDs surveillance/control?</p>	<ul style="list-style-type: none"> - Evidence of EPT supporting are gender focused approach using gender markers. - Baseline assessment/inception reports include gender issues 	<p>i. / ii. / iii./ iv./ vi./</p>

	<p>20. How EPT-2 has integrated / complied with FAO's Policy on Gender Equality?</p> <ul style="list-style-type: none"> ○ What strategies, interventions, mechanisms were used for inclusion of women and disadvantaged groups in the program? ○ How were gender interests and issues addressed? ○ How has EPT-2 contributed to (1) Equal participation of women and men as decision-makers related to livestock health, (2) Equal access to information, trainings, (3) Equal access to goods, services and to markets, (3) Reducing women's work burden and whether (5) EPT-2 had and utilized budget for women and gender equality? <p>21. What monitoring was carried out to assess how gender issues were being addressed?</p> <p>22. How have gender relations and equality been affected by the project?</p> <p>23. Was gender considered when recruiting staff?</p> <p>Monitoring, Evaluation and Learning</p> <p>24. What M&E tools and frameworks have been used?</p> <p>25. How has EPT-2 improved the quality and use of monitoring and evaluation data over time?</p> <ul style="list-style-type: none"> ○ How has M&E data been used to inform project and overall programme implementation and learning? <p>26. What sensitivities are there around the use of national disease data and how have these been managed?</p>	<ul style="list-style-type: none"> - Operational plan includes gender issues - Project M&E and reporting includes gender and 'under privileged issues - M&E Framework updates and revisions - M&E summary reports - JEE reports 	
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