

Programme evaluation series

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

Managament response

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
Rome, 2021

Management response to the Evaluation of FAO/USAID Emerging Pandemic Threats Programme – Phase II (EPT-2)

| Management response to the Evaluation of FAO/USAID Emerging Pandemic Threats Programme – Phase II (EPT-2) | | | | | 02/2021 |
|--|--|--|--|------------|-----------------------------------|
| Evaluation Recommendation | Management response Accepted, Partially Accepted or Rejected | Management plan | | | Further funding required (Y or N) |
| | | Actions to be taken, and/or comments about partial acceptance or rejection | Responsible unit | Time frame | |
| <p>Recommendation 1:</p> <p>As the COVID-19 pandemic has shown, the world is still unprepared for a pandemic, and threats such as avian influenza and MER-CoV remain. Therefore, the Evaluation Team highly recommends that EPT2 be continued and expanded.</p> | Accepted | <p>It is fully agreed that for a better contribution to the prevention of the emerging pandemic threats, the programme coverage needs to be expanded through collaboration with a broader range of resource partners; with an increased geographical scope by including additional high risk and food insecure countries; and in depth of the point to stop the spillover of pandemic potential pathogens at the animal-human interface.</p> <p>Currently, ECTAD is stating the implementation next phase activities relevant to the prevention of emerging pandemic threats programme funded by USAID and other financial partners as explained below.</p> <p>1.1 Building on the legacy of EPT2 and GHSA programmes, USAID has expressed the intention to further supporting FAO's work as part of their upcoming "Global Health Security Programme" (GHSP) covering period 2021-2024.</p> <p>Under the GHSP, it is planned to study spillover risks associated with wildlife trade and encroachment in close collaboration with Forestry Division. Future-focused approach such as foresight will be applied to identify the target areas with high risks due to consumption demands, trade, impacts of government policies to ecosystem such as construction of dams, high-speed train, etc. Policy, governance and capacity gaps in</p> | ECTAD, EMC-AH, OER, NSA, CJW, NFO, ESF, Relevant decentralized offices at regional and country levels | 2021–2024 | Yes |

| | | | | | |
|--|--|---|--|--|--|
| | | <p>prevention, preparedness and response to future pandemics will also be assessed in such high risks areas and used as the basis to design targeted workforce and institutional capacity development programme with engagement of key stakeholders at the national and sub-national levels.</p> <p>1.2 The coverage for Lower- and Middle-Income Countries (LMIC) will be expanded with new ECTAD teams to be established in Sudan upon request of the Government and of regional organizations and with SFERA funding support and in Niger, Nigeria and Mozambique as part of the USAID GHSP support.</p> <p>1.3 The recent advance of FAO in IT and data interoperability will enable the development of decision support tools to timely inform decision makers and guide early response in Animal Health. In particular, the Hand-in-Hand (HiH) geospatial platform, brings together over 20 FAO units across multiple domains, from Animal Health to Trade and Markets, integrating data from across FAO on Soil, Land, Water, Climate, Livestock production and health, Fisheries, Crops, Forestry, Trade, Social and Economics, etc. Data has also been sourced from FAO partners and public data providers across the UN and NGOs, private sector and space agencies. The HiH platform facilitates the data gap analysis and development of decision support tools to enhance early response. An example is the RVF Decision Support Tool, which is fully integrated in the HiH geospatial platform. This tool is a proof of concept and provides timely information on RVF risk periods</p> | | | |
|--|--|---|--|--|--|

| Management response to the Evaluation of FAO/USAID Emerging Pandemic Threats Programme – Phase II (EPT-2) | | | | | 02/2021 |
|---|--|---|---|---------------------------|-----------------------------------|
| Evaluation Recommendation | Management response Accepted, Partially Accepted or Rejected | Management plan | | | |
| | | Actions to be taken, and/or comments about partial acceptance or rejection | Responsible unit | Time frame | Further funding required (Y or N) |
| | | <p>and risk areas to support decision-making and enhance early warning and early action.</p> <p>1.4 During the ongoing pandemic of COVID-19, funds have been mobilized through the Emergency TCP to conduct field studies on COVID-19 in animals and work with WHO on risks of COVID-19 along supply chains in close collaboration with Food Safety Division and CJW. EMC-AH has activated the Incident Coordination Group for various animal health emergencies, including COVID-19. The above will continue as integral part of ECTAD and EMC-AH future work.</p> <p>1.5 Increased awareness to further enable FAO with its partners and all actors along the food supply chain to ensure that they follow appropriate measures to reduce exposure and prevent zoonotic diseases transmission, including COVID-19. In close coordination with national authorities and WHO, and remaining consistent with UN system messaging, raise awareness about health regulations, including rights, roles and responsibilities of workers raising of actors along the food supply chain.</p> | | | |
| <p>Recommendation 2:</p> <p>ECTAD must maintain the network of valuable expertise it used to implement the EPT2 to</p> | Accepted | It is agreed that the ECTAD platform consisting of multidisciplinary teams at all levels - country, region and global - needs to be sustained until the member countries' investments are in place. | ECTAD, EMC-AH, NSA, OER, CJW, | 2021–2024 and continue | Yes |

| Management response to the Evaluation of FAO/USAID Emerging Pandemic Threats Programme – Phase II (EPT-2) | | | | | 02/2021 |
|---|--|---|---|------------|-----------------------------------|
| Evaluation Recommendation | Management response Accepted, Partially Accepted or Rejected | Management plan | | | |
| | | Actions to be taken, and/or comments about partial acceptance or rejection | Responsible unit | Time frame | Further funding required (Y or N) |
| ensure that the necessary technical support remains available and that countries, especially the most vulnerable, develop and sustain the enduring capabilities they need to effectively prevent, detect and respond early to disease threats before they become regional or global crises. | | <p>In addition, the network of expertise, workforce and capacities that have been developed through the ECTAD work at the country and regional levels, cannot be sustained without countries’ policies and commitments.</p> <p>ECTAD has already initiated and carried out various efforts with the aim to sustain such capacities and expertise with certain positive results observed as of to date.</p> <p>2.1 To increase member countries’ investments for sustaining the capacities developed through the EPT2 programme, the advocacy strategy should be strengthened based on the evidence of economic and broader returns on such investments and in view of meeting countries commitments to the SDGs. The followings can be flagged as potential examples:</p> <p>Capacities on detection and response to emerging and priority zoonotic diseases developed through ECTAD programme in various countries, have been clearly applied to the various outbreaks – such as the epidemic of African Swine Fever and in support of the national public health authorities to detect and response to COVID-19. In addition, the regional laboratory and epidemiology networking activities allow the expertise among the countries under the certain setting of regional economic communities to share information, experience and facilitate the</p> | Relevant decentralized offices at regional and country levels | | |

| Management response to the Evaluation of FAO/USAID Emerging Pandemic Threats Programme – Phase II (EPT-2) | | | | | 02/2021 |
|---|--|--|------------------|------------|-----------------------------------|
| Evaluation Recommendation | Management response Accepted, Partially Accepted or Rejected | Management plan | | | |
| | | Actions to be taken, and/or comments about partial acceptance or rejection | Responsible unit | Time frame | Further funding required (Y or N) |
| | | <p>coordination and collaboration in disease prevention and control.</p> <p>2.2. To further strengthen and sustain the capacities built till now and its network of expertise, a systematic and coordinated implementation of related activities through various animal health projects/programmes at global, regional and country level, will be applied following the One Health capacity development approach in addition to the geographic expansion and scope of ECTAD’s work beyond the transboundary zoonotic diseases.</p> <p>2.3 Additional efforts will be made to expand funding base with potential financial partners to different countries and regions including other USA agencies (BHA, DTRA), China, Republic of Korea, Australia, UK and EU. . Efforts will be made to target other vulnerable countries under the USAID GSHP support.</p> <p>2.4 ECTAD is constantly maintaining and updating a multi-disciplinary roster of experts of various nationalities, with a broad range of technical, managerial and language skills and with worldwide field experience to fulfill the requirements of the programme and to ensure immediate response to member countries requests.</p> <p>2.5 Through its GHSA programme ECTAD will continue to build and strengthen the workforce</p> | | | |

Management response to the Evaluation of FAO/USAID Emerging Pandemic Threats Programme – Phase II (EPT-2)

| Management response to the Evaluation of FAO/USAID Emerging Pandemic Threats Programme – Phase II (EPT-2) | | | | | 02/2021 |
|--|--|--|---|------------|-----------------------------------|
| Evaluation Recommendation | Management response Accepted, Partially Accepted or Rejected | Management plan | | | Further funding required (Y or N) |
| | | Actions to be taken, and/or comments about partial acceptance or rejection | Responsible unit | Time frame | |
| | | capacity at country level through In Service Applied Veterinary Epidemiology Training (ISAVET) in Asia and Africa. | | | |
| <p>Recommendation 3:</p> <p>FAO needs to fully utilize its convening power, partnerships, trusted status and experience of emerging pandemic threats to engage political and business leaders on the need to consolidate and scale up EPT2-induced gains to improve pandemic preparedness. To reinforce progress, FAO must continue to support a cohesive EPT2 package of objectives and broaden its scope to ensure the sustainability of outcomes in those countries ready to invest. This will require an emphasis on advocacy and high-level policy and, in light of COVID-19, strengthening particular components of the programme, such as the identification and surveillance of livestock and wildlife hotspots to reduce the</p> | Accepted | <p>ECTAD has recognized the importance of private sector engagement as one of the contributing factors to sustainability of the prevention of emerging pandemic threat and will make the best efforts to fill the gaps.</p> <p>The current efforts which will be continued, and not limited to, can be described as follows:</p> <p>3.1 Efforts have been ongoing to strengthen public and private partner engagement. Within FAO, ECTAD Management will liaise with the relevant units for a better institutional clarity and framework at the FAO corporate level that facilitates a conducive environment for engagement with private sector partners as well between private and public sector partners.</p> <p>3.2 ECTAD has been striving for partnership opportunities with new partners who are best placed to assist in ensuring sustainability of outcomes in those countries ready to invest in pandemic preparedness. In addition to the Africa example given in the report, countries and the sub-regions in Asia are paying more attention and there are various ongoing initiatives that are highly relevant to</p> | ECTAD, EMC-AH, NSA, OER, CJW, Relevant decentralized offices at regional and country levels | 2021–2024 | Yes |

Management response to the Evaluation of FAO/USAID Emerging Pandemic Threats Programme – Phase II (EPT-2)

| Management response to the Evaluation of FAO/USAID Emerging Pandemic Threats Programme – Phase II (EPT-2) | | | | | 02/2021 |
|---|--|---|------------------|------------|-----------------------------------|
| Evaluation Recommendation | Management response Accepted, Partially Accepted or Rejected | Management plan | | | Further funding required (Y or N) |
| | | Actions to be taken, and/or comments about partial acceptance or rejection | Responsible unit | Time frame | |
| risk of outbreaks and to ensure early detection and response to any that occur. | | <p>ECTAD’s work. For example, the ongoing establishment of the ASEAN Coordinating Centre for Animal Health and Zoonoses, the ASEAN Centre for Public Health Emergencies and Emerging Diseases (ACPHEED), the SAARC Regional Support Unit (RSU) are the regional platforms that aim to leverage national resource utilization as well as attract external financial resources.</p> <p>3.3 Policy advocacy, both at country and regional levels, have been included in the ongoing programmes of USAID and other resource partners. While ECTAD, in coordination with relevant stakeholders, has developed “the transition plan” for various ongoing capacity building programmes, it should be noted that institutional strengthening and sustainability requires much longer-term investments and strategies.</p> <p>3.4 ECTAD is already supporting application of JEE and PVS, as well as implementation of recommendations thereof. Efforts are also on-going to map out JEE indicators with that of ECTAD M&E framework. The other tools developed by ECTAD also support advancement of countries capacity toward JEE (IHR) and PVS, such as LMT, EMT, and SET. These tools are for more targeted capacity building of epidemiological, surveillance and diagnostic capacities.</p> | | | |

| Management response to the Evaluation of FAO/USAID Emerging Pandemic Threats Programme – Phase II (EPT-2) | | | | | 02/2021 |
|---|--|---|------------------------|------------|-----------------------------------|
| Evaluation Recommendation | Management response Accepted, Partially Accepted or Rejected | Management plan | | | |
| | | Actions to be taken, and/or comments about partial acceptance or rejection | Responsible unit | Time frame | Further funding required (Y or N) |
| | | <p>3.5 ECTAD will establish and strengthen the links with Knowledge Management, MEAL and Strategic Positioning teams within OER to gather, develop and make efficient use of evidence for advocacy using FAO's methodology for damage and loss assessment in agriculture. New skill sets will be acquired to support advocacy and strategic positioning of ECTAD.</p> <p>3.6 Risk Monitoring and Early Action Plans (REAP) to be incorporated as part of the programmatic approach to pandemic threats and emerging infectious diseases linked to resilience building efforts. They provide a Plan of Action of coordinated short-term actions for anticipatory action and/or immediate response to pandemics and existing threats. In this context, the REAP aims to develop a "suite" of preparedness and response options at the country level. The REAP provides a framework to support countries in the identification and implementation of prevention and response investments, perspective through a food chain crisis lens. Strategies for the REAP approach will not only provide evidence based information but will also be used to support advocacy and resource mobilization.</p> | | | |
| <p>Recommendation 4: Future EPT2 work requires a robust gender strategy and a</p> | Accepted | ECTAD will ensure that a robust gender strategy is developed and systematically implemented throughout its programmes in alignment with the | ECTAD, OER, NSA, | 2021–2024 | Yes |

Management response to the Evaluation of FAO/USAID Emerging Pandemic Threats Programme – Phase II (EPT-2)

| Management response to the Evaluation of FAO/USAID Emerging Pandemic Threats Programme – Phase II (EPT-2) | | | | | 02/2021 |
|---|--|--|---|------------|-----------------------------------|
| Evaluation Recommendation | Management response Accepted, Partially Accepted or Rejected | Management plan | | | Further funding required (Y or N) |
| | | Actions to be taken, and/or comments about partial acceptance or rejection | Responsible unit | Time frame | |
| clearly articulated approach to engaging with minority groups. | | <p>FAO corporate’s policy as well as resource partners’ requirement.</p> <p>4.1 ECTAD plans to acquire in-house skill set and design a programme level strategy for gender integration and country level Gender Action Plans.</p> <p>4.2 Gender specific indicators will be included in the M&E framework.</p> <p>4.3 Reporting on gender disaggregated data will be systematically applied to programme activities.</p> | CJW, ESP, Relevant decentralized offices at regional and country levels | | |
| <p>Recommendation 5:</p> <p>The evaluation recommends a high-level review of how ECTAD can support broader livestock-related work across the various technical departments and divisions, including NSA, fisheries, food safety, AMR and resilience building in the face of disasters and emergencies. The review should be carried out by the appropriate key strategic offices and consult with decentralized offices and resilience hubs, where considerable experience and viewpoints are to be found on</p> | Accepted | <p>A high-level review of ECTAD’s position will be undertaken in consultation with key strategic technical departments and divisions within the FCC framework.</p> <p>In addition, as part of FAO’s strategic review on its priority programmes on One Health and Biosecurity, ECTAD’s role can be expanded to a broader livestock related work. This review is expected to complete before June 2021 in order to prepare for the medium term plans (2022-25) and consider the common issues at national level for implementing One Health, improving food security and resilience as well as natural disaster risk reduction.</p> | ECTAD, NSA, OER CJW Relevant technical offices at HQ and decentralized offices at regional and country levels | 2021 | No |

Management response to the Evaluation of FAO/USAID Emerging Pandemic Threats Programme – Phase II (EPT-2)

| Management response to the Evaluation of FAO/USAID Emerging Pandemic Threats Programme – Phase II (EPT-2) | | | | | 02/2021 |
|---|--|--|------------------|------------|-----------------------------------|
| Evaluation Recommendation | Management response Accepted, Partially Accepted or Rejected | Management plan | | | |
| | | Actions to be taken, and/or comments about partial acceptance or rejection | Responsible unit | Time frame | Further funding required (Y or N) |
| how ECTAD might evolve to support a more effective and efficient programme of livestock work. | | | | | |