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PROGRAMME COMMITTEE

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Second Real-Time Evaluation of FAO's work on Highly Pathogenic Avian Influenza (HPAI)

MANAGEMENT RESPONSE

Cover Note

1. Management welcomes the final report of the Second Real-Time Evaluation of FAO's Work on Highly Pathogenic Influenza (HPAI) (RTE2) and is very appreciative of the depth, breadth and weight of the recommendations, as well as the comprehensive consultative and peer review process applied during the Evaluation.
2. Management highly appreciates the RTE2 conclusion that FAO's efforts are viewed as having contributed to a progressive reduction in HPAI in all the countries studied and that with limited exceptions FAO's leadership in animal health is recognized. Management also welcomes the recognition given by the RTE2 to the hard work and commitment of staff in the countries visited by the RTE2 team. These positive findings, as well as the RTE2 recommendations, will clearly serve as a source of motivation and inspiration for ECTAD (Emergency Centre for Transboundary Animal Disease Operations) to both strengthen and broaden its activities.
3. Management provided detailed comments on the global, regional and country draft reports to the RTE2 team on 21 January 2010. The recommendations were not yet final at that time, and they were consequently not commented upon. A peer review of the RTE2 was conducted from 25 to 27 January 2010 and the peer review panel also provided a set of comments, both on the reports and its recommendations. Management notes that the final RTE2 recommendations partially incorporated these comments.
4. The Management Response refers only to the recommendations present in the overall RTE2 report, at the global level. Of the 33 recommendations made, Management accepts 29 and partially accepts 4. Caveats concern Recommendations 15, 18, 24 and 33 mainly for feasibility

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reasons mainly. In addition, Management is pleased to note that many of the RTE2 recommendations are already being implemented either fully or in part.

5. For the comprehension of the response provided below, Management wishes to provide the preliminary elements of context:

- a) FAO is progressively making transition to a result-based management approach, under which all the work of the Organization will be monitored and assessed towards results and performance. Plans are being made to apply the approach to ECTAD work, to ensure that all activities undertaken at global, regional and country levels contribute to the desired Organizational Results.
- b) ECTAD work on HPAI and other transboundary animal diseases (TADs) is now reflected within Strategic Objective B (SO B.2: Increased sustainable livestock production) and SO I (SO I.2: Improved preparedness for, and effective response to, food and agricultural threats and emergencies) with a strong multidisciplinary dimension integrating animal health, wildlife aspects, communication, socio-economic factors, etc. (multidisciplinary teams). Further efforts are made to reinforce the interdisciplinary dimension of ECTAD work with other units at headquarters and in the (sub)regional offices involved in the planning and implementation of the programme at all levels (interdisciplinary teams).
- c) Efforts are ongoing to link ECTAD work to the FAO National Medium-Term Priority Framework (NMTPF) to ensure that animal health activities build on longer-term development actions in line with country priorities. A similar approach is being developed at the regional level. This process is also supported by reinforced and functional relationships between ECTAD regional and country units, and FAO (sub)regional offices to deliver an animal health programme with great impact in the regions.
- d) FAO is currently developing a global programme for the prevention and control of diseases at the animal-human-ecosystems interface, the FAO *One Health* Programme (OH Programme), that is based on: (i) the multi-agency *One World, One Health* Strategic Framework; and (ii) the FAO/OIE Animal Health *One World, One Health* strategy currently under development. The *One Health* programme of work is expected to establish a systematic global effort to redress disease emergence at animal-human-agro-ecosystem interface with the aim to protect public health, safeguard food, agriculture production, natural resources management and livelihoods. The initial programme is designed to be implemented over a five year period, 2010-2015 and addresses both immediate needs for emergency response, as well as maintaining a longer-term vision for development and attainment of the MDGs.

6. Management decided to put in place a quarterly follow-up system to monitor the implementation of the global RTE2 recommendations and ensure that they serve as a roadmap for ECTAD in the coming years. For this purpose, the Action Plan proposed to implement the recommendations is based on a three-year period. Regional and national recommendations will be dealt with separately by the ECTAD regional and country offices that will report twice a year on the status of their implementation.

7. The Management Response has been prepared in line with the guidelines provided by OED, with improvements to the format of the recommendation action table.

Summary of Main Actions

8. To implement the recommendations provided by the RTE2 team, Management proposes a set of 91 actions to be implemented by 2015, all aligned with the corporate objectives (SOs B and D) in concordance with FAO's results-based management approach. Further efforts will be

deployed: (i) to support ECTAD work at regional and country-level by reinforced and functional relationships with FAO (sub)regional offices in order to deliver an animal health programme with greater impact in the regions; and (ii) to link ECTAD work to the country programming cycle through the FAO National Medium Term Priority Framework (NMTPF) to ensure that animal health activities build on longer-term development actions in line with country priorities.

9. The report highlights that most of the proposed actions (87 percent) are of a normative nature. There is a certain emphasis on the definition of global and regional strategies (27 percent), as well as on the elaboration of guidelines and tools to implement them (23 percent). Of significant importance are the human resource-related actions, with the expected creation of several positions in epidemiology (through Regular Budget) and public-private partnership work (through voluntary contributions) in an effort to optimize ECTAD/EMPRES' work in these two key areas. The majority of actions are linked to the operationalization of global and regional strategies. All proposed actions were designed on the basis of their potential impact on the efficiency and delivery of the overall FAO programme (see action table legend for details).

10. More specifically, the required actions will be organized under six pillars:

Pillar 1 - Policy development and programme coordination

The insertion of the animal health issues within the NMTPF/RMTPF constitutes the backbone of future ECTAD actions at country-level (actions 6.1 and 6.2), in parallel with the identification of priority areas of intervention ('hot spots') and context-adapted strategies (action 8.1).

Pillar 2 - Disease surveillance mechanisms

Priority is given to the development of regional strategies on One Health (action 12.3), shifting from a mono-disease to a multi-disease programme and a more comprehensive approach, with the support of new guidelines addressing priority TADs (actions 12.1, 12.2 and 12.4), zoonoses and emerging infectious diseases.

Pillar 3 - Diagnosis, differential diagnosis and pathogen characterization

The reinforcement of laboratories will be pursued, with better inclusion of socio-economic dimension (action 13.1).

Pillar 4 - Disease control and eradication measures

The actions will be mainly conducted in countries where H5N1 HPAI remains entrenched, with innovative approaches to be developed (actions 15.1 and 15.2). Lessons learnt from the HPAI epizootic will also be captured in a revised compensation strategy for all TADs (action 16.1).

Pillar 5 - Epidemiological data synthesis, analysis, presentation and use

FAO capacity will be reinforced through the proposed recruitment of epidemiologists at headquarters and in regions (actions 17.1, 17.2 and 17.3), and the revival of the existing collaborative consortium (action 17.3). Field activities will consist of reinforcing existing or developing new regional epidemiosurveillance networks (action 17.5), guided by new tools (guidelines, training packages), which will promote risk-based surveillance (action 22.2) supported by sector reviews (action 18.1) and value chain analysis (actions 19.1, 19.2 and 19.3).

Pillar 6- Disease prevention

The roles of biosecurity (actions 23.1, 23.2 and 23.3), vaccination (actions 25.1 to 25.4) and communication (actions 26.1 and 26.2) as preventive tools will be further explored and advocated, notably in HPAI endemic countries.

Recommendations	Accepted, partially accepted or rejected (and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
Assessment of national responses - General Recommendations					
<p>1. The development of a more integrated multidisciplinary approach to international, regional and country level programmes. It is recommended that FAO adopt centrally, regionally and nationally a much more cohesive multidisciplinary approach to HPAI responses, and indeed to all activities of ECTAD. This approach should be built upon mutual trust, recognition and engagement of the multiple disciplines of agricultural economics, epidemiology, laboratory sciences, communications, etc. that form part of the contributions appropriate for a leading UN organization and result in measurably stronger interactions (such as joint projects, publications or events) with relevant FAO units (including AGAH, AGAL, AGAP, the Investment Centre, Legal Office, etc.), and measurably more sustainable outcomes.</p>	<p>Accepted</p> <p>This is <u>work in progress</u> as a multi-disciplinary approach for the prevention and control of HPAI and other TADs is already adopted in the animal health programme and carried out by ECTAD at country, regional and headquarters level (ECTAD multidisciplinary teams composed of epidemiologists, communication specialists, economists, wildlife specialists, etc). This approach is reflected in several country and programme projects integrating animal health policies, socio-economics, biosecurity, wildlife and communication.</p> <p>The integrated and multidisciplinary approach falls within the broader context of FAO's policy for reinforced inter-departmental and inter-divisional work through Strategic Objectives B and I and their Organizational Results, which implies enhanced in-house collaboration at all levels and the deployment of interdisciplinary teams in decentralized offices.</p> <p>Management agrees that further efforts are still needed to embrace an integrated approach to ECTAD activities, particularly at country-level. Also, the potential of multidisciplinary and interdisciplinary teams has not been fully exploited yet, and Management will seek to improve the situation over the next year in line with the ongoing culture change process to support the FAO reform and the results-based management framework. At the field level, integration of the ECTAD team in the multidisciplinary teams of the (sub)regional offices and the establishment of a clear functional relationship between ECTAD and the decentralized offices' teams are a priority for promoting an integrated approach to the ECTAD field programme and also for resource pooling whenever the need arises.</p>	<p>Action 1.1 - To ensure that ECTAD teams are fully integrated into the multidisciplinary teams of the (sub)regional offices.</p>	ECTAD Management	October 2010	N
		<p>Action 1.2 - To set up multidisciplinary ECTAD teams at regional/country-level whenever needed, based on a region/country and discipline priority-setting process; to fill the newly proposed positions; in other countries, to ensure the necessary back-up from regional offices and headquarters.</p>	ECTAD Management	April 2011	Y
		<p>Action 1.3. To ensure participation of other divisions (involved in SO B and SO I) in ECTAD Management Meetings and other One Health (OH)-related meetings.</p>	ECTAD Management	Asap	N

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken				
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)	
<p>2. The development of a clear and cohesive interface between emergency and development responses to HPAI. It is recommended that FAO strengthen the interface between emergency responses and development programmes at the country level, to ensure that there is effective harmonization of the emergency responses to HPAI and the longer-term development aspirations of governments in the livestock health sector. Interface modalities will need to be regularly discussed in view of the ongoing FAO reform.</p>	<p>Accepted</p> <p>This is <u>work in progress</u>. FAO's emergency response to HPAI and other TADs is embedded in a longer-term development perspective ensuring transition and linkages between the emergency response and development programmes. This vision is reflected both in the framework of the regular programme (SO B) and ECTAD work. The FCC and its CMC-AH (see UR 3 of SO B OR2) notably ensures a systematic strategic transition from emergency assistance to longer-term support through resource mobilization and project proposal formulation efforts for affected countries and regions. The analysis of FAO's HPAI portfolio under ECTAD also demonstrates that the vast majority of projects can be considered as having a developmental nature, in line with the global strategy and programme for the control of HPAI (See also RTE1 Recommendation 1 response).</p> <p>It should also be noted that improved transition and linkages between emergency, rehabilitation and development is reflected in OR 2 of SO I to which AGA contributes significantly.</p> <p>On a more technical note, Management underscores that as a corollary of the move from emergency response towards development, it becomes important to move away from the fire-fighting towards efforts depicting disease dynamics in the animal-</p>	<p>Action 2.1 – To develop a FAO/OIE OH strategy.</p>	ECTAD Programming Unit	Ongoing	N	
		<p>Action 2.2 - To operationalize the FAO/OIE OH strategy:</p>				
		<p>(i) to develop an implementation framework and action plan for FAO responsibilities under the FAO/OIE OH strategy. This will derive into an umbrella global programme for implementation at all levels (the FAO OH Programme);</p>	ECTAD Programming Unit	ECTAD Regional Managers and appropriate officers at FAO regional and subregional offices.	Ongoing	N
		<p>(ii) to finalize regional strategies and programmes/work plans in all regions in line with the OH approach and the Umbrella OH Global Programme; and</p>	ECTAD Programming Unit	ECTAD managers with appropriate officers at FAO regional and subregional offices.	October 2010	N
		<p>(iii) to develop global, regional and national projects under the umbrella FAO OH Programme for funding proposals.</p>	ECTAD Programming Unit	ECTAD Regional Managers	October 2010	N

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
	human health interface and against the broader background of sustainable agriculture and rural development, natural resource management, and the poverty reduction agenda. The development of a FAO OH programme is being considered and will be developed in this spirit. It must be recognized, nevertheless, that the emergency response capability is always maintained.	Action 2.3 - To implement FAO OH programme	ECTAD	2015 (5 years)	Y
3. The exploitation of HPAI capacity built to cater for broader preparedness and response programmes for other priority livestock diseases. It is recommended that FAO urgently seek to broaden the range of impacts from recently installed HPAI capacity development to the wider sphere of other livestock diseases of priority to governments in each country. This will require FAO to engage at a wider level with national stakeholders and at a different level with its member countries and development partners to explore jointly the sustainable benefits that can be achieved by such an approach.	Accepted This is <u>work in progress</u> . Many of the activities undertaken now by ECTAD - in terms of emergency response, contingency planning, laboratory networks, surveillance - provide evidence on how the HPAI capacity efforts benefited countries for Early Warning, Early Detection and Early Response applicable to a range of other diseases. This is particularly obvious for 'transversal' topics such as biosecurity, veterinary services strengthening, surveillance systems, etc. The GLEWS and other tools developed in response to HPAI crisis such as OFFLU and CMC-AH at the global level, and the Regional Animal Health Centers and regional networks at the regional level are already being utilized for several TADs building on the HPAI control capacity and achievements. Management underlines, however, that in several cases, donors are reluctant to divert resources towards diseases other than HPAI. GF-TADs is instrumental in broadening the scope of FAO's interventions and moving towards an OH approach. It brings countries together at the regional level and moves towards the definition of Regional Roadmaps for the Progressive Control Pathway for foot-and-mouth disease, and other diseases such as Peste des petits ruminants, brucellosis, rabies, , etc, in line with regional priorities.	Action 3.1 – Idem as Actions Recommendation 2.			
		Action 3.2 – From the HPAI Global Programme impact assessment (see Recommendation #33):			
		(i) to draw up guidelines on how to convert HPAI investments into multi-disease investments, at global, regional and national level;	ECTAD Programming Unit	October 2010	Y
(ii) to use the RMPF and NMPF to decide where these investments should be redirected.	ECTAD Regional Managers	Asap	N		

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
		Action 3.3 – To promote and reinforce the GF-TADS at global and regional level:			
		(i) to develop the GF-TADS next five-year Action Plan, in line with the OWOH Strategic Framework;	GF-TADS Secretariat (headed by EMPRES)	October 2010	N
		(ii) to mobilize resources; and	GF-TADS Secretariat	January 2011	N
		(iii) to implement GF-TADS Action Plan.	GF-TADS global and regional Support Units	April 2011	Y

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
<p>4. Regular updating of strategies, approaches, protocols on the basis of outcomes and impacts. It is recommended that FAO place greater emphasis on learning from its engagement over five years in HPAI preparedness and response, and on using this learning to regularly review and update, as appropriate, its strategies, approaches and operating procedures at country level. This should be done by paying greater attention to how well definable outputs and achievements have been met, with a view of feeding back such learning to global and regional strategies.</p>	<p>Accepted</p> <p>Cross-fertilization of experiences between countries and between country and regional/global level are essential for the relevance of FAO's normative work. The annual meetings convened at regional-level (such as that for Asia held in February 2010), as well as specific technical meetings, provide a platform and forum for exchange of information, knowledge and experience. Useful information from country programmes is also regularly updated in the progress reports and the global annual report of HPAI programme.</p> <p>Management recognizes that current arrangements to incorporate country feedback into strategy formulation and/or update need to be further reinforced. Efforts are ongoing to encourage ECTAD staff to report on results so these could be used as a basis for regular updating of HPAI strategies.</p> <p>With the recent implementation of the result-based management system, it is expected that systematic monitoring and periodic review of project/programme implementation results will promote organizational learning and facilitate in-course correction, where needed.</p>	<p>Action 4.1 – To encourage the continuation of annual regional technical meetings and feedback sessions, particularly from endemic countries and use the results to review and update HPAI strategies as appropriate.</p>	ECTAD Management	Asap	Y
		<p>Action 4.2 – To establish a feedback system and reporting on the results from the field to the global level for analysis and use, as appropriate, and towards the development of a Knowledge Management System.</p>	ECTAD Management ECTAD Programming Unit in conjunction with appropriate officers at FAO regional and subregional offices.	April 2011	Y
		<p>Action 4.3 – To develop a strong monitoring and evaluation system for the OH global programme in line with the results-based management system.</p>	ECTAD Programming Unit	April 2011	N

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
<p>5. Active engagement with the private poultry sectors in affected countries. It is recommended that FAO take a much more pro-active role in assisting governments to engage more effectively with the private poultry industry sectors at various levels. Such engagement would seek to improve the effectiveness and credibility of the HPAI preparedness and response programmes. This is important both at the higher levels of sectors 1 and 2 of the poultry industry in countries such as Bangladesh, Cambodia, Côte d'Ivoire, Egypt, Indonesia, Nigeria and Vietnam, and at the emerging sector 3 level in many countries. In particular, it is recommended that:</p> <p>a) FAO strengthen the technical base of ECTAD units serving endemic countries, with international experts with strong knowledge and personal experience in commercial poultry enterprises, to advise and mentor on the design and implementation of preparedness and response initiatives; and</p>	<p>Accepted</p> <p>With the move from emergency support towards medium- to long-term approaches, there is a natural process of broadening the partnerships and involvement of wider groups of stakeholders, particularly in the realm of the private sector. With regard to the current HPAI situation, not only producers but the entire poultry industry have a role to play in the control of the disease. Commercial entrepreneurs need to assume greater responsibility for diminishing H5N1 virus circulation in industrial poultry plants and associated distribution and marketing channels.</p> <p>Management recognizes that ECTAD is currently ill-equipped to foster Public-Private Partnership (PPP) initiatives, notably in endemic countries. The PPP activities implemented under the USAID PPP inter-regional project need to be mainstreamed into</p>	<p>Action 5.1 – To establish an ECTAD PPP Unit/Thematic Group (to be determined) at FAO headquarters, with adequate staffing.</p>	ECTAD Management	April 2011	Y

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
	normative work, to be better integrated into country and regional plans.				
		Action 5.2 – To include PPP as part of the ECTAD Advocacy Programme.	ECTAD Management	Asap	N
		Action 5.3 - To develop PPP initiatives at country-level, relying on PPP national experts.	ECTAD Regional Managers, ECTAD Country team leaders, and appropriate officers at FAO regional and subregional offices.	October 2011	Y

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
b) FAO support the initiation or strengthening of small and medium holder poultry producer and marketer representation, with a view to strengthening the voice of small- and medium-scale poultry sector entrepreneurs, and to facilitate stronger linkages between them and government, and the more industrial enterprises ¹ . This recommendation is considered essential if FAO wishes to exploit fully its honest broker role, its responsibility to improving the effectiveness of HPAI control, and its need for support to poultry enterprises as implements of sustainable and inclusive growth and food security.	<p>Accepted</p> <p>Management emphasizes that the support to and empowerment of small and medium producer Professional Unions is at the center of FAO livestock development programme in line with national government policies.</p> <p>PPP work may entail the encouragement of a policy shift towards increased attention being given to sub-national level efforts, with participation of the poultry industry, local government at municipality and district level, village communities, smallholders of poultry, and intermediaries such as vendors and others involved in live bird marketing, with the aim of attaining collective, concerted and cohesive approaches at a more local level.</p>	Action 5.4 – To promote the strengthening of dialogue with government on PPP activities to be conducted at the grassroots level.	ECTAD Management	Asap	Y

¹ Farmers' organisations, societies and trusts have been used extensively as tools for empowering and giving a voice to smallholder entrepreneurs in many fields of agriculture, such as tea, coffee, beans and dairying. While many are driven by export incentives, some, such as the dairy example, build on improving services, credit opportunities and standards for domestic markets. The relatively rapid rise of the poultry sector has meant that these development tools have not received the attention they arguably deserve.

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
Assessment of national responses - Pillars recommendations					
<i>Pillar 1 - Policy development and programme coordination</i>					
6. Role in national animal disease policy development and revision. It is recommended that FAO develop a much clearer, structured and transparent situation analysis procedure for its HPAI and other ECTAD activities at the national level, which is updated regularly. This procedure should assist FAO in understanding the role(s) it can play in supporting national disease preparedness and response policy development, and how such policies interface appropriately with other in-country activities of FAO, and with longer-term national livestock development policies, including Poverty Reduction Strategy Papers (PRSP).	Accepted This is <u>work in progress</u> . ECTAD's work at country level operates within the context of national ownership to ensure that FAO's interventions are aligned with the country's sectoral priorities, policies and strategies. Efforts are currently undertaken by ECTAD in selected countries to develop National Medium Term Priority Plans – Animal Health (NMTPP-AH) based on the NMTPF approach. The NMTPF is the FAO planning and management tool which outlines the country priorities and how FAO can best assist countries in meeting their development priorities. As such, it contributes to the UN common country programming process, including UNDAF and PRSP. ECTAD work is now being aligned with this process.	Action 6.1 – To finalize the Regional Medium Term Priority Frameworks/Plans (RMTPF/P) for all regions consistent with the OWOH Strategic Framework.	ECTAD Managers	April 2011	N
		Action 6.2 – To continue to contribute to the development of NMTPF/NMTPP-AH in selected countries.	ECTAD Managers and appropriate officers at FAO regional and subregional offices.	(ongoing)	N

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
<p>7. HPAI planning, coordination and communication. It is recommended that FAO develop a harmonized strategic framework for national preparedness and response mechanisms for HPAI, accompanied by derived work plans for all its activities, and that these interlinked and enhanced strategy and work plan frameworks be used as management, communications and planning tools broadly applicable for governments, FAO and other stakeholders.</p>	<p>Accepted</p> <p>The RTE2 team was very appreciative about FAO's framework for national preparedness and response developed in Bangladesh.</p> <p>Management proposes to use the Bangladesh framework as a model for other countries, notably where the disease is endemic.</p> <p>Management would also like to mention as a caveat that regardless of the quality of FAO's framework, overall results in terms of HPAI control are foremost dependant on the government's interest and capacity to implement FAO's guidance.</p>	<p>Action 7.1 - To consider adapting, adopting and promoting the use of FAO's Bangladesh framework in other countries, notably in endemic countries.</p>	<p>ECTAD Programming Unit</p>	<p>October 2010</p>	<p>N</p>

Recommendations	Accepted, partially accepted or rejected (Management Response, March 26) and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
<p>8. Classification of COUNTRIES by risk and opportunity. It is recommended that FAO consider revisiting the classification of countries presented in the Global Strategy document to ensure that the classification used is up-to-date, is action-orientated, and is designed to provide guidance to countries on the relevance and cost-effectiveness of their preparedness and response strategies.</p>	<p>Accepted</p> <p>Management considers that the classification of countries – and possible evolution from one category to another - as proposed in the October 2008 update of the FAO/OIE Strategy (and subsequent revision of the HPAI Programme) is still valid and therefore proposes to maintain it. However, Management also agrees that further evidence on the relevance, efficiency and cost-effectiveness of preparedness and response strategies related to each of the three categories of countries can be further developed, notably taking stock of all past experience. A specific focus will be given to vaccination and compensation options.</p>	<p>Action 8.1 – To continue working on the institutionalization, cost effectiveness and social acceptability of the preparedness and response strategies, and develop a set of decision-supporting tools.</p>	<p>ECTAD Socioeconomic Unit GLEWS</p>	<p>October 2010</p>	<p>N</p>

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
Pillar 2 - Disease surveillance mechanisms					
<p>9. Further development of strategic support tools². It is recommended that FAO develop new standardized guidelines for surveillance of HPAI in different poultry populations and sectors, which could then provide greater strategic support to country programmes to improve the sensitivity, relevance and cost-efficacy of surveillance for HPAI.</p>	<p>Accepted</p> <p>FAO's surveillance guidelines for HPAI are embedded into the technical manual on 'Preparing for Highly Pathogenic Avian Influenza and are in compliance with the OIE Terrestrial Code (Chapter 1.4 on surveillance).</p> <p>Management recognized that additional work is needed to establish risk-based surveillance in value chains (and not only at the production-level), based on the enhanced understanding of poultry systems and their dynamics, and the lessons learnt from the five years of implementation of surveillance activities, notably the Participatory Disease Surveillance and Response (PDSR) programme in Indonesia. The survey on the efficacy of surveillance systems in Viet Nam will also serve as a reference. In particular, the role of Community Animal Health Workers (CAHWs) and of producers – within a functional animal health system/PP – will need to be explored, as will the drivers for enhanced reporting.</p>	<p>Action 9.1 – To develop OFFLU surveillance guidelines for HPAI (and other influenza viruses).</p>	OFFLU working group on surveillance	Completed July 2010	N

² Comment from the peer review Panel (January 2010): Recommendations 9 to 12 on surveillance could be amalgamated and where OIE standards exist, they should be promoted.

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
		Action 9.2 – To develop ECTAD surveillance guidelines – using OFFLU surveillance guidelines as a basis – in which the socio-economic dimension will be incorporated, utilising existing and in-development work.	ECTAD Socioeconomic Unit	October 2010	N

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
<p>10. Harmonized units for detection, reporting and intervention. Understanding the diversity of definitions used in countries in which FAO's programmes operate, it is recommended that FAO use its international status to seek greater harmonization in the units of reporting HPAI and other diseases of poultry, ensuring optimal comparisons of disease outbreaks and interventions on sector, spatial and temporal grounds.</p>	<p>ACCEPTED</p> <p>Based on the 'case definition' of the OIE Terrestrial code (Chapter 1.4), ECTAD will explore possible options for the most appropriate 'epidemiological unit' for HPAI reporting, both in domestic poultry and wild bird populations, according to spatial, temporal and poultry sector criteria. Work will be linked with the development of surveillance guidelines (Recommendation 9).</p>	<p>Action 10.1 – Develop appropriate and harmonized approaches to case definitions, outbreak descriptions, data collection (i.e. sector description, wildlife taxonomy, epidemiological unit description) and options for HPAI (and other poultry disease) reporting.</p>	GLEWS	July 2011	N
<p>11. Exploiting innovations and experiences in surveillance. It is recommended that FAO give greater consideration to analysing and learning from new approaches and experiences in surveillance techniques, with the goal of improving the sensitivity, cost efficiency and sustainability of both passive and active surveillance tools, and their relevance to different settings.</p>	<p>Accepted</p> <p>This recommendation is very similar to Recommendation 9 and could be combined.</p> <p>Lessons will be learnt from the use of new techniques, such as the use of PDSR and CAHO (community-based animal health outreach [Egypt]) programmes, digital pens or SMS gateway, and fully-costed options for passive and active surveillance will be integrated into the ECTAD surveillance guidelines (see Recommendation 9). The recommendations from the "Technical discussion on best practices for prevention and containment of H5N1 HPAI" (USAID, Bali, Indonesia, 30-31 March 2010), as well as the conclusions of the FAO Paper on Endemic countries, will also be used to increase the relevancy of the proposed surveillance guidelines and subsequent tools.</p>	<p>Action 11.1 – To carry out a comparative analysis on the cost-effectiveness of surveillance tools in different country settings.</p>	GLEWS ECTAD Socioeconomic Unit	October 2010	N

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
<p>12. Broadening the relevance of surveillance tools established. It is recommended that FAO actively and urgently seek ways of broadening the relevance of current and new surveillance tools and approaches to other transboundary, emerging and priority endemic diseases of importance in the countries in which HPAI programmes are operating. This should include active lobbying by FAO at country, regional and HQ levels with current and future donors to ensure optimal relevance and sustainability of capacity developed to date.</p>	<p>Accepted</p> <p>This is <u>work in progress</u>. ECTAD's current surveillance activities have already expanded beyond HPAI to include Newcastle disease and other emerging bird-borne zoonotic pathogens, such as West Nile Fever, Crimean Congo haemorrhagic fever, Japanese encephalitis, etc.</p> <p>This recommendation is closely linked to Recommendation 3 and its action, notably the production of guidelines on how to convert HPAI investments into multi-diseases investments, at global, regional and national level.</p> <p>Donor focus on HPAI has limited ECTAD to broaden to other country and regional needs.</p>	<p>Action 12.1 – To prepare a new set of guidelines for other priority emerging diseases.</p>	GLEWS	April 2011	N
		<p>Action 12.2 – To explore options to broaden the scope of the surveillance tools to other animal diseases.</p>	GLEWS	January 2011	N
		<p>Action 12.3 – To develop regional strategies to approach donors, in line with the OWOH strategic framework (actions Recommendation 2).</p>	Regional Managers	November 2010	N
		<p>Action 12.4 – To promote high-level dialogue with donors and countries, on the need to invest in other animal diseases.</p>	ECTAD Management	Asap	N

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
Pillar 3 - Diagnosis, differential diagnosis and pathogen characterization					
13. Standard diagnostic requirements for different countries. It is recommended that FAO further develop, in collaboration with partners, a set of principles and guidelines on the minimum and optimum requirements for diagnostic facilities and capacities to put in place in any given country, the costs and returns from these, and how factors such as size of country, potential number of cases, level of endemicity, cold chain capacity among other factors can be taken into account in defining HPAI laboratory needs.	Accepted This is <u>work in progress</u> . In compliance with OIE's Manual on diagnostic tests and vaccines for terrestrial animals, factors such as the size of country, level of endemicity, potential number of cases, cold chain capacity, etc. have been taken into consideration in defining laboratory needs, notably for procurement purposes. A four-level assessment tool for laboratory capacity (equipment, reagents, etc.) has been elaborated. However, the socio-economic aspects have not been considered (cost and return, for instance). A mapping of the laboratories is also being conducted in the framework of the "Identify" component of the USAID-funded "Emerging Pandemic Threats (EPT)" programme.	Action 13.1 – To consolidate previous work (notably with socio-economic aspects and risk-based approaches) into guidelines for laboratories facilities.	ECTAD OFFLU Unit	October 2010	N
		Action 13.2 – To test these guidelines in pilot countries for several priority diseases with different epidemiological settings and consolidate them.	ECTAD OFFLU Unit	April 2011	Y

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
<p>14. Broadening diagnostic capacity. It is recommended that FAO take active steps, including stepping up its advocacy, to continue to broaden the laboratory diagnostic capacities established for HPAI to include differential diagnosis of other poultry diseases, and to include consideration of overlapping and additional needs to respond to national diagnostic system demands for other transboundary, emerging and priority endemic diseases of importance in the countries in which HPAI programmes are operating.</p>	<p>Accepted</p> <p>This is <u>work in progress</u>. Many activities conducted in terms of laboratory capacity building are either 'transversal' (quality assurance, biosafety, shipment of samples, etc.) or already involving diseases other than HPAI – this was notably necessary for differential diagnostic to HPAI. Similarly, the regional laboratory networks are currently working on several TADs. HPAI has been seen as an entry point to sustainably reinforce laboratory capacities. Further work can be conducted on the basis of the conclusions of the survey proposed under Recommendation 3.</p>	<p>Action 14.1 – To conduct proficiency tests for other diseases (under the USAID Identify project).</p>	ECTAD OFFLU Unit	April 2011	Y

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation		Action to be taken			
			Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
Pillar 4 - Disease control and eradication measures						
15. Sub-national support to HPAI responses in key endemic settings³. It is recommended that FAO discuss with government partners the potential to develop fully-staffed programmes at a sub-national level in endemic settings such as Egypt, Indonesia and Vietnam that aim to bring into play the range of surveillance, response and private enterprise partnership strategies advocated at national level. It is proposed that this take the form of pilot activities in high-risk areas in which inadequate progress is being made. Lessons from previous attempts to devolve the programme in these countries should be taken into account.	Partially accepted This is <u>work in progress</u> . Such pilot activities (use of SMS gateway for reporting in Bangladesh; market restructuring in Indonesia; Community Animal Health Outreach (CAHO) programme in Egypt, etc.) are already being implemented in endemic countries and some are in development (PPP activities at the grassroots level – see Recommendation 5). However, the deployment of fully-staffed programmes at the subnational level appears quite unrealistic, at a time when ECTAD is already facing major challenges in being able to maintain teams in endemic countries. Lessons from the PDSR programme also have to be learnt before implementing similarly extensive programmes at local level.		Action 15.1 – To finalize the FAO Position Paper on endemic countries.	ECTAD RAP	Completed May 2010	N
			Action 15.2 – To operationalize the FAO Position Paper and the recommendations of the “Technical discussion on best practices for prevention and containment of H5N1 HPAI” (USAID, Bali, Indonesia, 30-31 March 2010) .	ECTAD Regional Managers	Asap	Y

³ Comment from the peer review Panel (January 2010): Recommendation 15 on subnational support will be very difficult to implement if funding for AI support is reduced (apart from the practical difficulties in implementing such a scheme in countries such as Viet Nam).

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation		Action to be taken			
			Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
	<p>Management considers that ECTAD's priority work consists of high-level technical support to governments of concerned countries. Grassroots assistance is also important, but should be performed through strategic partnerships (NGOs, etc.).</p> <p>The recommendations of the "Technical discussion on best practices for prevention and containment of H5N1 HPAI" (USAID, Bali, Indonesia, 30-31 March 2010), as well as the conclusions of the FAO Position Paper on endemic countries, should provide useful guidance on how to best tackle HPAI in countries where the virus is entrenched.</p>					

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
<p>16. Culling, compensation and restocking. It is recommended that FAO seek to build on its broad compensation policy expertise and take it down to a country level, developing an iterative “strategic-to-country, and back to strategic” approach to a cross-country analysis of what works and what does not. This has the goal of developing a standard set of principles and approaches to the complex interface of culling, compensation and re-stocking based on sound experience and results in countries in which it is engaged.</p>	<p>Accepted</p> <p>This is <u>work in progress</u>. ECTAD Socioeconomic Unit is currently working on capturing country compensation best practices into second-generation strategies/plans within the country framework, based on the 2006 WB-FAO-OIE compensation guidelines for HPAI and the WB country case book. While this work is mainly based on experience with HPAI, ECTAD is also currently looking at possible broader strategies aiming at financing animal health emergencies. These are based on a greater involvement of the private sector through PPP compensation mechanisms or purely private insurance schemes.</p> <p>The recommendations of the “Technical discussion on best practices for prevention and containment of H5N1 HPAI” (USAID, Bali, Indonesia, 30-31 March 2010), as well as the conclusions of the FAO Position Paper on endemic countries, should provide useful guidance on compensation schemes.</p>	<p>Action 16.1 – To develop the second compensation guidelines, based on country experience.</p>	ECTAD Socioeconomic Unit	April 2011	N
		<p>Action 16.2 – To finalize the Paper on financing animal health emergencies.</p>	ECTAD Socioeconomic Unit	January 2011	N
		<p>Action 16.3 – To operationalize the FAO Position Paper and the recommendations of the “Technical discussion on best practices for prevention and containment of H5N1 HPAI” (USAID, Bali, Indonesia, 30-31 March 2010).</p>	ECTAD Socioeconomic Unit ECTAD Regional Managers	Asap	Y

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
Pillar 5 - Epidemiological data synthesis, analysis, presentation and use					
<p>17. Enhancing epidemiology capacity. It is recommended that FAO place greater emphasis on fundamental quantitative and qualitative epidemiology skills in the ECTAD HQ, regional and country programmes. The following areas are of particular importance:</p> <p>a). The need for senior quantitative epidemiology expertise in FAO headquarters to advise and mentor on the development of epidemiology capacity in national, regional and global ECTAD programmes;</p> <p>b). The appointment of senior epidemiologists in each of the (sub-) regional ECTADs to advise and mentor within the regions;</p>	<p>Accepted</p> <p>Veterinary epidemiologist capacity exists at headquarters (eight technical officers with advanced epidemiological skills, mainly working for GLEWS or projects, and on qualitative epidemiology.</p> <p>Accepted</p> <p>The position has been created for ECTAD RAP and the recruitment is ongoing (Vacancy announcement issued).</p> <p>Similar positions could be opened and created in other (sub)regions should long-term funding be available.</p>	<p>Action 17.1 – To recruit a Senior Epidemiologist (P5) to be located at ECTAD headquarters (quantitative epidemiology) .</p>	ECTAD Management	April 2011	Y
		<p>Action 17.2 – To finalize the recruitment of the Senior Epidemiologist of ECTAD RAP.</p>	ECTAD Management	Completed July 2010	Y
		<p>Action 17.3 – To raise resources for the establishment of similar positions in other ECTAD (sub)regional units.</p>	ECTAD Management	October 2010	Y

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
c). The fostering of stronger links and partnerships with national, regional and international institutions with epidemiological expertise; and	<p>Accepted</p> <p>At the global level, a consortium had been established for HPAI in 2004, with several centres of expertise (CIRAD, Belgian and Dutch Universities, USDA's CEAH, Royal Veterinary College, University of London, Australia's Murdoch University, etc). This needs to be reactivated and the scope of interventions increased to address all TADs. In addition, the process of designation of FAO Reference Centres is almost complete. These centres will provide substantial support to FAO, notably in the field of epidemiology.</p> <p>At the regional level, the deployment and reinforcement of regional epidemiological surveillance (ES) networks needs to be pursued, together with regional organizations for increased ownership and sustainability (example of IBAR in Africa).</p>	Action 17.3 – To reactivate THE epidemiological consortium.	GLEWS	October 2010	N
		Action 17.4 – To develop FAO Reference Centre Action plans.	GLEWS	January 2011	N
		Action 17.5 – To develop a global strategy/programme for the sustainable reinforcement of ES networks in all regions.	GLEWS	January 2011	N
		Action 17.6 – To develop new collaboration to sustain and develop FETPV programmes.	GLEWS ECTAD Regional Managers	October 2010	Y
d). The consideration of a wider range of training opportunities for national epidemiologists, supplementing the FETPV and AVET programmes.	<p>Accepted</p> <p>This is <u>work in progress</u>. New modules (outbreak investigation) have been or will be (wildlife surveillance) integrated into the regular training programme. Collaboration with additional institutions in the field of FETPV need to be established, in order to sustain the approach/mechanism, notably in endemic countries.</p> <p>It is to be noted that not all countries have adequate veterinarians (and CAHWs networks), which limits epidemiological training.</p>				

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
<p>18. Improving the understanding of poultry demography. It is recommended that FAO build on its development of a 4-sector classification of poultry enterprises, using new data that has emerged from several countries, with a view to updating and harmonizing the classification and characterization of poultry systems in each of the countries.</p>	<p>Partially accepted</p> <p>Management accepts the criticism regarding the limitations of the 4-sector classification.</p> <p>FAO and partners still use this 4-sector classification as it has proven and still proves very convenient for a rapid understanding of the variety of production systems that exist. It is therefore proposed that it remain unchanged.</p> <p>For disease control, FAO is using a more refined approach with solutions specific to different actors along the production and marketing chains or in different geographic areas, based on a Hazard Analysis Critical Control Point (HACCP)-like approach.</p>	<p>Action 18.1 – To revise the template on how to conduct Poultry Sector Reviews by reinforcing the level of information relating to poultry demography.</p>	ECTAD Production Unit and appropriate officers at FAO regional and subregional offices.	Completed July 2010	N
		<p>Action 18.2 – To increase emphasis given on the understanding of poultry (and other livestock) demography in the (6) future Poultry and Pig Sector Reviews (using the above mentioned revised template).</p>	ECTAD Production Unit	April 2011	Y

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
<p>19. Putting value chain studies into greater practical use. It is recommended that FAO place much stronger recognition at country level of the role of value chain analyses in improving the efficacy of surveillance and response mechanisms. It is also recommended that such analyses be conducted at higher levels of resolution by in-country teams, and results are well integrated with epidemiological analyses.</p>	<p>Accepted</p> <p>This is <u>work in progress</u>. Value chain analysis is now broadly accepted as a powerful tool for the elaboration of national prevention and control strategies, as it allows for the identification of critical control points. It is particularly useful for establishing risk-based surveillance.</p> <p>However, there is a need for :</p> <ul style="list-style-type: none"> - a comprehensive decision-supporting tool for value chain analysis and its use within animal disease prevention and control; and - increased integration with policy-makers, as the conducting of a value chain requires resources for good data collection and the ability to undertake analysis. 	<p>Action 19.1 – To advocate for the use of value chain analysis for TADs prevention and control to national policy-makers.</p>	ECTAD Regional Managers	Asap	N
		<p>Action 19.2 – To develop and disseminate a manual on how to conduct value chain analysis for animal diseases prevention and control.</p>	ECTAD Socioeconomic Unit GLEWS	October 2010	N
		<p>Action 19.3 – To promote the use of value chain analysis via the integration of a value chain module (to be developed) in the FETPV – AVET programmes.</p>	ECTAD Socioeconomic Unit	October 2010	N

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
<p>20. Greater integration of the products of socio-economic analyses into surveillance and intervention strategies. It is recommended that FAO seek to make much greater use of socio-economic impact assessments in strategy development. This will require much closer and more direct engagement of socio-economists, poultry production specialists and veterinary epidemiologists than is currently the case. Such integration should ultimately be reflected in integrated multidisciplinary programmes in the field.</p>	<p>Accepted</p> <p>This is <u>work in progress</u>. Much work is currently carried out at the country-level on impact assessment of animal diseases on livelihoods, and studies on surveillance and intervention strategies (from vaccines to biosecurity to compensation) are under development.</p>	<p>Action 20.1 – To develop a decision-supporting manual for socio-economic based approaches for disease control based on experiences garnered with HPAI.</p>	ECTAD Socioeconomic Unit	April 2011	N
		<p>Action 20.2 – To test the manual before formal adoption.</p>	ECTAD Socioeconomic Unit	April 2012 (one year after the production of the Manual)	Y

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
<p>21. Putting greater focus on outbreak investigation. It is recommended that FAO consider how outbreak investigations in affected countries can be made more effective and more sustainable, seeking incentives for field staff to undertake such investigations, and to engage more effectively in investigative tracing forward and backwards.</p>	<p>Accepted</p> <p>This is <u>work in progress</u>. National disease outbreak investigation capacity is currently reinforced through training courses (FETPV and AVET Programmes) on epidemiology and laboratory (continuum between field data collection and laboratory diagnostic) and the development/reinforcement of regional ES networks. However, there are no guidelines on outbreak investigation.</p> <p>Since disease outbreak investigation is the responsibility of countries (official Veterinary Services), ECTAD teams (<i>in situ</i>) cannot provide direct assistance. Similarly, the deployment of a CMC-AH mission is subject to country request.</p> <p>The lack of data and trace-back analysis is also an impediment to the global knowledge of the epidemiology of the disease (potential source of infection, evolution of the virus, etc.).</p>	<p>Action 21.1 – To update guidelines for disease outbreak investigation, including minimum/standard data requirements.</p>	GLEWS	April 2011	N
		<p>Action 21.2 – To advocate to national governments for increased involvement of ECTAD teams and appropriate officers at FAO regional and subregional offices, including deployment of CMC-AH in countries for disease outbreak investigations.</p>	ECTAD Management ECTAD Regional Managers	Asap	N
		<p>Action 21.3 – To advocate in regional and national fora on the need for quality investigation data (for HPAI global epidemiological knowledge).</p>	ECTAD Management ECTAD Regional Managers	Asap	N
		<p>Action 21.4 – To develop a global strategy/programme for the sustainable reinforcement of epidemiosurveillance networks in all regions (idem Action 17.5).</p>	GLEWS	January 2011	N

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
<p>22. Greater use of risk-based approaches. It is recommended that FAO place much greater emphasis on the role of risk-based approaches to surveillance and response mechanisms, building on outputs from sound value chain and epidemiological analyses in the field. Products of risk assessment should play a much stronger role in national strategy development</p>	<p>Accepted</p> <p>Management recognized that there is a need:</p> <ul style="list-style-type: none"> - to better promote risk-based surveillance approaches for disease control intervention and risk management, based on Critical Control Point approaches; and - for greater buy-in from governments, as risk-based surveillance often requires a change in the level of decision-making and a more comprehensive look at the surveillance systems in place. <p>The ECTAD position is to put much emphasis on risk, all along the chain (production/distribution/marketing), with a particular focus on live bird markets, where the risk is currently underestimated. In terms of production sectors, Sector 3 should receive increased attention.</p>	<p>Action 22.1 – To develop a training package to build national capacity to conduct risk assessments and identify critical control points.</p>	GLEWS	April 2012	Y
		<p>Action 22.2 – To advocate in international and regional fora on the need to carry out risk-based surveillance and response mechanisms.</p>	ECTAD Management ECTAD Regional Managers	Asap	N

Recommendations	Accepted, partially accepted or rejected (Management Response, March 26) and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
Pillar 6 - Disease prevention					
23. Moving biosecurity from theory to practice. It is recommended that FAO take stock of the wide gaps between the quantity and in general terms the quality of messages that have emerged from FAO and other partners on biosecurity at the farm, the live bird market and the household levels, analyse the contributions to these gaps, and develop an updated and longer-term plan, ideally incorporating the generation of empirical evidence on options for the future reduction of infection risk in these three key settings.	Accepted The quality of messages on biosecurity is quite standard and acceptable (global guidelines produced). There is however a need to contextualize these messages in different country settings, by testing them at the field-level. There is a particular need to conduct cost/benefit analysis (in real situations) for the main proposed measures and therefore to test their validity, affordability and feasibility. Based on empirical evidence, it will be easier to advocate for the voluntary implementation of biosecurity at farm level and in live bird markets.	Action 23.1 – To generate empirical evidence on the impact of biosecurity measures.	ECTAD Production Unit and appropriate officers at FAO regional and subregional offices. ECTAD Socioeconomic Unit	April 2011	Y
		Action 23.2 – To further explore the most effective ways of increasing uptake of biosecurity measures and better hygiene in all production and marketing systems.	ECTAD Production Unit and appropriate officers at FAO regional and subregional offices. ECTAD Socioeconomic Unit	April 2011	Y
		Action 23.3 – To advocate in international and regional fora on the need to implement biosecurity measures at farm level and live bird markets.	ECTAD Management ECTAD Regional Managers	Asap	N
24. Continued need for understanding of human disease risk reduction⁴. It is recommended that FAO, in collaboration with WHO and other partners, undertake a review of what has been achieved to date in discerning the risks of human infection in endemic countries, and make recommendations on the conclusions reached and the studies required to update	Partially accepted Management considers this Recommendation to be more of a WHO than an FAO concern (beyond FAO's scope). However, tackling disease at its animal source to reduce the risk of a human pandemic remains valid today. Is HPAI still a pandemic risk? Given the	Action 24.1 – To develop, implement and promote the <i>One Flu</i> research proposal.	ECTAD OFFLU Unit	April 2011	Y
		Action 24.2 - In endemic countries, to support the joint analysis of epidemiological, clinical, virological and socioeconomic data from the animal and public health sectors.	ECTAD Management ECTAD Regional Managers	Asap	N

⁴ Comment from the peer review Panel (January 2010): Recommendation 24 on human risk factors covers issues that fall within WHO's mandate.

Recommendations	Accepted, partially accepted or rejected (Management Response, March 26) and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
current understanding	<p>number of circulating influenza strains, it is proposed to look at the broader picture and at pandemic risks due to all influenza viruses, in line with the proposed One Flu approach.</p> <p>While pandemic risk prevails in endemic countries, it seems that specific practices (such as food preparation) may also influence the risk. The recommendations of the "Technical discussion on best practices for prevention and containment of H5N1 HPAI" (USAID, Bali, Indonesia, 30-31 March 2010), as well as the FAO Position Paper on endemic countries are expected to clarify some of the factors of influence. It is also expected that the USAID EPT program will substantially increase the knowledge on pandemic emergence.</p>	<p>Action 24.3 – To operationalize the FAO Position Paper and Bali meeting recommendations (with regard to discerning the risks of human infection in endemic countries).</p>	ECTAD Management	April 2011	Y
		<p>Action 24.4 – Verona 1 Paper – to review the findings by Yale University visiting professor in 2008 (P. Rabinowitz).</p>	GLEWS	Asap	N

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
<p>25. Continued need for understanding of the roles of vaccination. It is recommended that FAO continue to update its strategic recommendations on vaccination against HPAI, taking into consideration how it might be added to the intervention options portfolio of countries currently choosing not to vaccinate, and how its effectiveness can be judged from experiences in countries where it has been used</p>	<p>Accepted</p> <p>This is <u>work in progress</u>. Since 2004, FAO has produced many guidelines and recommendations on vaccination (notably FAO/OIE vaccination guidelines, Verona 1). A lot of empirical evidence on vaccination strategy relevance and cost-effectiveness is now available with, as a main source of information, the Gathering Evidence for a Transitional Strategy (GETS) project in Viet Nam and the on-going vaccine trials in Egypt and Indonesia.</p> <p>FAO believes that vaccination is only one of the possible options for disease control and that the country readiness (financing, exit strategy, etc.) should be assessed before any decision is made. In addition, the role of vaccination in the evolution of the virus (new sub-clades) is questioned.</p>	<p>Action 25.1 - To produce an updated set of vaccination guidelines based on country experiences and cost/benefit analysis.</p>	ECTAD OFFLU Unit	April 2011	Y
		<p>Action 25.2 – To review the role of vaccination in the progressive control of HPAI.</p>	ECTAD OFFLU Unit	April 2011	Y
		<p>Action 25.3 – To develop an FAO tool to assess the country-readiness to vaccinate.</p>	ECTAD OFFLU Unit	October 2011	Y
		<p>Action 25.4 – To further investigate the role of vaccination in the evolution of viruses.</p>	ECTAD OFFLU Unit	April 2011	Y

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
<p>26. Sustaining and enhancing communications capacities. It is recommended that FAO enhance its partnership with other organizations working on communication activities in the field, particularly taking advantage of its recognized technical expertise, and, when and where appropriate, take a lead role in information, education and communication activities at farm level, particularly in settings where such activities can be complemented with disease surveillance and biosecurity work</p>	<p>Accepted</p> <p>Despite several ongoing collaborative projects with other partners, the lack of a global inter-agency coordination mechanism is hindering better coordination and role definitions for communication activities across agencies.</p> <p>In the longer-term, FAO believes that its role in the strengthening of communication capacities and leadership of MoA/VS is far more critical than its direct involvement in the implementation of communication campaigns at community-level.</p>	<p>Action 26.1 – To continue to strongly advocate for a global communication coordination mechanism, as well as for better definition of roles and responsibilities.</p>	<p>ECTAD Management</p> <p>ECTAD Communication Unit.</p>	Asap	N
		<p>Action 26.2 – To advocate for enhanced resource allocation in support of posting of communication experts in the field.</p>	<p>ECTAD Management</p> <p>ECTAD Communication Unit.</p>	Asap	N

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
<p>27. From industry restructuring to safe integrated poultry production and marketing. It is recommended that FAO take a strategic lead role in evaluating future poultry enterprise development options that build on the high demand for safe poultry products, on the need for greater biosecurity, marketing and processing innovations, on the exclusive roles that poultry play in livelihoods and food security, and on the need to reduce the global risks from influenzas.</p>	<p>Accepted</p> <p>This is <u>work in progress</u>. Work is currently conducted on:</p> <ul style="list-style-type: none"> - producing safe poultry products, using the value chain analysis (CCP approach); - looking at the dynamics of restructuring (both government-led and market) and the implications for policy development (Myanmar, Viet Nam and Kenya); and - analysing consumers' preferences in relation to demand for safe food. <p>The work on understanding the role of poultry in livelihoods and food security has already been conducted. The outcomes of the international conference 'Poultry in the 21st century' (2007) are key for the future development of the poultry sector.</p>	<p>Action 27.1 – To engage with governments in H5N1 HPAI endemic countries, in providing technical assistance for development of their long-term strategies to control TADs in poultry and other sectors, with a focus on issues and options for long-term restructuring.</p>	ECTAD Regional Managers	Asap	N
		<p>Action 27.2 – To consolidate and disseminate knowledge on poultry enterprise development options for decision-making, including topics such as:</p> <ol style="list-style-type: none"> 1. role of poultry in livelihoods and in food security; 2. future development of the poultry sector with identification of emerging risk factors and socio-economic factors driving change; and 3. the concept of safe poultry chain. 	ECTAD Socioeconomic Unit ECTAD Production Unit	April 2011	Y

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
Interface with Global and Regional Programmes					
<p>28. FAO should develop a set of criteria for prioritization of global and regional support to countries: the support should be aligned to country-level strategic programmes and work plans and go beyond individual project responsibilities; given the importance of women in poultry production, “greater impact on gender equity” must be one of the criteria to be included.</p>	<p>Accepted</p> <p>This recommendation is linked to Recommendation 6.</p> <p>Management recognizes the importance of integrating gender into all aspects of ECTAD’s work as a cross-cutting issue as women represent the majority of the rural poor and play a major role in the survival strategies and the economy of poor rural households.</p>	<p>Action 28.1 – To finalize OH regional strategies and programmes/work plans in all the regions under the OWOH approach (country-driven process) (linked to Recommendation 2 and action 2.2).</p>	ECTAD Regional Managers with support from ECTAD programming unit and appropriate officers at FAO regional and subregional offices.	Asap	N
		<p>Action 28.2 – Finalize NMTTP-AH in priority countries (linked to actions 6.1 and 6.2).</p>	ECTAD Regional Managers with support from ECTAD programming unit and appropriate officers at FAO regional and subregional offices.	Asap	N
		<p>Action 28.3 – Ensure the mainstreaming of the gender dimension in subsequent FAO programmes.</p>	ECTAD Programming unit and appropriate officers at FAO regional and subregional offices. ECTAD Socioeconomic Unit	Asap	N
<p>29. Regional roles: FAO should take note of the increasingly important roles of sub-regional and regional ECTAD units, and potentially multi-institutional RAHC, in supplementing the funding opportunities for these units, through multidisciplinary initiatives such as the OWOH initiative, while strengthening their technical and operational capacity.</p>	<p>Accepted</p> <p>FAO has always given priority to the establishment of regional, subregional and country units. The Organization played a leading role in the establishment of RAHCs, with the OIE regional representations.</p>	<p>Action 29.1 – Idem as Recommendation 28.</p>			

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
Operational Management					
<p>30. Flexible funding mechanisms such as SFERA should be made more use of by donors. Donors should be encouraged to utilize the SFERA pool funding mechanism rather than setting up individual projects, and to accept greater use of such funds for preparatory and follow-up work at the country level. Building on the important role played by SFERA in the HPAI response, it is recommended that an “animal health” SFERA programmatic window be opened and contributions made by the donors. Such a window would also enable the CMC-AH to continue to provide timely responses to requests for assistance made by member countries, and for FAO in general to broaden the scope of the response and ensure the required follow-up activities.</p>	<p>Accepted This is <u>work in progress</u>. SFERA can already receive funds for OH activities/projects.</p>	<p>Action 30.1 – To continue advocacy efforts urging donors to commit un-earmarked funds through an animal health programmatic window of the SFERA.</p>	ECTAD Management	Asap	N
		<p>Action 30.2 – To make sure that NMTPP-AH are available to donors in order to provide them with the country framework within which SFERA funds will be invested, so as to stimulate donors' contribution to an animal health SFERA programmatic window.</p>	ECTAD Management ECTAD Programming Unit ECTAD Regional Managers	Asap	N

Recommendations	Accepted, partially accepted or rejected (Management Response, March 26) and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
31. Improve management of human resources , including greater use of pooled funding for human resources, procurement, etc. This type of funding should allow for consolidation, continuity, and more efficient and flexible use of resources. FAO should also consider mainstreaming its current policy in Asia of selecting staff, which takes into account not just technical but also geographical, managerial and cultural expertise as well as capacity building and gender considerations.	Accepted While the use of pooled funding for human resources is welcomed, its operationalization and especially the type of account to be established. This recommendation goes beyond ECTAD and is currently being considered by TCE. ECTAD selection processes also take into account geographical, managerial and cultural expertise, as well as gender considerations.	Action 31.1 - To study the feasibility of using pooled funding for human resources.	TCE management		N
		Action 31.2 - To continue to take geographical, managerial and cultural expertise, as well as gender considerations into account in ongoing and planned ECTAD recruitment processes.	ECTAD management	(ongoing)	N

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N)
<p>32. Make greater use of FAO HPAI staff collective expertise⁵, enhancing internal communications and learning and promoting stronger engagement with, and feedback from, units other than AGAH or TCES as appropriate; achievement of this recommendation will also help in mainstreaming the HQ-led drive towards multidisciplinary particularly in regions/countries with lower availability of broader technical expertise.</p>	<p>Accepted</p> <p>This recommendation is linked to the previous one on ECTAD multidisciplinary established at headquarters (Recommendation 1). Efforts are ongoing to expand this multidisciplinary to other units in-house, when and as needed. This is supported by the fact that ECTAD work is embedded in the different UR of SO B2 and SO I which involves, in addition to AGA and TCE, other units. Efforts are ongoing to mainstream this multidisciplinary expertise to the region and countries.</p>	<p>Action 32.1 – (see action 1.1 and 1.2)</p>			

⁵ Comment from the peer review Panel (January 2010): Parts of recommendation 32 on multidisciplinary approaches could be largely amalgamated into Recommendation 1.

Recommendations	Accepted, partially accepted or rejected and COMMENT on the Recommendation	Action to be taken			
		Action	Responsible Unit	Timeframe	Funding: further required (Y;N);
Broader outcomes of FAO's HPAI interventions					
33. Conduct in two to three years' time a comprehensive evaluation of FAO's contributions to reduced animal disease and associated human health risks (Organizational Result B2) ⁶ that looks into HPAI and FAO responses to other animal diseases from a multidisciplinary and holistic point of view; this evaluation should ideally be carried out following a stock-taking exercise on the impact of FAO's support to the global response to the HPAI crisis, and take into account progress made in the consolidation of the ECTAD model and the implementation of the FCC management framework.	<p>Partially Accepted</p> <p>This recommendation goes beyond the scope of ECTAD and is to be considered within the overall scope of Organizational Results B2, I1 and I2.</p> <p>The Evaluation could be considered if: (i) funds are available; and (ii) if the One Health programme grows to an overall significant scale. If so, it will be conducted with the involvement of the relevant services in the AG and TC Departments.</p>	<p>Action 33.1 – To conduct an assessment of the impact of HPAI (subjected to availability of funds).</p>	<p>ECTAD Management</p> <p>ECTAD Programming Unit</p> <p>ECTAD Regional Managers and appropriate officers at FAO regional and subregional offices.</p>	April 2011	Y
		<p>Action 33.2 – To assess the One Health Program (size and scope) and if then required, to plan and conduct the Evaluation, involving the relevant AG and TC services.</p>	<p>ECTAD Management</p> <p>ECTAD Programming Unit</p> <p>ECTAD Regional Managers and appropriate officers at FAO regional and subregional offices.</p> <p>All AG and TC relevant services</p>	April 2012	Y

⁶ [ftp://ftp.fao.org/docrep/fao/meeting/017/k5831e.pdf](http://ftp.fao.org/docrep/fao/meeting/017/k5831e.pdf)

List of acronyms

AGA	Animal Production and Health Division (FAO)
AGAH	Animal Health Service
AGAL	Animal Policy Branch
AGAS	Livestock Production Systems Branch
AI	Avian Influenza
AVET	Applied Veterinary Epidemiology Training (Philippines, Viet Nam)
CAHO	Community-based Animal Health Outreach (Egypt)
CAHWs	Community Animal Health Workers
CCP	Critical Control Point
CEAH	Centers for Epidemiology and Animal Health (USA)
CIRAD	Centre International pour la recherche Agronomique et le Développement (France)
CMC-AH	Crisis Management Centre - Animal Health (FAO/OIE at FAO)
ECTAD	Emergency Center for Transboundary Animal Diseases (FAO)
EMPRES	Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases (FAO)
EPT	Emerging Pandemic Threat (USAID Programme, USA)
FAO	Food and Agriculture Organization (of the United Nations)
FCC	Food Chain Crisis Management Framework (FAO)
FETPV	Field Epidemiology Training Program for Veterinarian (CDC [USA], adapted by FAO)
GF-TADs	Global Framework for Transboundary Animal Diseases (FAO/OIE)
GLEWS	Global Early Warning and Response System (FAO, OIE, WHO)
HACCP	Hazard Analysis Critical Control Point
IBAR	Inter African Bureau for Animal Resources (African Union)
MDGs	Millennium Development Goals
MoA	Minister of Agriculture
NGOs	Non Governmental Organizations
NMTPF	National Medium Term Priority Framework (FAO)
NMTPP-AH	National Medium Term Priority Programme for Animal Health
OED	Office of Evaluation (FAO)
OFFLU	OIE-FAO global network of expertise on animal influenza
OH	One Health
OIE	World Organization for Animal Health
OWOH	One World, One Health
PDSR	Participatory Disease Surveillance and Response (Programme; Indonesia)

PPP	Public Private Partnership
PRSP	Poverty Reduction Strategic Paper
RAHC	Regional Animal Health Center
RMTPF	Regional Medium Term Priority Framework
RTE	Real Time Evaluation
SFERA	Special Fund for Emergency and Rehabilitation Activity (FAO)
SO	Strategic Objective
SO B	Strategic Objective B (Increased sustainable livestock production)
SO I	Strategic Objective I (Improved preparedness for, and effective response to, food and agricultural threats and emergencies)
TADs	Transboundary Animal Diseases
TCE	Emergency Operations and Rehabilitation Division (FAO)
TCES	Emergency Operations Service (FAO)
VPH	Veterinary Public Health
UNDAF	United Nations Development Assistance Framework
USAID	United States Agency for International Development (USA)
VS	Veterinary Services
WHO	World Health Organization (Geneva)